

Plymouth Public Schools

5-Year Strategic Plan (2026–2031)



Introduction:

This plan has been developed to create coherence throughout the Plymouth Public School District. Additionally, it grounds the work of the Plymouth Board of Education, administration, teachers, and non-certified professionals. With a focus on four goals containing action steps and measurable outcomes, there is a clear plan for improvement which can be understood and adhered to by all stakeholders. The work within this plan aligns with our mission statement, vision, and theories of action and creates a learning community where the academic experience, student engagement, and well-being develop the foundation for learning.

Mission Statement:

The mission of the Plymouth Public Schools is to Challenge, Inspire, and Prepare all students for success in an ever-changing and complex world.

Vision:

The vision of the Plymouth Public Schools is to create a learning community where the academic experience, student engagement, and well-being develop a foundation for learning.

Theories Of Action:

- **IF** the Plymouth Public Schools align academic programs and learning experiences from pre-kindergarten through grade 12 **THEN** learning gaps will be reduced and student learning outcomes will improve.
- **IF** the Plymouth Public Schools align academic assistance programs from pre-kindergarten through grade 12 **THEN** a consistent structure of academic support will be provided and student learning outcomes will improve.
- **IF** the Plymouth Public Schools commit to providing all students with authentic and relevant learning opportunities **THEN** the student learning experience will become more engaging and student outcomes will improve.
- **IF** the Plymouth Public Schools support the well-being for all students **THEN** a safe learning environment will be created for learning and student outcomes will improve.

2026-2027 DISTRICT GOALS

Student Achievement Goal

Support all students in achieving their best possible learning outcomes.

Strategies:

- Expand the instructional capacity of certified and non-certified staff.
- Update and enrich the Pre-K through Grade 12 curriculum and common assessments.
- Enhance special education programs and student supports.
- Utilize the aligned MTSS (Multi-Tiered System of Supports) process Pre-K through Grade 12.
- Write and implement scope and sequence frameworks for every class and subject taught in grades Pre-K through 12.
- Utilize grade appropriate diagnostic assessments to create goals for individual student growth.

Engagement Goal

Engage students in the learning process by providing authentic learning experiences.

Strategies:

- Establish learning opportunities for students to grow and explore academically, both in and out of school.
- Develop performance based learning opportunities Pre-K through Grade 12.
- Create authentic and relevant learning opportunities for students in Pre-K through Grade 12.

Well-Being Goal

Create an environment and opportunities that support well-being for all students.

Strategies:

- Enhance wellness supports and services Pre-K through Grade 12.
- Expand safety measures at each building.
- Increase extracurricular offerings to foster student engagement in the school community.

Fiscal Oversight

Align budgetary spending with district goals and strategies.

Strategies:

- Evaluate and revise the capital improvement plan to address the district's infrastructure needs.
- Analyze, assess, and implement various strategies to use budget funding more efficiently and effectively.
- Align professional development to reflect evolving needs and instructional focus areas.

Goal 1: Student Achievement

Support all students in achieving their best possible learning outcomes.

Key Outcomes by 2030-2031

- Diagnostic IXL and ALEKS Assessment cycles.
- Scope and sequence curriculum alignment.
- Kindergarten - Grade 12 curriculum aligned to the Portrait of the Graduate
- District SBAC, NGSS, and PSAT/SAT scores exceed the State Average.
- Student Subgroup category scores in SBAC, NGSS, and PSAT/SAT exceed the State Average.
- Increased transitional program opportunities for students receiving special services.
- General education classroom aides in each elementary grade level (K-5).*
- General education classroom tutors in each middle school grade level (6-8).*
- Alternative High School Program.*
- Reading Intervention Program at Terryville High School.*
- Math Intervention Program at Terryville High School.*
- Universal free Pre-K for all four year olds.*
- Aligned MTSS process K-12.*

Strategic Initiatives

Strategy	Monitoring Progress	Responsible Individuals
Expand instructional capacity through targeted professional development and coaching.	• Professional Development Agendas • Professional Development Evaluations • Staff Meeting Minutes • SBAC/PSAT/SAT/NGSS/IXL Benchmark Data	• Superintendent • Assistant Superintendent • Building Administration • Professional Development And Evaluation Committee • Instructional Coaches
Develop a districtwide scope and sequence for each academic subject by providing teachers with the necessary training and dedicated time for curriculum development.	• Completed Curriculum Documents • Aligned Assessments • Professional Development Schedules	• Professional Development And Evaluation Committee • Building Administration • Instructional Coaches • Department Leaders • Teachers

* Aligned to Budget

Embed Diagnostic IXL and ALEKS Assessment cycles in grades K-12.	Diagnostic IXL Assessment Calendar	- Teachers - Instructional Coaches - Building Administration
Analyze diagnostic assessment data from IXL and ALEKS Assessments for grades K-12 to monitor progress and adjust instruction.	- IXL Assessment Data - Diagnostic Tracking - Data Team Meetings	- Grade K-12 Certified Teachers - Building Administration - Assistant Superintendent
Align and enhance K-12 curriculum to Portrait of the Graduate.	- Completed Curriculum Revisions - Lesson Plans - Assessments	- Building Administration - Department Leaders - High School Teachers
Enhance special education services and inclusive experiences.	- Data On Non-Disabled Peer Interaction - BCBA Recommendations And Data - Transition Program Experiences	- Assistant Superintendent - Special Education Teachers - BCBA
Align and implement MTSS processes Kindergarten - Grade 8.*	- MTSS Forms - Intervention Logs - IXL Data - Special Education Prevalence Rates	- Building Administration - K-8 Interventionists - K-8 Classroom Teachers
Support teaching and learning in the general education classroom setting in each elementary grade level.*	Add Two General Elementary Classroom Aides In 2027-2028, 2028-2029 And In 2029-2030	- Superintendent - Business Manager
Support teaching and learning in the general education classroom setting in each middle school grade level.*	Add Three General Middle School Classroom Tutors In 2030-2031.	- Superintendent - Business Manager
Provide free universal Pre-K for all four year olds within the Plymouth Community.*	- Add One Pre-K Classroom In 2026-2027 And In 2028-2029 - Classroom Renovations - Supplies - Certified Teachers - Paraprofessionals	- Superintendent - Assistant Superintendent - Business Manager - Plymouth Center Principal
Enhance academic support for high school students by creating a Reading and Math Intervention program.*	- Intervention Services Scheduled At Terryville High School - Intervention Support Data - Reading And Math Interventionist Added At Terryville High School	- Superintendent - Business Manager - Terryville High School Administration

* Aligned to Budget

Provide an alternative high school learning program for students who are not finding success in the traditional high school setting.*	• Alternative High School Teaching And Learning Format Scheduled At Terryville High School • Increased Cohort Graduation Rate	• Superintendent • Business Manager • Terryville High School Administration
Align and implement MTSS processes Kindergarten – Grade 12.*	• MTSS Forms And Intervention Logs • IXL Data • Reading And Math Intervention At Terryville High School • Special Education Prevalence Rates	• Building Administration • K–12 Interventionists • K-12 Classroom Teachers

Annual Milestones

Year	Milestone
2026–2027	• Diagnostic IXL and ALEKS Assessment cycles in Grades K-12. • Monitor IXL and ALEKS benchmark data. • MTSS system revision implemented K-8. • Add the first new Pre-K classroom, certified teacher, paraprofessional.
2027–2028	• Increased transitional program opportunities for students receiving special services. • Add two general education classroom aides (Kindergarten & Grade 1).* • Add Alternative High School Program at Terryville High School.* • Add Reading Intervention Program and certified teacher at Terryville High School.*
2028–2029	• District test scores exceed State Average on: SBAC - NGSS - PSAT - SAT • Add two general education classroom aides (Grade 2 & Grade 3).* • Add Math Intervention Program and certified teacher at Terryville High School.* • MTSS system revision implemented 9-12.*
2029–2030	• Scope and sequence curriculum alignment. • Add two general education classroom aides (Grade 4 & Grade 5).* • Add the second new Pre-K classroom, certified teacher, paraprofessional.* • Universal Pre-K fully implemented for all four year olds.*
2030–2031	• Sustain high achievement levels. • Curriculum cycles embedded in practice and aligned to the Portrait of the Graduate. • District Student Subgroup category test scores exceed State Average on: SBAC - NGSS - PSAT - SAT • Add three general education classroom tutors to each grade level at Eli Terry Jr. Middle School (6-8).*

* Aligned to Budget

Goal 2: Student Engagement

Engage students in the learning process by providing authentic learning experiences.

Key Outcomes by 2030-2031

- Cultural Learning Club at Plymouth Center School and Harry S. Fisher Elementary School.
- American Sign Language Club at Eli Terry Jr. Middle School and Terryville High School.
- Increased job shadowing opportunities and experiences.
- Increased post-secondary pathways.
- Increased community partnerships.
- Curriculum includes performance-based assessments and authentic learning tasks.
- American Sign Language Course at Terryville High School.
- [High School Global Partnership.*](#)
- [Library Media Program at Harry S. Fisher Elementary School.*](#)

Strategic Initiatives

Strategy	Monitoring Progress	Responsible Individuals
Expand post-secondary readiness initiatives.	• Enrollment In AP/Dual Enrollment • CTE Pathways • Internships	• High School Administration • School Counselors • Department Leaders
Increase community partnerships.	• Partnerships • Community Volunteer Projects	• Building Administration • Counseling Department • Department Leaders
Incorporate relevant student job shadowing opportunities and experiences.	• Job Shadowing Experience Log • Guest Speakers	• Career Counselor
Provide cultural learning experiences at Plymouth Center School and Harry S. Fisher Elementary School.	• Cultural Learning Club Implementation At Both Elementary Schools	• Superintendent • Business Manager • Building Administration

* Aligned to Budget

Develop performance-based assessments PreK–12.	• Lesson Plans • Assessments	• Professional Development And Evaluation Committee • Administration • Instructional Coaches • Department Leaders • Teachers
Redesign lesson plans to include real-world connections.	• Lesson Plans • Walkthrough Data	• Professional Development And Evaluation Committee • Building Administration • Instructional Coaches • Department Leaders • Teachers
Offer American Sign Language Club at Eli Terry Jr. Middle School and Terryville High School.	• American Sign Language Club Implementation	• Superintendent • Business Manager • Building Administration
Offer an American Sign Language Course at Terryville High School	• American Sign Language Course Implementation • Part-Time Certified American Sign Language Teacher at Terryville High School	• Superintendent • Business Manager • Terryville High School Principal
Enhance library media learning experience at Harry S. Fisher Elementary School.	• Library Program Implementation • Certified Library Media Specialist At Harry S. Fisher Elementary School	• Superintendent • Business Manager • Building Administration
Create a High School Global Partnership through ACES International.*	• Global Partnership Experience	• Superintendent • Terryville High School Administration • Teacher/Advisor

* Aligned to Budget

Annual Milestones

Year	Milestone
2026–2027	• Increase community involvement in each school. • Add a Cultural Learning Club at Plymouth Center School and Harry S. Fisher Elementary School. • Add American Sign Language Club at Eli Terry Jr. Middle School and Terryville High School. • Add Library Media Program and certified Library Media Specialist at Harry S. Fisher Elementary School.
2027–2028	• Expand job shadowing opportunities. • Launch performance task professional development. • Add an American Sign Language Course at Terryville High School. • Global Partnership experience.*
2028–2029	• Additional post-secondary readiness pathways at Terryville High School.
2029–2030	• Frequent and consistent performance-based and authentic learning opportunities districtwide.
2030-2031	

* Aligned to Budget

Goal 3: Student Well-Being

Create an environment and opportunities that support well-being for all students.

Key Outcomes by 2030-2031

- Revise Health Education Programs in each school.
- Utilization of restorative practices and trauma-informed care.
- Student social-emotional well-being and a sense of belonging.
- Family engagement opportunities increase.
- Faculty and staff well-being initiatives implemented.
- Students actively lead and participate in wellness initiatives.
- Decrease in suspensions.
- Improved student attendance.
- Integration of locally grown produce across all district cafeterias.
- Increased student extracurricular offerings.
- Aligned kindergarten through grade 12 digital literacy and safety curriculum.*
- Expanded wellness support in elementary and middle schools.*
- Increased counseling services.*
- Additional main office support for elementary principals.*
- Safety coverage within each building during the school day.*

Strategic Initiatives

Strategy	Monitoring Progress	Responsible Individuals
Implement restorative practices and trauma-informed care.	• Professional Development Agendas • Disciplinary Data	• Professional Development And Evaluation Committee • Assistant Superintendent • Building Administration
Create student-led wellness initiatives.	• Leadership Roles • Peer Mentoring • Student Wellness Committees	• Building Administration • Teachers • School Counselors

* Aligned to Budget

Increase family engagement opportunities in each school.	• Surveys • Volunteer Opportunities • Family Involvement Events Scheduled	• Building Administration • Teachers
Implement faculty and staff well-being initiatives.	• Staff Surveys • Retention Data • Wellness Activities	• Superintendent • Building Administration
Revise the health curriculum across the district.	• Revised Health Program Implementation Across The District	• Certified Health/Physical Education Teachers
Incorporate SEL strategies to enhance belonging and social-emotional well-being.	• SEL Lesson Plans • Student Surveys • Behavioral Data	• Assistant Superintendent • School Counselors • Teachers • Building Administration
Improve safety protocols and infrastructure.	• Roundtable Documentation • Safety Drills • Equipment Budget	• Superintendent • Building Administration • Business Manager • Facilities Director
Increase student extracurricular offerings.	• Extracurricular Program Implementation • Cultural Learning Club at Plymouth Center School and Harry S. Fisher Elementary School • American Sign Language Club at Eli Terry Jr. Middle School and Terryville High School	• Superintendent • Building Administration • Business Manager
Expand our school dining services by integrating locally grown produce across all district cafeterias.	• Utilize a farm to table framework if and when possible in our cafeterias	• Business Manager • Food Service Director
Develop and implement an aligned kindergarten through grade 12 digital literacy and safety curriculum.	• Aligned Library Media Curriculum	• Certified Library Media Specialists

Enhance and improve the support, resources, and outreach to families in need.	Institute a Parent Liaison position to support the needs within the school community.	- Superintendent - Assistant Superintendent - Business Manager
Provide additional main office support for Pre-K Accreditation at Plymouth Center School and student well-being at Harry S. Fisher Elementary School.*	Dean of Students/Pre-K Coordinator Position Split Between Both Elementary Schools	- Superintendent - Business Manager - Building Administration
Expand wellness support at Harry S. Fisher Elementary School, Plymouth Center School, and Eli Terry Jr. Middle School.*	- Increased Counseling Services - Survey Data - Certified Social Worker At Plymouth Center School - Certified School Counselor At Harry S. Fisher Elementary School - Second Certified School Counselor At Eli Terry Jr. Middle School	- Superintendent - Assistant Superintendent - Business Manager - Building Administration
Increase security and safety coverage within each building during the school day.*	- Security Staff Schedules - School Day Security Personnel In Each Building	- Superintendent - Business Manager

Annual Milestones

Year	Milestone
2026–2027	- Initiate Professional Development in trauma-informed care and restorative practices. - Faculty and staff well-being initiatives provided throughout the school year. - Increased student extracurricular offerings in each school. - Integration of locally grown produce across all district cafeterias. - Expanded family engagement opportunities across the district. - Added unarmed security staff at Eli Terry Jr. Middle School.
2027–2028	- Integrate social-emotional learning in instruction. - Implementation of an aligned kindergarten through grade 12 digital literacy and safety curriculum. - Add unarmed security staff at Harry S. Fisher Elementary School.*

* Aligned to Budget

	• Expand wellness support and hire a certified school counselor at Harry S. Fisher Elementary School.*
2028–2029	• Launch student-led wellness initiatives. • Add unarmed security staff at Plymouth Center School.* • Expand wellness support and hire a certified social worker at Plymouth Center School.* • Additional main office support for elementary principals.*
2029–2030	• Revised Health Program Implementation Across The District. • Expand wellness support and hire a certified school counselor at Eli Terry Jr. Middle School.*
2030-2031	• Fully staffed wellness model in place.

* Aligned to Budget

Goal 4: Fiscal Oversight

Align budgetary spending with district goals and objectives.

Key Outcomes by 2030-2031

- Clear five year capital improvement roadmap aligned with district needs.
- More efficient budget usage to support strategic goals.
- New Pre-K - Grade 2 playscape.
- Budgetary alignment with enrollment shifts, instructional priorities, and infrastructure plans.*

Strategic Initiatives

Strategy	Monitoring Progress	Responsible Individuals
Evaluate and revise Capital Improvement Plan annually.	• Approved Capital Improvement Projects	• Superintendent • Business Manager • Facilities Director • Technology Director
Conduct strategic budget reviews for alignment and efficiency.	• Budget Strategy Sessions • Fund Reallocations	• Superintendent • Assistant Superintendent • Business Manager • Building Administration
Replace the current Plymouth Center School playscape.	• New Pre-K - Grade 2 Playscape	• Superintendent • Business Manager • Plymouth Center School Administration • Plymouth Center School PTA
Address instructional, mental health, and safety staffing needs in budget planning.*	• Budget Proposals • Employment Records	• Superintendent • Assistant Superintendent • Business Manager • Building Administration

* Aligned to Budget

Address Pre-K renovations necessary for accreditation.*	Pre-K Classroom Renovations	- Superintendent - Assistant Superintendent - Business Manager - Plymouth Center School Administration
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Annual Milestones

Year	Milestone
2026–2027	- Updated five year Capital Improvement Plan. - Install new Pre-K - Grade 2 playscape. - Cultural Learning Club at Plymouth Center School and Harry S. Fisher Elementary School. - American Sign Language Club at Eli Terry and Terryville High School. - First certified Pre-K teacher, paraprofessional, and classroom renovations. - Certified Library Media Specialist at Harry S. Fisher Elementary School. - Unarmed daytime security at Eli Terry Jr. Middle School.
2027–2028	- Implement budget for: - Global Partnership experience.* - Two general education classroom aides (Kindergarten & Grade 1).* - Alternate Education Tutor at Terryville High School.* - Certified Reading Interventionist at Terryville High School.* - Certified School Counselor at Harry S. Fisher Elementary School.* - Unarmed daytime security at Harry S. Fisher Elementary School.*
2028–2029	- Implement budget for: - Two general education classroom aides (Grade 2 & Grade 3).* - Certified Math Interventionist at Terryville High School.* - Certified Social Worker at Plymouth Center School.* - Additional main office support for elementary principals.* - Unarmed daytime security at Plymouth Center School.*
2029–2030	- Implement budget for: - Second certified Pre-K teacher, paraprofessional, and classroom renovations.* - Two general education classroom aides (Grade 4 & Grade 5).* - Certified School Counselor at Eli Terry Jr. Middle School.*

* Aligned to Budget

2030-2031	• Implement budget for: ○ Three general education classroom tutors to each grade level at Eli Terry Jr. Middle School (6-8).*
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