

## Strategic Plan Revision 2023-28

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## Section 1: Mission, Vision, Core Values, Theory of Action

**Our Mission:** Our mission is to inspire and support all students equitably to achieve their academic and social potential.

**Our Vision:** Park City School District is student-centered with a focus and emphasis on the whole child - Our students are safe, supported, engaged, challenged, and healthy. We continuously deliver efficient, effective, and transparent communication about the District.



## **Core Values:**

**Academic Success:** We are committed to engaging all students to reach their full potential no matter where they are in their academic journeys.

**Leadership:** We are committed to continuous development, accountability, and transparency.

**Excellent Personnel:** We are committed to hiring the best and the brightest staff in a transparent and fair manner.

**Communication:** We are committed to communicating with all stakeholders in an open, timely, and consistent manner.

**Community Alliances:** We are committed to a culture of collaboration with our community partners.

## **Board of Education:**

The Park City School District Board of Education will create conditions for student success by:

- Progress monitoring policies continuously with a focus on equitable access and outcomes for our students.
- Progress monitoring the strategic pillars on a yearly basis for actions and accomplishments.
- Informing the community in a timely manner about state and local fiscal conditions and legislative changes that may impact the district.

## **Academics:**

**Our Purpose:** Park City School District's purpose is to develop the potential of every student through data-driven and best learning practices to be academically successful and prepared for life beyond graduation by providing safe, optimal and equitable learning environments for all students and staff.

The PCSD Teaching and Learning Division provides leadership, service and support in all areas of curriculum, instruction, assessment, and professional learning so that all students and educators can perform to their highest potential. Our work is focused on three areas:

1. Curriculum (what we teach)
2. Instruction (how we teach)
3. Assessment (how we know our students are learning)

**Our Philosophy:** The fundamental function of a school system is to educate all students to high levels through quality teaching and learning. The school system provides a process for development and expression of the talent and potential of each student with their own unique characteristics. This is accomplished through the coordinated efforts of educators, administrators, and support staff throughout the district to ensure a guaranteed and viable curriculum is in place at all schools across grade levels and content areas.

**Our Beliefs:** We believe that a guaranteed, viable curriculum should be:

- Collaboratively constructed to coordinate and connect instruction horizontally and vertically from Preschool through 12th grade.
- Informed by research and data with an awareness that educational experiences must be embedded in authentic activities and projects.
- Delivered at the appropriate level of challenge to ensure maximum learning for each student.
- Designed to guide teaching and learning through an instructional framework that describes expectations for lesson planning and delivery, includes scope and sequence, and defines essential student learning.
- Implemented as a personalized and continuous progression approach so that each student can achieve excellence in learning.

- An instructional process that empowers learners to own their learning.
- Develops graduates that reflect these beliefs as demonstrated in the PCSD Portrait of a Graduate ([POG](#)).

**Theory of Action:** In the Park City School District, success is defined by students' academic and social growth and proficiency.

Our theory of action is:

If we . . .

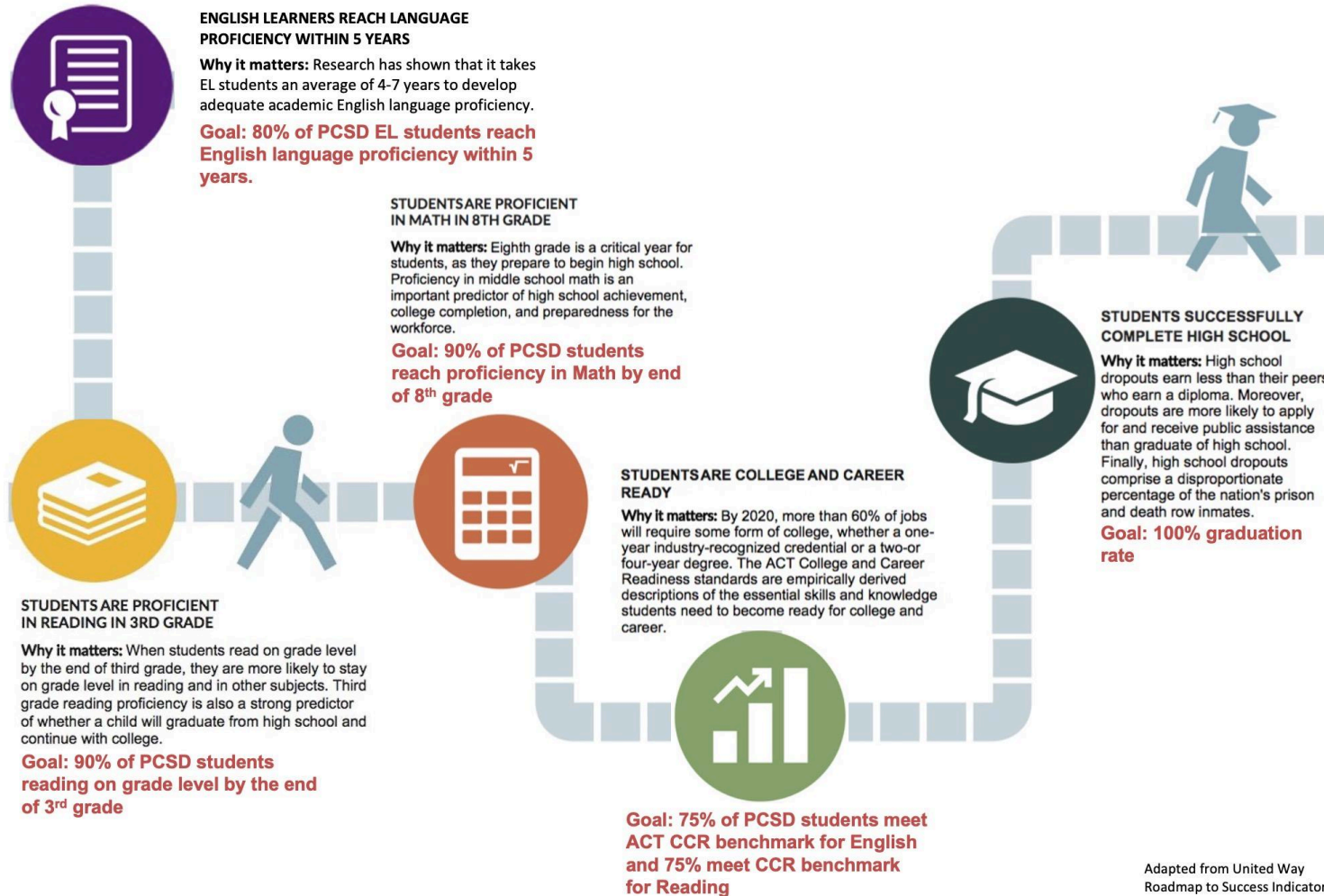
- Engage students in learning using a rigorous standards-based curriculum
- Evaluate learning based on those standards
- Analyze learning data to adjust and provide individualized support

Then all students will be equitably and effectively supported and student outcomes will improve.

As we strive to **provide safe, optimal and equitable learning environments in order to develop the potential of every student to be academically successful and prepared for life beyond graduation**, we will use the following performance measures to monitor our successful, consistent growth over the next five years to achieve:

- 80% of English Learners/Multilingual Learners (ELL/MLL) students reach language proficiency within 5 years
- 90% of 3rd grade students will reach or exceed benchmark in reading, as measured by the Reading Assessment
- 90% of 8th grade students reach proficient in math, as measured by RISE
- 75% of PCSD graduates will meet ACT college and career benchmarks for English and Reading
- Park City High School's graduation rate will be 100%

# Performance Measures of Academic Success



Adapted from United Way Roadmap to Success Indicators

## Section 2: Goals, Objectives, Strategies, Performance Measures

<p><b>Goal 1: Academic Success</b></p> <p>Provide safe, optimal and equitable learning environments in order to develop the potential of every student to be academically successful and prepared for life beyond graduation.</p>			
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>TIMELINE</b>	<b>PERFORMANCE MEASURES</b>
<p>1.1 Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework. (Goal 1: Academic Success)</p>	<p>1.1a Review and update the Instructional Framework V2.0 incorporating PCBL and UETS.</p> <p>1.1b Provide high-quality professional development for all educators on the PCSD Learning and Instructional Framework and student success plan, based on USBE Standards.</p> <p>1.1c Support implementation of the Instructional Framework through instructional coaching and administrators' observation and feedback cycles.</p>	<p>2023-28</p> <p>2023-24</p> <p>2024-28</p>	<p>Instructional Framework V2.0 by September 1, 2024</p> <p>95-100% of educators trained on PCSD Instructional Framework by January 31, 2025.</p> <p>100% of school administrators trained on observation and feedback cycles by September 30, 2025.</p> <p>Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear &amp; End of Year Reports)</p>

## Goal 1: Academic Success

<p>1.2 Increase effectiveness of data analysis to inform instructional practice, target student improvement, and ensure equitable outcomes.</p>	<p>1.2a Strengthen data practices of Professional Learning Communities (PLCs) to include routine analysis of Common Formative Assessments to determine immediate next steps in tier 1 instruction, as well as intervention needs using the MTSS process.</p> <p>1.2b Monitor and Improve Multi-Tiered Systems of Support (MTSS) to address academic, linguistic, behavioral, and social-emotional needs of all students including implementation of the K12 Wellness Plan.</p> <p>1.2c Implement Proficiency Scales and standards based grading of student performance using proficiency scales based on content standards including ensuring equitable outcomes as part of implementation of Guaranteed Viable Curriculum (GVC).</p>	<p>2024-2028</p> <p>2024-2028</p> <p>2024-2028</p>	<p>90-100% of PLC teams self-assess effectiveness using district PLC rubric/reflection tools by January 31, 2025.</p> <p>90-100% of PLC teams demonstrate highly effective PLCs (per district rubric) by January 31, 2026.</p> <p>100% of PCSD schools implement MTSS, including the K12 Wellness Plan, by September 30, 2025.</p> <p>100% of PCSD schools implement Proficiency Scales and standards based grading by May 2026.</p> <p>Data Dashboard aggregation of student data, growth, and personal learner profile</p>
<p>1.3 Improve outcomes and achievement in early childhood literacy.</p>	<p>1.3a PCSD will continue to train all certified K-3 teachers in Language Essentials for Teachers of Reading and Spelling (LETRS)</p> <p>1.3b PCSD will adopt K-3 Literacy materials and resources according to USBE guidelines.</p> <p>1.3c Increase the number of third grade students reading at or above benchmark.</p> <p>1.3d Move to Universal Pre-K for PCSD students.</p>	<p>2023-2028</p> <p>2023-2024</p> <p>2023-2028</p>	<p>95-100% of educators trained in LETRS by September 30, 2025</p> <p>Board adoption of K-3 Literacy materials by May 31, 2024</p> <p>90% of third grade students will be reading on at benchmark as shown by USBE Reading Assessment by June 2027.</p>



		2024-2026	Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear & End of Year Reports)
1.4 Increase English language proficiency of English Learners.	1.4a WIDA progress indicators are used for lesson planning and instruction and integrated into Professional Learning Community (PLC) collaboration.	2023-2028	80% of English Learners reach English Language Proficiency within 5 years of being identified, as measured by WIDA.
	1.4b Tier I instruction includes differentiation & monitoring of all MLL students.	2023-2028	Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear & End of Year Reports)  Attendance/Rigor/ Assignment Quality
1.5 Increase math proficiency.	1.5a Increase the percent of students reaching math proficiency by the end of eighth grade.	2023-2028	90% of eighth grade students reach math proficiency, as measured by RISE by June 2028.
	1.5b Monitor and intervene with student performance in K-8 through MTSS processes.	2023-2028	Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear & End of Year Reports)
1.6 Ensure that students successfully complete high school ready for college and career.	1.6a District Teams will train on and implement Personalized, Competency-Based Learning models in secondary schools.	2023-2028	75% of PCSD graduates will achieve ACT CCR benchmark in Reading and English by June 2028.
	1.6b All students will be counseled into Concurrent Enrollment, Career and Tech Education and Advanced Placement opportunities.	2023-2028	PCSD will achieve a 100% four-year cohort graduation rate by June 2026.
	1.6c Align instruction to Standards, Proficiency Scales and Standards-Based Grading.	2023-2026	Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear & End of Year Reports)

Goal 1: Academic Success			
<p>1.7 Ensure educational success and safety for every student.</p>	<p>1.7a PCSD will continue to align to policy 1006 to ensure educational success for every student in every classroom supported through PL.</p> <p>1.7b Educators will be trained on safety protocols and student wellness.</p>	<p>2023-2028</p> <p>2024-2025</p>	<p>Incident Management (compare to statewide and year over year data)</p> <p>Staffing/Supports ratios</p> <p>Attendance/Rigor/ Assignment Quality</p> <p>Health/Wellness Data, Cook Center Resources, LC Data</p> <p>Coalition for Safe &amp; Supportive Schools</p> <p>Coalition for Safe &amp; Inclusive Schools</p> <p>NSBA Silver Medal (Programming-Bright Future &amp; Dream Big – participation &amp; persistence data)</p> <p>District Wellness Plan</p>

<p><b>Goal 2: Leadership</b></p> <p>Provide district-wide leadership that exhibits transparency, clarity and accountability at all times and in all situations.</p>
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<b>A. Student Performance:</b> Provide district-wide leadership that exhibits transparency, clarity and accountability at all times and in all situations.			
<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>TIMELINE</b>	<b>PERFORMANCE MEASURES</b>
2A.1 Increase accountability for underperforming students.	2A.1a Require annual school improvement plans to address the needs of underperforming student groups, per prior year assessment data. (Audit 3.1)	Annually by Dec 15	100% of PCSD schools will submit SIPs that meet requirements, annually by April 1.
	2A.1b Align instructional strategies proven to increase success for underperforming student groups within and across grade levels. (Audit 3.3)	2024-2028	Data Dashboard aggregation of student data, growth, and personal learner profile
	2A.1c Maximize opportunities to access state programs, such as Elevate, for schools that have been unable to make sufficient improvement with underperforming student groups TSI/ATSI. (Audit 3.2)	Annually by May 30	
2A.2 Continue to lead out on use of data analytics tools to target school improvement and district opportunities for growth.	2A.2a Intentionally implement district data analytic tools and assessment software to monitor individual student progress and performance of student groups. (PCSD Response letter to Audit 5.1)	June 2024	Review vendor agreement and potential RFP
	2A.2b Annually assess performance data to determine district progress towards strategic plan goals and objectives.(Audit 4.5)	Annually by the end of the year	Data Dashboard aggregation of student data, growth, and personal learner profile
	2A.2c. Implement a standardized intervention process and curriculum. Develop a data collection and evaluation protocol to improve student support teams and the student referral process for Special Education evaluation.		
<b>Goal 2: Leadership</b>			

<p>2A.3 Develop and monitor aligned performance measures.</p>	<p>2A.3a Develop quality performance measures that tie directly to the goals and objectives in the PCSD comprehensive strategic plan. (Audit 4.4)</p> <p>2A.3b Review district performance measures annually. (Audit 4.5)</p>	<p>Dec 15, 2023</p> <p>Annually by Dec 15</p>	<p>Data Dashboard (ensure tiles are connected to state performance measures including student group information - disaggregated)</p>
<p>2A.4 Implement leadership practices that ensure success for students, families, and employees.</p>	<p>2A.4a Provide professional development for all employees as part of annual training.</p> <p>2A.4b Allocate adequate resources to ensure success for all students, families and employees.</p> <p>2A.4c Continue to evaluate the educational system for barriers, and make adjustments needed to ensure success for all students.</p> <p>2A.4d Ensure safety and security protocols are in place to minimize educational disruption.</p> <p>2A.4e. Align Environmental/Sustainability Education with current practices.</p>	<p>Annually by Sep 30</p> <p>Annual budget cycle Reviewed</p> <p>Annually 2023-2025</p>	<p>Staffing/Supports ratios</p> <p>Attendance/Rigor/ Assignment Quality</p>

## Goal 2: Leadership

**2B Financial/ Business Services:** Maintain diligent oversight of the overall district budget and financial processes from development to implementation.

OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
<p>2B.1 Continue long-term financial health of the district through developing balanced budgets while repurposing revenues to meet the needs of the students through each budget cycle and financial reporting period.</p>	<p>2B.1a Implement strategies to ensure long-term fiscal solvency</p> <p>2B.1b Research revenue sources to continue modernization of facilities and industry leading compensation</p> <p>2B.1c Demonstrate best practices in budget development by automating the district budget document and seeking ASBO award</p> <p>2B.1d Promote efficiency and effective internal controls through modernization of business service processes</p> <p>2B.1e Maintain legislative liaison responsibilities to influence and stay informed on relevant legislation.</p> <p>2B.1f Create and automate a detailed Annual Comprehensive Financial Report (ACFR) at the end of each year to show the financial accomplishments and financial position.</p>	<p>Annual</p> <p>Annual</p> <p>Annual</p> <p>2023-2025</p> <p>Annual</p> <p>2023-2025</p>	<p>Fund Balance to Maintain AAA rating and to weather economic downturns</p> <p>Provide Salary and benefits to be the state leader in wages and benefits in an effort to attract and retain</p> <p>Improve and automate budget book along with successful application of the Meritorious Budget Award from ASBO. Present balanced Budget.</p> <p>Realization of automated and internal control processes</p> <p>Provide Up to Date information to board of education and other constituents</p> <p>Application and award of the ASBO and GFOA ACFR award.</p>

## Goal 2: Leadership

**C. Operations:** Operate Safety/Security, Human Resources, Facilities, Transportation, and Child Nutrition Services divisions to support the overall educational system.

OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
2C.1 Proactively address realignment across systems for school closures.	2C.1a Develop a realignment plan for the closure of Treasure Mountain.  2C.1b Ensure construction alignment with the PCSD Environment Regulation Governance Plan and Facility Development Policy. ( <a href="#">Policy 1007</a> )  2C.1c Review implementation of strategic plan, with specific focus on assessing current compliance risks and reviewing data and internal controls related to school construction regulations. ( <a href="#">Policy 1008</a> )	May 2024  2023-2024  Biannual	Board-approved realignment plan   Executive Cabinet agenda and minutes
2C.2 Promote best practices in safety and security across all school sites while implementing cutting edge programs.	2C.2a Develop safety and efficiency in the transportation fleet, and maintain a 10-year replacement cycle.  2C.2b Increase scratch cooking across all available kitchens aligned to nutritional goals.  2C.2c Modernize the onboarding platform and professional learning for all new hires and employees.  2C.2d Conduct facility reviews to ensure all reinforced masonry aligns to seismic standards as part of 5-year facilities maintenance plan.  2C.2e Continue the focus on sustainability initiatives including	2023-2028  2023-2025  2023-2025  2023-2028  2023-	Ramp up and maintenance with COVID safety operations  Examine Transportation benchmarks suggesting efficient practices within the department.   State of Green Schools

	<p>energy savings and innovative programming.</p> <p>2C.2f Implement HB84 security mandates</p> <p>2C.2g Build building security knowledge on new Deans (School Safety Specialists), implement HB84 and establish security culture</p>	2028	
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<h3>Goal 3: Excellent Personnel</h3> <p>Create a culture of respect for all employees while building the district’s leadership capacity.</p>
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OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
<p>3.1 Recruit, retain, and recognize high quality staff.</p>	<p>3.1a Identify best practice recruitment strategies and platforms ensuring equitable access and opportunities for new employees;</p> <p>3.1b Bolster relationships with Utah educator preparation programs to formalize recruitment pipeline and efforts ensuring equitable access and opportunities;</p> <p>3.1c Working with Business Services and Operations, explore community partnerships for workforce housing;</p>	<p>Annual</p> <p>Annual</p> <p>2023-2025</p>	<p>Applicant pool, filled positions, open positions, reason for exit if unsuccessful (statewide survey submission)</p> <p>5S Support Initiative</p> <p>Compensation negotiations completed in June of 2023 provide state leading compensation for educators and staff.</p>
<p>3.2 Working with the Teaching and Learning Team, provide ongoing professional</p>	<p>3.2a Provide continuous district wide Professional Development that aligns with PCSD mission, vision, and initiatives.</p> <p>3.2b Ensure ESL endorsement for all classroom teachers by the end of 3rd year. (Audit 3.3)</p>	<p>Annual</p> <p>Annual</p>	<p>Applicant pool, filled positions, open positions, reason for exit if unsuccessful (statewide survey submission)</p>

development and support to all staff.			Approval 5S Support Initiative
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**Goal 4: Communication**  
Continuously deliver efficient, effective, and transparent communication about the district.

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>TIMELINE</b>	<b>PERFORMANCE MEASURES</b>
4.1 Communicate district goals and improvement efforts to the school community.	4.1a Make the PCSD comprehensive strategic plan readily accessible to stakeholders on the district website. (Audit 4.6)  4.1b Communicate PCSD comprehensive strategic plan updates, discussions, and reports to key stakeholders in a timely manner as part of a public board meeting report.  4.1c Maintain posting of current school improvement plans on each school's website (SCC LandTrust)	Apr 2024  Feb 2024  June 2028 Annually by Nov 1	FACE Team leads efforts  Create/Build collaborative community partnerships (Bridges, Chamber, PCEF, PCCF, United Way, Sustainability)  Outreach - aligned roles/goals & caseload metrics & impact  Mid-Year and End-of-Year State of District  State of Green Schools
4.2. Align and tier communication across various sources and stakeholders to	4.2a Engage the PCSD Family and Community Engagement team in preparing <i>proactive and celebratory</i> communication (such as monthly newsletter, podcasts, board meeting recaps, celebrations tab on website) and social media to inform employees, families, and community about district events and	Monthly	FACE Team leads efforts  Create/Build collaborative community partnerships (Bridges, Chamber, PCEF,



establish district credibility and trust.	celebration.		PCCF, United Way, Sustainability)
	4.2b Create equitable opportunities for employees, families, and community members to provide input and feedback on PCSD comprehensive strategic plan, implementation, and progress.	Annually	Outreach - aligned roles/goals & caseload metrics & impact
	4.2c Establish clear expectations across stakeholder groups about appropriate feedback and feedback loops to balance transparency and liability.	Monthly	Mid-Year State of District EOY
			USBE provided School Climate survey and Educator Engagement survey

<p align="center"><b>Goal 5: Community Alliances</b></p> <p align="center">Partner with families and the community for the general well-being and education of our collective student base while <b>including a culture of inclusiveness and respect for the rich diversity of our community.</b></p>			
OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
5.1 Gain community support for implementation of universal preschool	5.1a Optimize community partnerships to support expanded early learning initiatives	Monthly	FACE Team leads efforts
Parent Education	5.1b Facilitate community conversations about current challenges (safe schools, discipline, etc)	Quarterly	Create/Build collaborative community partnerships (Bridges, Chamber, PCEF, PCCF, United Way, Sustainability)
	5.1c Develop consistent communication policies	Reviewed Annually	Outreach - aligned roles/goals & caseload metrics & impact

			Mid-Year State of District EOY
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### Section 3: Annual Work Plan Priorities

<p style="text-align: center;"><b>Goal 1: Academic Success</b></p> <p style="text-align: center;">Provide safe, optimal and equitable learning environments in order to develop the potential of every student to be academically successful and prepared for life beyond graduation.</p>					
Objective	Strategy	Champion	Budget & Resources	Completion Timeline	Status
1.1. Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework.	<p>1.1b Provide high-quality professional development for all educators on the PCSD Learning and Instructional Framework and student success plan, based on USBE Standards.</p> <p>1.1c Support implementation of the Instructional Framework through instructional coaching and administrators' observation and feedback cycles.</p>	Teaching & Learning	Staff time Existing budget	2024-25	In progress
1.2 Increase effectiveness of data analysis to inform instructional practice, target student improvement, and ensure equitable	<p>1.2a Strengthen data practices of Professional Learning Communities (PLCs) to include routine analysis of Common Formative Assessments to determine immediate next steps in tier 1 instruction, as well as intervention needs using the MTSS process.</p> <p>1.2b Monitor and Improve Multi-Tiered Systems of</p>	<p>Teaching &amp; Learning</p> <p>Student Services</p>	Wellness Plan MTSS Framework Standards and Scales USBE Core Curriculum	2024-2028	In progress

outcomes.	Support (MTSS) to address academic, linguistic, behavioral, and social-emotional needs of all students including implementation of the K12 Wellness Plan.  1.2c Implement Proficiency Scales and standards based grading of student performance using proficiency scales based on content standards including ensuring equitable outcomes as part of implementation of Guaranteed Viable Curriculum (GVC).		DLI alignment		
1.3. Improve outcomes and achievement in early childhood literacy.	1.3a PCSD will continue to train all certified K-3 teachers in Language Essentials for Teachers of Reading and Spelling (LETRS)  1.3b PCSD will adopt K-3 Literacy materials and resources according to USBE guidelines.	Teaching & Learning	Early Literacy Plan	2024-26	Ongoing
	1.3d Move to Universal Pre-K for PCSD students.	Teaching & Learning	PCSD/PCE F/Tuition	2023-26	In progress
1.4 Increase English language proficiency of English Learners.	1.4a WIDA progress indicators are used for lesson planning and instruction and integrated into Professional Learning Community (PLC) collaboration.	Teaching & Learning		2024-28	Ongoing
	1.4b Tier I instruction includes differentiation & monitoring of all MLL students.	Student Services	Walk-Throughs and feedback		
1.6 Ensure that students successfully complete high	1.6a District Teams will train on and implement Personalized, Competency-Based Learning models in secondary schools.	Teaching & Learning	Professional Learning	2024-2028	In progress

school ready for college and career.	1.6b All students will be counseled into Concurrent Enrollment, Career and Tech Education and Advanced Placement opportunities.  1.6c Align instruction to Standards, Proficiency Scales and Standards-Based Grading.	Student Services			
1.7 Ensure educational success and safety for every student.	1.7a PCSD will continue to align to policy 1006 to ensure educational success for every student in every classroom supported through PL.	Teaching & Learning		2024-25	Ongoing
1.1 Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework.	Special Education teachers with students taking the alternate assessment in the 6th - 12th grades will work together in PLC's for the year to develop an Essential Elements coherence map highlighting priority standards and grading rubrics for student assessment.	Special Education	Special Education	2024-2025	In progress
<p><b>Goal 2: Leadership</b></p> <p>Provide district-wide leadership that exhibits transparency, clarity and accountability at all times and in all situations.</p>					
<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
2A.1. Increase accountability for underperforming students.	2A.1a. Require annual school improvement plans to address the needs of underperforming student groups, per prior year assessment data. (Audit 3.1)	Student Services	State At Risk Funds	April 2024 (Completed Annually)	In progress
	2A.1b Align instructional strategies proven to increase	Teaching &	USBE	May 30, 2024	In

	success for underperforming student groups within and across grade levels. (Audit 3.3)	Learning		(Completed Annually)	progress
2A.2. Continue to lead out on use of data analytic tools to target school improvement and district opportunities for growth.	2A.2a. Intentionally implement district data analytic tools and assessment software to monitor individual student progress and performance of student groups. (PCSD Response letter to Audit 5.1)	Technology & Assessment	Local Funds	June 2024	Ongoing
	2A.2b. Annually assess performance data to determine district progress towards strategic plan goals and objectives. (Audit 4.5)	Technology & Assessment	Local Funds	June 2024	Ongoing
	2A.2c. Implement a standardized intervention process and curriculum. Develop a data collection and evaluation protocol to improve student support teams and the student referral process for Special Education evaluation.				
2A.3. Develop and monitor aligned performance measures.	2A.3a. Develop quality performance measures that tie directly to the goals and objectives in the PCSD comprehensive strategic plan. (Audit 4.4)	Teaching & Learning	State & Local Funds	2024-25	Revising
	2A.3b. Review district performance measures annually. (Audit 4.5)	Teaching & Learning	State & Local Funds	Dec 15, 2023 (Completed Annually)	Ongoing
2A.4. Implement leadership practices that ensure success for all students, families, and employees.	2A.4a. Provide professional development for all employees as part of annual mandatory training.	Human Resources Teaching & Learning	Local Funds	Annually by Sep 30 for required trainings	
	2A.4b. Allocate adequate resources to ensure success for students, families and employees.	Student Services	Local & State Funds	Annual budget cycle	In progress

			MTSS Coordinator District Mental Health Specialist Deans of Students Services		
	2A.4c. Continue to evaluate the educational system for barriers, and make adjustments needed to ensure success for every student.	Student Services	Local Funds Equity Committee	Annual budget cycle	
	2A.4d. Ensure safety and security protocols are in place to minimize educational disruption.	Operations	Local and State Funds Tech Plan Security Plan	Annual budget cycle	
	2A.4e. Align Environmental/Sustainability Education with current practices.	Teaching & Learning			
2B.1 Continue long-term financial health of the district through developing balanced budgets while repurposing revenues to meet the needs of the students through each budget cycle and financial reporting period.	2B.1a Implement strategies to ensure long-term fiscal solvency	Business Services	Local Funds	2024-25 (Annual)	
	2B.1b Research revenue sources to continue modernization of facilities and industry leading compensation	Business Services	Local Funds	2024-25 (Annual)	
	2B.1c Demonstrate best practices in budget development by automating the district budget document and seeking ASBO award	Business Services	Local Funds	2024-25 (Annual)	
	2B.1e Maintain legislative liaison responsibilities to influence and stay informed on relevant legislation.	Business Services	Local Funds	2024-25 (Annual)	

		FACE			
	2B.1f Create and automate a detailed Annual Comprehensive Financial Report (ACFR) at the end of each year to show the financial accomplishments and financial position.	Business Services	Local Funds	2024-25 (Annual)	
2C.1 Proactively address realignment across systems for school closures.	2C.1a Develop a realignment plan for the closure of Treasure Mountain.  Start process for School Closure per Utah Code	Teaching & Learning  Business Office	Local Funds Task Force & Implementation Teams	May 2025  Fall 2024	
	2C.1b Ensure construction alignment with the PCSD Environment Regulation Governance Plan and Facility Development Policy.	Operations  FACE	Local Funds	2024-25	
	2C.1c Review implementation of strategic plan, with specific focus on assessing current compliance risks and reviewing data and internal controls related to school construction regulations.	Operations	Local Funds	annual for 2024-25	
<p><b>Goal 3: Excellent Personnel</b></p> <p>Create a culture of respect for all employees while building the district's leadership capacity.</p>					
<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
3.1. Recruit, retain,	3.1a Identify best practice recruitment strategies and	Human	Local Funds	2024-25	<b>Ongoing</b>

and recognize high quality staff.	platforms ensuring equitable access and opportunities for new employees;	Resources		(Annual)	
	3.1b Bolster relationships with Utah educator preparation programs to formalize recruitment pipeline and efforts ensuring equitable access and opportunities;	Human Resources	Local Funds	2024-25 (Annual)	Ongoing
	3.1c Working with Business Services and Operations, explore community partnerships for workforce housing;	Human Resources	Local Funds	2024-25	Ongoing
3.2. Working with the Teaching and Learning Team, provide ongoing professional development and support to all staff.	3.2a Provide continuous district wide Professional Development that aligns with PCSD mission, vision, and initiatives.	Teaching & Learning	Local and State Funds	2024-25 (Annual)	Ongoing
	3.2b Ensure ESL endorsement for all classroom teachers by the end of 3rd year. (Audit 3.3)	Teaching & Learning	Local and State Funds	2024-25 (Annual)	Ongoing
<p><b>Goal 4: Communication</b></p> <p>Continuously deliver efficient, effective, and transparent communication about the district.</p>					
<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
4.1 Communicate district goals and improvement efforts to the school community.	4.1a Make the PCSD comprehensive strategic plan readily accessible to stakeholders on the district website. (Audit 4.6)	FACE	Local Funds	Update October 2025	
	4.1b Communicate PCSD comprehensive strategic	FACE	Local Funds	Feb 2025	



	plan updates, discussions, and reports to key stakeholders in a timely manner as part of a public board meeting report.		OCR Resources Board Reports We All Belong Campaign		
	4.1c Maintain posting of current school improvement plans on each school's website (SCC LandTrust)	Teaching & Learning	Local Funds School Improvement Plans	Annually by Nov 1	
4.2. Align and tier communication across various sources and stakeholders to establish district credibility and trust.	4.2a Engage the PCSD Family and Community Engagement team in preparing <i>proactive and celebratory</i> communication (such as monthly newsletter, podcasts, board meeting recaps, celebrations tab on website) and social media to inform employees, families, and community about district events and celebration.	FACE	Local Funds Translators Newsletters Website	2024-25 (Monthly)	
	The special education team will continue to create a monthly newsletter to highlight special education and parent resources and send them to families within the special education community. Event announcements and pertinent special education information will also be sent periodically. All of this communication will be provided in the predominant languages of the community.	Special Education	Special Education	2024-2025 (monthly)	Ongoing
	4.2b Create equitable opportunities for employees, families, and community members to provide input and feedback on PCSD comprehensive strategic plan, implementation, and progress.	FACE	Local, State, and Federal Funds	2023-24 (Monthly)	

	4.2c Establish clear expectations across stakeholder groups about appropriate feedback and feedback loops to balance transparency and liability.	FACE	Local Funds	2023-24 (Monthly)	
<b>Goal 5: Community Alliances</b> Partner with families and the community for the general well-being and education of our collective student base while <b>including a culture of inclusiveness and respect for the rich diversity of our community.</b>					
Objective	Strategy	Champion	Budget & Resources	Completion Timeline	Status
5.1 Gain community support for implementation of universal preschool  Parent Education	5.1a Optimize community partnerships to support expanded early learning initiatives			2023-24 (Monthly)	
	5.1b Facilitate community conversations about current challenges (safe schools, discipline, etc)			2023-24 (Quarterly)	
	5.1c Develop consistent communication policies			2023-24 (Annually)	

## ARCHIVED 24-25 Section 3: Annual Work Plan Priorities

<b>Goal 1: Academic Success</b> Provide safe, optimal and equitable learning environments in order to develop the potential of every student to be academically
--

successful and prepared for life beyond graduation.					
Objective	Strategy	Champion	Budget & Resources	Completion Timeline	Status
1.1. Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework.	1.1b Provide high-quality professional development for all educators on the PCSD Learning and Instructional Framework and student success plan, based on USBE Standards.	Teaching & Learning	Staff time Existing budget	2023-24	In progress
1.3. Improve outcomes and achievement in early childhood literacy.	1.3b PCSD will adopt K-3 Literacy materials and resources according to USBE guidelines.	Teaching & Learning	Early Literacy Plan	2023-24	Ongoing
	1.3d Move to Universal Pre-K for PCSD students.	Teaching & Learning	PCSD/PCE F/Tuition	2023-25	In progress
1.7 Ensure educational success and safety for every student.	1.7a PCSD will continue to align to policy 1006 to ensure educational success for every student in every classroom supported through PL.			2023-24	
1.1 Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework.	Special Education teachers with students taking the alternate assessment in the 6th - 12th grades will work together in PLC's for the year to develop an Essential Elements coherence map highlighting priority standards and grading rubrics for student assessment.	Special Education	Special Education	2024-2025	In progress

## Goal 2: Leadership

Provide district-wide leadership that exhibits transparency, clarity and accountability at all times and in all situations.

<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
2A.1. Increase accountability for underperforming students.	2A.1a. Require annual school improvement plans to address the needs of underperforming student groups, per prior year assessment data. (Audit 3.1)	Student Services	State At Risk Funds	April 2024 (Completed Annually)	In progress
2A.2. Continue to lead out on use of data analytic tools to target school improvement and district opportunities for growth.	2A.2a. Intentionally implement district data analytic tools and assessment software to monitor individual student progress and performance of student groups. (PCSD Response letter to Audit 5.1)	Technology & Assessment	Local Funds	June 2024	Ongoing
	2A.2b. Annually assess performance data to determine district progress towards strategic plan goals and objectives.(Audit 4.5)	Technology & Assessment	Local Funds	June 2024	Ongoing
2A.3. Develop and monitor aligned performance measures.	2A.3a. Develop quality performance measures that tie directly to the goals and objectives in the PCSD comprehensive strategic plan. (Audit 4.4)	Teaching & Learning	State & Local Funds	Dec 15, 2023	Completed
	2A.3b. Review district performance measures annually. (Audit 4.5)	Teaching & Learning	State & Local Funds	Dec 15, 2023 (Completed Annually)	
2A.4. Implement leadership practices that	2A.4a. Provide professional development for all employees as part of annual mandatory training.	Human Resources	Local Funds	Annually by Sep 30	

ensure success for all students, families, and employees.	2A.4b. Allocate adequate resources to ensure success for students, families and employees.	Student Services	Local & State Funds	Annual budget cycle	
	2A.4c. Continue to evaluate the educational system for barriers, and make adjustments needed to ensure success for every student.	Student Services	Local Funds	Annual budget cycle	
	2A.4d. Ensure safety and security protocols are in place to minimize educational disruption.	Operations	Local and State Funds	Annual budget cycle	
2B.1 Continue long-term financial health of the district through developing balanced budgets while repurposing revenues to meet the needs of the students through each budget cycle and financial reporting period.	2B.1a Implement strategies to ensure long-term fiscal solvency	Business Services	Local Funds	2023-24 (Annual)	Ongoing
	2B.1b Research revenue sources to continue modernization of facilities and industry leading compensation	Business Services	Local Funds	2023-24 (Annual)	Ongoing
	2B.1c Demonstrate best practices in budget development by automating the district budget document and seeking ASBO award	Business Services	Local Funds	2023-24 (Annual)	Successful for FY25
	2B.1e Maintain legislative liaison responsibilities to influence and stay informed on relevant legislation.	Business Services	Local Funds	2023-24 (Annual)	Ongoing Annually
	2B.1f Create and automate a detailed Annual Comprehensive Financial Report (ACFR) at the end of each year to show the financial accomplishments and financial position.	Business Services	Local Funds	2023-24 (Annual)	Ongoing - Goal is FY25 Year End
2C.1 Proactively address realignment across systems for school closures.	2C.1a Develop a realignment plan for the closure of Treasure Mountain.	Teaching & Learning	Local and State Funding	May 2024	
	2C.1b Ensure construction alignment with the PCSD	Operations	Local Funds	2023-24	

	Environment Regulation Governance Plan and Facility Development Policy.				
	2C.1c Review implementation of strategic plan, with specific focus on assessing current compliance risks and reviewing data and internal controls related to school construction regulations.	Operations	Local Funds	Biannual for 2023-24	
<b>Goal 3: Excellent Personnel</b> Create a culture of respect for all employees while building the district's leadership capacity.					
Objective	Strategy	Champion	Budget & Resources	Completion Timeline	Status
3.1. Recruit, retain, and recognize high quality staff.	3.1a Identify best practice recruitment strategies and platforms ensuring equitable access and opportunities for new employees;	Human Resources	Local Funds	2023-24 (Annual)	
	3.1b Bolster relationships with Utah educator preparation programs to formalize recruitment pipeline and efforts ensuring equitable access and opportunities;	Human Resources	Local Funds	2023-24 (Annual)	
	3.1c Working with Business Services and Operations, explore community partnerships for workforce housing;	Human Resources	Local Funds	May, 2024	
3.2. Working with the Teaching and Learning Team, provide ongoing	3.2a Provide continuous district wide Professional Development that aligns with PCSD mission, vision, and initiatives.	Teaching & Learning	Local and State Funds	2023-24 (Annual)	

professional development and support to all staff.	3.2b Ensure ESL endorsement for all classroom teachers by the end of 3rd year. (Audit 3.3)	Teaching & Learning	Local and State Funds	2023-24 (Annual)	Ongoing
<p><b>Goal 4: Communication</b></p> <p>Continuously deliver efficient, effective, and transparent communication about the district.</p>					
<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
4.1 Communicate district goals and improvement efforts to the school community.	4.1a Make the PCSD comprehensive strategic plan readily accessible to stakeholders on the district website. (Audit 4.6)	FACE	Local Funds	Apr 2024	
	4.1b Communicate PCSD comprehensive strategic plan updates, discussions, and reports to key stakeholders in a timely manner as part of a public board meeting report.	FACE	Local Funds	Feb 2024-	
	4.1c Maintain posting of current school improvement plans on each school's website (SCC LandTrust)	Teaching & Learning	Local Funds	Annually by Nov 1	
4.2. Align and tier communication across various sources and stakeholders to establish district credibility and trust.	4.2a Engage the PCSD Family and Community Engagement team in preparing <i>proactive and celebratory</i> communication (such as monthly newsletter, podcasts, board meeting recaps, celebrations tab on website) and social media to inform employees, families, and community about district events and celebration.	FACE	Local Funds Newsletters Special Education Newsletter	2023-24 (Monthly)	

		Special Education	Special Education	2024-2025 (monthly)	Ongoing
	4.2b Create equitable opportunities for employees, families, and community members to provide input and feedback on PCSD comprehensive strategic plan, implementation, and progress.	FACE	Local, State, and Federal Funds	2024-25 (Monthly)	
	4.2c Establish clear expectations across stakeholder groups about appropriate feedback and feedback loops to balance transparency and liability.	FACE	Local Funds Let's Talk Training	2024-25 (Monthly)	
<p><b>Goal 5: Community Alliances</b></p> <p>Partner with families and the community for the general well-being and education of our collective student base while <b>including a culture of inclusiveness and respect for the rich diversity of our community.</b></p>					
<b>Objective</b>	<b>Strategy</b>	<b>Champion</b>	<b>Budget &amp; Resources</b>	<b>Completion Timeline</b>	<b>Status</b>
5.1 Gain community support for implementation of universal preschool  Parent Education	5.1a Optimize community partnerships to support expanded early learning initiatives			2024-25 (Monthly)	
	5.1b Facilitate community conversations about current challenges (safe schools, discipline, etc)			2024-25 (Quarterly)	
	5.1c Develop consistent communication policies			2024-25 (Annually)	



## Appendix A: Alignment to GOPB Strategic Plan Elements

In response to the Systemic Performance Audit conducted by the Office of the Legislative Auditor General in September 2023, Park City School District resolved to revise their five year strategic plan in direct alignment with the Eight Elements of a Strategic Plan provided by the Governor’s Office of Planning and Budget (shown in Figure 1).

FIGURE 1: Strategic planning elements



SOURCE: Governor’s Office of Planning and Budget

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## Appendix B: Alignment to PCSD Systemic Performance Audit

Audit Recommendations	Addressed
<p><b>1.1</b> We recommend the Park City School District develop internal controls for the effective planning and budgeting of capital projects on land impacted by environmental regulations.</p>	2B.1d
<p><b>1.2</b> We recommend the Park City School District develop internal controls for the effective management of capital projects as they are executed.</p>	<a href="#">Policy 1007</a> Regulation Plan adopted 11/14/23
<p><b>1.3</b> We recommend the Park City Board of Education provide adequate oversight of district environmental internal controls. Among others, this should include establishing clear reporting lines, implementing a control framework, and creating a monitoring and enforcement mechanism that includes internal auditing</p>	2C.1b <a href="#">Policy 1007</a> Regulation Plan adopted 11/14/23
<p><b>2.1</b> We recommend the Park City School District undergo a thorough review of compliance risks and related internal controls. This review should be tied to the district’s goals and priorities in the district’s strategic plan to ensure that the most important risks are addressed and sufficiently mitigated.</p>	2C.1c <a href="#">Policy 1008</a> . Facilities Development adopted 12/12/23
<p><b>2.2</b> We recommend the Park City School District ensure that it has internal controls in place to reasonably ensure compliance with all federal, state, and local requirements.</p>	Cabinet addresses during planning phases of all projects <a href="#">Policy 1007</a> <a href="#">Policy 1008</a>
<p><b>2.3</b> We recommend that the Legislature consider changes to statute to clarify local government authority over land use in relation to school construction by local education agencies.</p>	NA
<p><b>2.4</b> We recommend that the Legislative Audit Subcommittee consider whether a statewide school construction audit is needed to improve school construction oversight and the efficiency of school construction practices.</p>	NA
<p><b>3.1</b> We recommend the Park City School District provide better planning and oversight of underperforming student groups in the district.</p>	2A.1a 2A.1b

	2A.1c
<b>3.2</b> We recommend the Park City School District take advantage of state programs for schools that have been unable to make sufficient improvement with underperforming student groups.	2A.1c
<b>3.3</b> We recommend the Park City School District consider providing professional development and collaboration opportunities for schools to align instructional practices within and across grade levels.	2A.1b 3.2a
<b>4.1</b> We recommend the Park City School District incorporate objectives into its strategic plan that connect long term goals to concrete actions and strategies.	Column 1 in Section 2 Table
<b>4.2</b> We recommend the Park City School District incorporate strategies or actionable steps into its strategic plan that seek to fulfill district objectives.	Column 2 in Section 2 Table
<b>4.3</b> We recommend the Park City School District ensure that existing performance measures are directly tied to the district's goals and vision.	Identified in Column 4 of Section 2
<b>4.4</b> We recommend the Park City School District ensure that all district areas have quality performance measures that directly tie into the district's goals and vision.	2A.3a
<b>4.5</b> We recommend the Park City Board of Education annually assess district progress towards strategic plan goals and objectives. This should include a review of district performance measures.	2A.2b 2A.3b
<b>4.6</b> We recommend the Park City School District make its comprehensive strategic plan available in a readily accessible location.	4.1a 4.1c
<b>4.7</b> We recommend that the Legislative Audit Subcommittee consider whether a statewide audit is needed to determine if the boards of local education agencies have adopted strategic plans that sufficiently empower their organizations to make informed decisions, align resources, set targeted goals, and navigate the complexities of educating students through a long-term vision that is goal oriented.	NA
<b>5.1</b> We recommend the Park City School District continue to lead out on their use of analytical tools to target student improvement and effective programs and use additional features to increase the district's opportunities for growth.	2A.2a