

Strategic Plan Revision 2023-28

Table of Contents

Section 1: Mission, Vision, Core Values, Theory of Action.....	2
Section 2: Goals, Objectives, Strategies, Performance Measures.....	7
Goal 1: Academic Success.....	7
Goal 2: Leadership.....	11
Goal 3: Excellent Personnel.....	15
Goal 4: Communication.....	16
Goal 5: Community Alliances.....	17
Appendix A: Alignment to GOPB Strategic Plan Elements.....	18

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 . . .

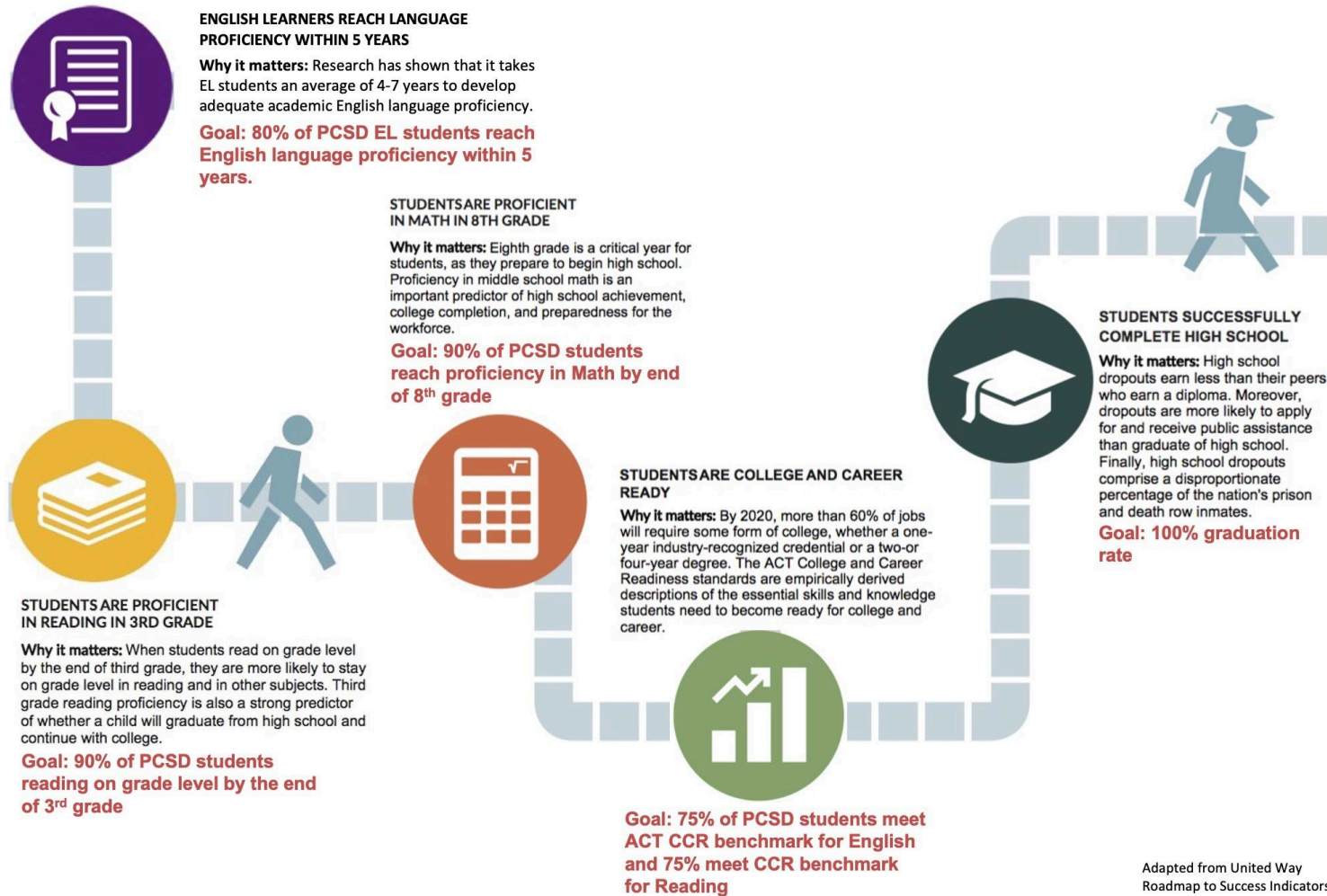
- Engage students in learning using a rigorous standards-based curriculum
- Evaluate learning based on those standards
- Analyze learning data to adjust and provide individualized support

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



Section 2: Goals, Objectives, Strategies, Performance Measures

Goal 1: Academic Success			
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.			
OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
1.1 Strengthen teaching and learning through district wide implementation of the PCSD Instructional Framework. (Goal 1: Academic Success)	1.1a Review and update the Instructional Framework V2.0 incorporating PCBL and UETS.	2023-28	Instructional Framework V2.0 by September 1, 2024
	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.	2023-24	95-100% of educators trained on PCSD Instructional Framework by January 31, 2025.
	1.1c Support implementation of the Instructional Framework through instructional coaching and administrators' observation and feedback cycles.	2024-28	100% of school administrators trained on observation and feedback cycles by September 30, 2025. Data Dashboard aggregation of student data, growth, and personal learner profile (Midyear & End of Year Reports)

Goal 1: Academic Success			
1.2 Increase effectiveness of data analysis to inform instructional practice, target student improvement, and ensure equitable outcomes.	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.	2024-2028	90-100% of PLC teams self-assess effectiveness using district PLC rubric/reflection tools by January 31, 2025.
	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.	2024-2028	90-100% of PLC teams demonstrate highly effective PLCs (per district rubric) by January 31, 2026.
	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).	2024-2028	100% of PCSD schools implement MTSS, including the K12 Wellness Plan, by September 30, 2025. 100% of PCSD schools implement Proficiency Scales and standards based grading by May 2026. Data Dashboard aggregation of student data, growth, and personal learner profile
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)	2023-2028	95-100% of educators trained in LETRS by September 30, 2025
	1.3b PCSD will adopt K-3 Literacy materials and resources according to USBE guidelines.	2023-2024	Board adoption of K-3 Literacy materials by May 31, 2024
	1.3c Increase the number of third grade students reading at or above benchmark.	2023-2028	90% of third grade students will be reading on at benchmark as shown by USBE Reading Assessment by June 2027.
	1.3d Move to Universal Pre-K for PCSD students.	2024-	Data Dashboard aggregation of student

		2026	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 & Supportive Schools</p> <p>Coalition for Safe & Inclusive Schools</p> <p>NSBA Silver Medal (Programming-Bright Future & Dream Big – participation & persistence data)</p> <p>District Wellness Plan</p>

Goal 2: Leadership

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

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

OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
<p>2A.1 Increase accountability for underperforming students.</p>	<p>2A.1a Require annual school improvement plans to address the needs of underperforming student groups, per prior year assessment data. (Audit 3.1)</p> <p>2A.1b Align instructional strategies proven to increase success for underperforming student groups within and across grade levels. (Audit 3.3)</p> <p>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)</p>	<p>Annually by Dec 15</p> <p>2024-2028</p> <p>Annually by May 30</p>	<p>100% of PCSD schools will submit SIPs that meet requirements, annually by April 1.</p> <p>Data Dashboard aggregation of student data, growth, and personal learner profile</p>
<p>2A.2 Continue to lead out on use of data analytics tools to target school improvement and district opportunities for growth.</p>	<p>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)</p> <p>2A.2b Annually assess performance data to determine district progress towards strategic plan goals and objectives.(Audit 4.5)</p> <p>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.</p>	<p>June 2024</p> <p>Annually by the end of the year</p>	<p>Review vendor agreement and potential RFP</p> <p>Data Dashboard aggregation of student data, growth, and personal learner profile</p>

Goal 2: Leadership

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

<p style="text-align: center;">Goal 3: Excellent Personnel</p> <p style="text-align: center;">Create a culture of respect for all employees while building the district’s leadership capacity.</p>			
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 development and support to all staff.</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> <p>Approval 5S Support Initiative</p>

Goal 4: Communication

Continuously deliver efficient, effective, and transparent communication about the district.

OBJECTIVES	STRATEGIES	TIMELINE	PERFORMANCE MEASURES
<p>4.1 Communicate district goals and improvement efforts to the school community.</p>	<p>4.1a Make the PCSD comprehensive strategic plan readily accessible to stakeholders on the district website. (Audit 4.6)</p> <p>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.</p> <p>4.1c Maintain posting of current school improvement plans on each school's website (SCC LandTrust)</p>	<p>Apr 2024</p> <p>Feb 2024</p> <p>June 2028 Annually by Nov 1</p>	<p>FACE Team leads efforts</p> <p>Create/Build collaborative community partnerships (Bridges, Chamber, PCEF, PCCF, United Way, Sustainability)</p> <p>Outreach - aligned roles/goals & caseload metrics & impact</p> <p>Mid-Year and End-of-Year State of District</p> <p>State of Green Schools</p>
<p>4.2. Align and tier communication across various sources and stakeholders to establish district credibility and trust.</p>	<p>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.</p> <p>4.2b Create equitable opportunities for employees, families, and community members to provide input and feedback on PCSD</p>	<p>Monthly</p> <p>Annually</p>	<p>FACE Team leads efforts</p> <p>Create/Build collaborative community partnerships (Bridges, Chamber, PCEF, PCCF, United Way, Sustainability)</p> <p>Outreach - aligned roles/goals &</p>

	<p>comprehensive strategic plan, implementation, and progress.</p> <p>4.2c Establish clear expectations across stakeholder groups about appropriate feedback and feedback loops to balance transparency and liability.</p>	<p>Monthly</p>	<p>caseload metrics & impact</p> <p>Mid-Year State of District EOY</p> <p>USBE provided School Climate survey and Educator Engagement survey</p>
--	--	----------------	--

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

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