

Upper Perkiomen School District
Assistant Superintendent Goals for 2026 – 2027
Dr. Andrea Farina

Goal 1: By May 2027, support the district's multi-year effort to reduce reliance on fund balance and address the structural deficit by identifying potential efficiencies in student programming and completing a comprehensive exploration of two district-operated programming opportunities:

- (1) a revised Upper Perkiomen Online Learning Academy (UPOLA), including flexible/hybrid learning options, and
- (2) a potential district-operated alternative education program.

The exploration will evaluate student need, projected utilization, program design, staffing, facilities/resources, operational requirements, start-up and recurring costs, and potential cost avoidance compared with current or anticipated external programming and placement expenditures. Findings will be presented to the Superintendent and Board to inform 2027–28 and future budget and program decisions.

District Goal: Reduce the use of fund balance associated with the district's structural deficit budget model through a multi-year process.

- 2026–27 Target: Reduce the structural deficit by at least 5%, from \$2,208,245 in 2026–27 to no more than \$2,097,833 in 2027–28, assuming the Act 1 adjusted tax increase and excluding planned use of fund balance for capital expenditures.

Comprehensive Plan Alignment

- This goal supports the Comprehensive Plan's emphasis on student voice, belonging, student supports, family engagement, community partnerships, and continuous improvement. It builds upon the district's Comprehensive Plan survey process by moving from collecting stakeholder perceptions to using that feedback to inform meaningful district action.

Goal 2: By June 2027, strengthen district decision-making and implementation by creating intentional opportunities for students, staff, families, administrators, and community partners to provide feedback on programs, practices, and policies that impact the student and school experience.

- Using Comprehensive Plan survey findings and ongoing stakeholder engagement, identify needs and facilitate the development or refinement of district programs, practices, and policies, including areas such as homework, cell phones/electronic devices, dress and grooming, student supports, scheduling, and other emerging priorities.

- Ensure districtwide implementation of approved changes by working collaboratively with administrators to establish clear expectations, implementation guidance, communication, and opportunities for feedback and problem-solving. Monitor implementation and stakeholder response to determine effectiveness and identify needed adjustments.

Listen → Engage → Develop → Implement → Evaluate

Goal 3: External Funding & Enhancing School Safety Efforts - Prioritize the identification, pursuit, development, and management of federal, state, local, and other grant opportunities that can offset expenditures otherwise supported through local district funds. Align external funding opportunities with existing and anticipated district costs, including safety and security, behavioral and mental health, personnel, student programming, technology, and other Comprehensive Plan priorities.

- Through strategic grant development and management, maximize alternative revenue, reduce or avoid local expenditures where possible, sustain existing programs and personnel, and expand district capacity without creating unnecessary long-term financial obligations. Ensure awarded grants are effectively monitored, maintained, and compliant with all funding requirements.
- As part of this work, demonstrate progress with Tier 2 safety and security measures within the PCCD Physical Security and Behavioral Health criteria, while continuing to address and verify remaining Tier 1 needs identified through the district's Year 1 safety analysis and pursuing external funding to support those priorities.