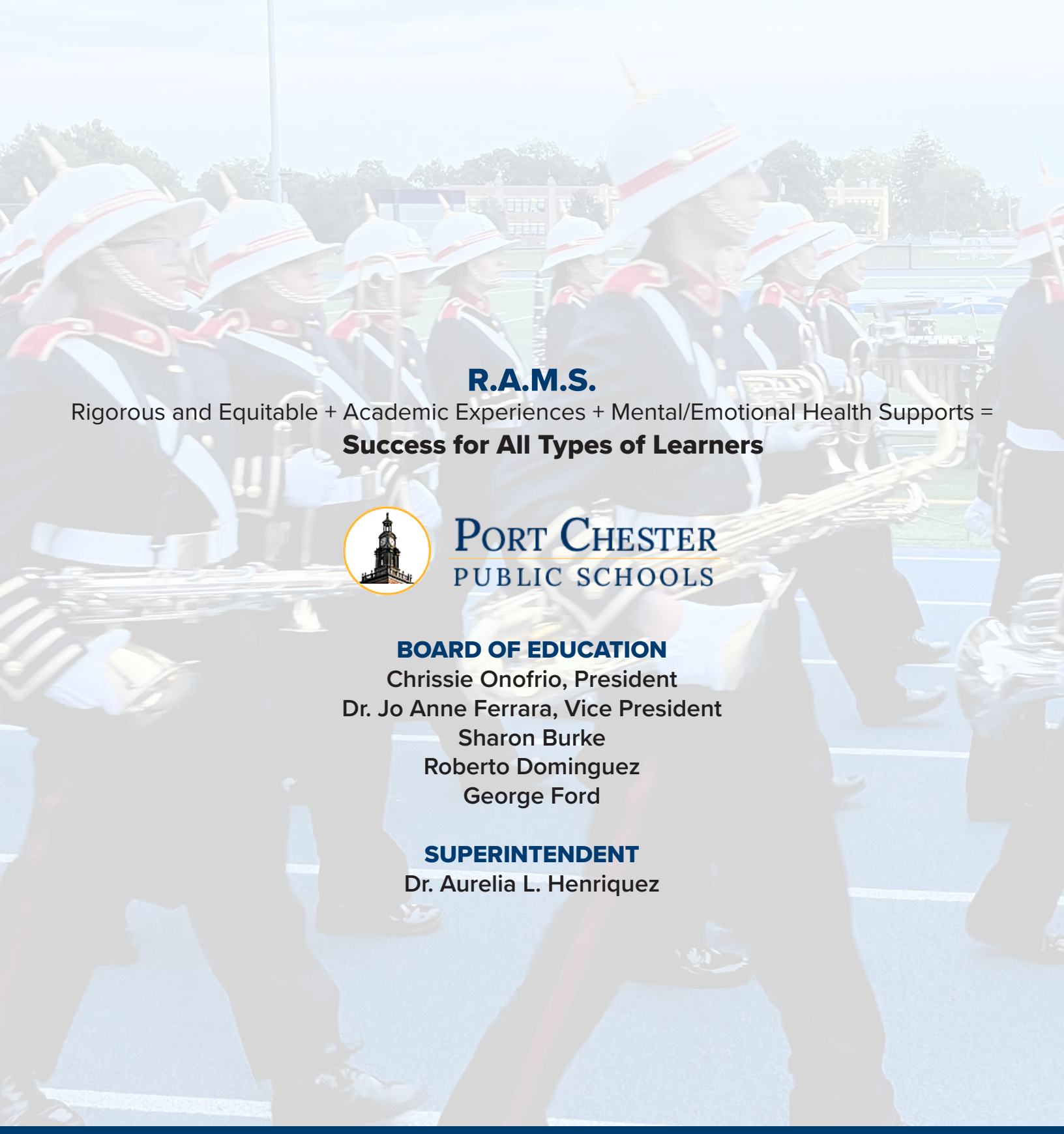


PORT CHESTER PUBLIC SCHOOLS



2021-2027 STRATEGIC PLAN



R.A.M.S.

Rigorous and Equitable + Academic Experiences + Mental/Emotional Health Supports =

Success for All Types of Learners

PORT CHESTER
PUBLIC SCHOOLS

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WHAT IS STRATEGIC PLANNING?

Strategic planning is something most districts do on a regular basis. It provides an opportunity for a district to collaborate, reflect, and plan. Since July 2021, we have been engaged in this process through a districtwide SWOT analysis, stakeholder group meetings, and input from leadership, faculty, and staff. Throughout this work, we asked ourselves several key questions:

How are things going in our district right now?

What are our strengths, challenges, and opportunities?

Where do we want to be as a district in three to five years?

How can we best focus our efforts and work together to get there?

How can we continue to grow as a responsive organization?

Based on feedback from focus groups, Superintendent Roundtables, community and staff surveys, Board Retreats, and the SWOT analysis, four Focus Areas emerged to guide our work and continued planning.

Focus Areas

1 Powerful Teaching, Leading, and Learning

- Evidence-Based Decision-Making
- Data-Informed Culture
- Inclusive Excellence
- Collaborative Decision-Making
- Opportunities for Voice
- Instructional Monitoring and Support
- Multiple Pathways to Graduation
- Closing the Achievement Gap
- Early Learning
- Responsive Instruction
- SEL/Mindfulness
- Academic Rigor

2 Strengthened Communication

- Family and Community Empowerment and Engagement
- Responsive Communication
- Use Multiple Platforms to Communicate
- Provide Equitable Access to Information

3 Fiscal Planning and Facilities

- Ethical Governance and Transparency
- Data-Informed Decision-Making
- Safe Schools
- Transparent Conversations and Planning
- Short- and Long-Term Planning

4 Community Engagement and Connectedness

- Multiple Opportunities for Collaboration
- Transparency
- Opportunities for Student and Community Voice
- Inclusive, Data-Informed Culture

During a Board of Education Retreat in August 2021, Board/Superintendent Goals were also developed. These goals continue to serve as a north star for building a culture of continuous improvement. Through collaboration with key stakeholders, priorities and actions were developed to support this work. At the heart of our planning are two guiding questions: *What does success for all students look like? How can we ensure our district is positioned for student success in the years to come?*

While our district is strong in many ways, we recognize that we can never remain static. Through ongoing reflection, collaboration, and strategic planning, we remain committed to continuous improvement and Success for All Students.

2026-2027 District Goals

Mission Statement



The mission of the Port Chester School District, through an active partnership among community partners, parents, staff and students, is to provide excellent academic opportunities and high standards. We aim to develop responsible and self-sufficient citizens who value diversity and global competency. Our shared mission is for our students to be academically proficient, creative and adaptable, and possess the self-esteem, motivation and skills to continue individual growth, think critically, and communicate effectively.

Vision



The vision of the Port Chester School District is SUCCESS FOR EVERY STUDENT. This vision has been internalized by every teacher, administrator and staff member who work tirelessly every day to ensure student success. The educational programs and services offered to our students reflect a quest for scholastic excellence, combined with respect and concern for the worth and development of individual students.

District Goals

GOAL 1 - Improve and Enhance Academic Growth, Rigor, and Proficiency in Reading, Writing, and Mathematics Through Multiple Pathways and a Data-Driven Culture

- Leverage data, research, experience, and collaboration to enrich, inform, and guide instructional practices and strategic initiatives.
- Foster transparency by sharing data, discussions, and objectives aimed at elevating academic rigor and performance from Pre-K to 12th grade.
- Create a culture of student agency, ensuring that all students have access to various college and career pathways.



GOAL 2 - Strengthen Communication, Community Involvement, and Partnerships by Promoting Empathy, Connectedness, Civic Engagement, and Pride in Ram Nation



- Utilize multiple platforms and outlets to disseminate important information while publicly recognizing and celebrating the achievements of our students, staff, and district.
- Encourage collaboration and inclusivity to facilitate meaningful dialogue with parents, key stakeholders, and community partners, thereby enhancing community engagement, patriotism, and pride in our “Ramily”/Ram Nation.
- Ensure that students, families, and district personnel participate in meaningful and authentic interactions, emphasizing respect, mindfulness, and mental health support.

GOAL 3 - Engage in Strategic Planning for Financial Stewardship and Facilities Management

- Collaborate on strategic planning initiatives to safeguard fiscal stability.
- Take a proactive approach to enhance and maintain safe educational environments and well-kept facilities that the community takes pride in.
- Conduct reviews of facilities, budgets, and operations for the purpose of long-term planning.

Focus Area 1 Powerful Teaching, Leading, and Learning

The district will utilize data, research, experience, and collaboration to inform instruction, strategic planning, and **district targets**.

Openly sharing and discussing data and establishing goals for the future have helped create a data-informed culture. The priorities outlined in this plan are directly aligned with the district's mission, vision, and goals and reflect priorities identified by key stakeholders through community and educator feedback. Together, they provide the foundation for our focus moving forward.

Priorities

- Build a districtwide culture of inquiry and data study K–12, with a strong focus on outcomes, targets, and achievement.
- Move toward full implementation of the community school model to support students through a whole child, whole school, whole community philosophy.
- Continue the use of our K–6 literacy program, American Reading Company, to support students in achieving grade-level literacy by the end of Grade 3.
- Support the continued development of student mathematical thinking, problem-solving, discussion, and inquiry.
- Strengthen and align the Multi-Tiered System of Supports (MTSS-i) across the district to support student literacy and success across all content areas.
- Build leadership capacity and shared accountability among stakeholders at all levels.
- Engage students and families in conversations around student data and success.
- Develop a comprehensive vision for high-quality instruction that provides all K–12 students access to differentiated and personalized learning.
- Create a collaborative school environment grounded in cooperation, teamwork, and shared ownership.
- Offer impactful professional development opportunities for all staff and use surveys to gather their feedback and insights.

Actions

Focus on Our Data-Driven Essential Agreements

In Port Chester Schools, we are committed to:

1. Creating a positive and inclusive data-informed culture where we continue to learn and grow.
2. Discussing data regularly and including all stakeholders in the conversation.
3. Using data at all levels to make decisions that improve student outcomes.
4. Communicating consistently and in alignment from Pre-K through Grade 12. We foster open communication around data with:
   a. Board of Education
   b. Teachers and administrators
   c. Parents and guardians
   d. Students
   e. Community
5. Following assessment calendars by level consistently across all grades and buildings.

Focus on Our Essential Agreements for Teaching and Learning

1. Our Classrooms Promote Learning
2. Our Students Are Empowered to Learn
3. Our Students Grow as Independent Learners
4. Our Students Are Engaged in Their Learning
5. Our Students "Show What They Know"
6. Our Students Are Responsible Citizens

- Create a culture of student agency where ALL students are exposed to multiple college and career opportunities across grade levels Pre-K–12.
- Utilize data, research, experience, and collaboration to inform instruction and strategic planning.
- Openly share data, discussions, and goals for the future.

Provide alternative learning options via the Principal's Promise Academy for high school students who have yet to be successful in the traditional setting by providing personalized instruction, differentiated scheduling, and college and career readiness activities.

What Does Success Look Like?

- Examine data related to disproportionality.
- Utilize platforms to provide the community with access to data on the district website.
- Engage educators in accordance with our Essential Agreements and support the district in making data-informed decisions.
- Provide alternative learning options through the Principal's Promise Academy for high school students who have yet to be successful in the traditional setting by offering personalized instruction, differentiated scheduling, and college and career readiness activities.



The district will know it has succeeded when ALL schools are represented and engaged in improvement work. **Click here** to learn more about the Port Chester School District's Professional Development Plan. School leaders will continue to embed the Professional Standards for Educational Leaders (PSEL) in their practice, as evidenced by school culture, instructional leadership, and conversations. This work will inform the district's ongoing strategic planning.

Together, key stakeholders will collaborate to identify strengths, omissions, and areas in need of further development. This information will be gathered in a digital format for review and used to establish district- and school-level expectations, timelines for future work, and deliverables. Progress will be discussed openly at Board of Education meetings.

During the 2026–2027 school year, we will continue to adhere to the established data-driven Essential Agreements and maintain active data teams at each school. All schools will embrace the role of administrators and teachers in supporting a culture of inquiry and data study.

Students in need of academic and/or behavioral intervention services will be referred by their general education teachers or parents to their respective Multi-Tiered System of Supports (MTSS)/Response to Intervention (RTI) teams for prompt consideration and development of required plans for services. Students with RTI/MTSS plans will be closely monitored for progress, with plans revised as outlined in the district's RTI/MTSS Plan. **Click here** to learn about the Response to Intervention (RTI)/Multi-Tiered System of Supports (MTSS) District Plan. Students with disabilities will receive their education and services in the Least Restrictive Environment (LRE) as outlined in their Individualized Education Plans (IEPs).

The district will continue to promote healthy and safe learning environments where students can learn and achieve at high levels. Schools will use positive behavioral supports and interventions to create environments conducive to learning. The district's SEL Framework further supports this work by providing a consistent approach to students' social-emotional development and well-being. **Click here** to learn more about the district's SEL Framework. Principals will engage in professional development to ensure the district mitigates the disproportionate suspension of students with disabilities.

Click here to view the District's Code of Conduct.

Focus Area 2 Strengthened Communication

The district is committed to strengthening communication by ensuring that students, staff, families, and community members receive clear, consistent, timely, and accessible information. Through multiple communication platforms and opportunities for two-way dialogue, we will continue to work to keep stakeholders informed, engaged, and connected while ensuring that all members of our diverse community have equitable access to important information.

By promoting transparency, encouraging meaningful engagement, and continuously improving how we share and receive information, we strengthen relationships and build greater trust and connection across our schools and community.

Action Plans

- Utilize multiple platforms and communication channels to share important information and celebrate the district's successes. **Click here** to view an example of the Ram Gram mailer, which is also distributed electronically to families and mailed to all Port Chester residents, helping keep the broader community informed and connected.
- Foster meaningful, inclusive dialogue and collaboration with key stakeholders, including opportunities for student voice.
- Publicly recognize and celebrate student and staff accomplishments.
- Ensure access to translation devices at all Board of Education meetings.
- Use Covey's Speed of Trust and 13 Behaviors of High-Trust Leaders to guide relationships and strengthen trust across the district.
- Maintain ongoing, collaborative conversations with elected officials.
- Implement a robust school climate survey system for staff, students, and families, with a goal of achieving at least a 50% participation rate among each constituency throughout the school year.

What does success look like?

Building a culture of collaboration and trust is the foundation for inclusive excellence. Quantitative and qualitative data have identified greater consistency and collaboration across schools as a district priority. In the past, a lack of collaboration and consistency contributed to disconnected decisions related to curriculum, instruction, and programming that were not always supported by data.

One of the Board of Education's goals is to foster community engagement and communication. The Board and District are committed to ensuring that students, families, and staff engage in meaningful, authentic interactions and to building lasting community partnerships that expand opportunities for students.

Equally important is fostering a collaborative environment across all schools—one grounded in trust, consistency, shared ownership, and collective responsibility for student and district success.

Click here to see District Communication Protocols.





Focus Area 3 Community Engagement and Connectedness

Actions

- Ensure that students, families, and district staff engage in meaningful and authentic interactions.
- Forge and sustain community partnerships that expand opportunities for students both during and beyond the school day.
- Create districtwide opportunities for students and families to celebrate Port Chester Pride and foster a strong sense of "Ramily." **Click here** to learn about one of our annual traditions, the Rams Reunion, a back-to-school kickoff event that brings our school community together.
- Build partnerships with community-based organizations to enhance student outcomes and strengthen after-school programming.
- Host community events that bring students and families together to celebrate and engage in student learning.
- Establish partnerships with local colleges and universities to expand opportunities for students while creating a pipeline of talent for staff recruitment.

What does success look like?

- Build clear protocols that support aligned, meaningful conversations across the district while strengthening connections between our UPK programs and elementary schools.
- School and district leaders, along with K–12 faculty, will participate in professional learning tailored to their needs.
- Students will engage in districtwide initiatives that foster connection, belonging, and Port Chester Pride, including World Kindness Day, Ram Nation Pride Day, the MLK Interfaith Celebration, the Special Education Gala and Parent Engagement events, STEAM Fest, and other K–12 activities.
- The district will also continue to provide after-school and summer learning opportunities in partnership with community organizations, expanding access to enriching experiences beyond the traditional school day.



Focus Area 4 Fiscal Planning and Facilities

Actions

- Collaborate on strategic planning to safeguard the district's fiscal stability while taking a proactive approach to maintaining and improving safe, well-maintained facilities and grounds that reflect pride in our school community.
- Regularly review facilities budgets, operations, and long-term needs to ensure a safe, clean, and welcoming environment for all students, faculty, staff, and visitors. Continually evaluate processes, techniques, and technologies to enhance efficiency and service in support of the district's mission.
- Continually assess cleaning products, tools, and equipment with consideration for sustainability, effectiveness, and fiscal responsibility.
- Provide facilities support for academics, athletics, and special events, including cleaning, painting, masonry work, event set-ups, carpet replacement, and other maintenance and aesthetic needs.
- Provide ongoing training to ensure all Facilities staff are knowledgeable about the proper use and operation of products, tools, and equipment.
- Continue to strengthen communication, procedures, training, and techniques within the Facilities Team to provide consistent, high-quality service each day.
- Maintain ongoing conversations with elected officials about the current needs and priorities of the district and community.

What does success look like?

Success is demonstrated through ongoing strategic planning, measurable energy cost savings, and long-term investments that ensure the district's buildings, facilities, and major mechanical systems remain safe, clean, and well-maintained. The goal is to enhance the student learning experience by providing state-of-the-art academic and athletic spaces, healthy and welcoming environments, and nutritious cafeteria options. The quality of the environments in which students learn and staff work plays an essential role in supporting the district's educational goals and overall student success.

Click here to see the Long-Range Plan and Building Conditions Survey.







Technology

The district's Technology Department is dedicatd to fostering a transformative learning environment by seamlessly integrating cutting-edge technology solutions. Our commitment to digital literacy, personalized learning, and robust infrastructure aims to equip students, educators, and administrators with the tools they need to excel in an increasingly digital world. Through strategic partnerships, professional development, and data-driven decision-making, we pave the way for an interconnected, adaptable, and equitable educational experience for all members of our district community.

Key Goals and Objectives

- **Improve Infrastructure Reliability:** Reduce system downtime by 20% over the next fiscal year through proactive maintenance and infrastructure upgrades, ensuring uninterrupted access to digital resources for students and staff.
- **Foster Data-Driven Decision Making:** Develop and implement a comprehensive data analytics framework within the next year, enabling administrators to make informed decisions on technology resource allocation, curriculum effectiveness, and student performance.
- **Enhance Cybersecurity Measures:** Decrease the number of cybersecurity incidents by 25% within the next year through continuous security audits, staff training, and the implementation of advanced cybersecurity tools.
- **Promote Responsible Digital Citizenship:** Over the next three years, implement a comprehensive digital citizenship curriculum that reaches 100% of students, focusing on educating them about ethical online behavior, privacy protection, respectful communication, and critical evaluation of digital content. This initiative aims to cultivate a safe and respectful online environment while empowering students to become responsible and informed digital citizens.
- **Expand Student Technology Internships:** Within the next academic year, establish partnerships with at least three local technology companies to provide mentorship through our district summer student internship program.



Cybersecurity and Data Privacy

The district takes a comprehensive approach to cybersecurity, focusing on two key areas: data privacy and technology infrastructure and safeguards.

To protect data privacy, the district's Data Privacy and Security (DPS) Team meets biweekly to review, strengthen, and improve protocols. This includes requiring vendors to sign data privacy agreements and Parent Bill of Rights agreements, while ensuring compliance with New York State Education Law 2-d and protecting student and staff information. New teachers receive comprehensive training on cybersecurity and data privacy, and all staff complete annual refresher training. Ongoing communications also reinforce best practices for protecting student data, maintaining secure passwords, and identifying phishing threats. In addition, an external BOCES consultant regularly reviews district procedures, meets with the DPS Team, and provides recommendations for continued improvement.

The district also maintains multiple layers of cybersecurity infrastructure to protect its network, devices, and users. These safeguards include intrusion prevention and detection systems, firewalls, web filtering to block inappropriate or malicious content, and email protections such as geo-fencing, spam filtering, approved and blocked sender controls, and other privacy measures. District-managed Chromebooks are secured through the Google Admin Console, while other devices are protected through next-generation antivirus software and security policies designed to prevent malicious programs from running and promote safe computing practices.

Through its continued focus on cybersecurity and data privacy, Port Chester Schools remains committed to protecting its digital resources and sensitive information. This proactive approach helps build trust among students, families, staff, and the broader community while providing a safe and secure digital environment for teaching and learning.



Safety & Security

The district's Safety and Security Department is dedicated to creating a safe and secure learning environment for all students, staff, and visitors. Our mission is to implement comprehensive measures that ensure the physical and emotional well-being of everyone within our educational community. With a commitment to excellence and continuous improvement, our department strives to maintain a supportive atmosphere that fosters academic growth and personal development.

Key Goals and Objectives

1. **Safety Infrastructure:** Our first priority is to assess and enhance the safety infrastructure of all school facilities within the district. This includes conducting regular safety audits, upgrading security systems, and implementing appropriate access control measures.
2. **Emergency Preparedness:** We regularly update comprehensive emergency response plans for various scenarios, including natural disasters, medical emergencies, and potential threats. Regular drills and training sessions will be conducted to ensure all stakeholders are well-prepared to handle emergencies effectively.
3. **Student and Staff Well-being:** The safety and well-being of students and staff are of utmost importance. We will focus on promoting mental health awareness, establishing counseling and support programs, and implementing anti-bullying initiatives to create a positive and inclusive environment for everyone.
4. **Community Partnerships:** Collaboration with law enforcement agencies, community organizations, and parents is crucial for enhancing safety measures. We will actively engage in partnerships to strengthen our safety network and share resources and knowledge.
5. **Technology and Innovation:** Embracing modern technology and innovative solutions will aid in bolstering our security efforts. We will invest in state-of-the-art systems, such as video surveillance, access control, and threat detection tools.
6. **Continuous Training:** Regular training and professional development for school staff will be a priority. This will ensure that they are well-informed about safety protocols, aware of potential risks, and equipped to respond appropriately in challenging situations.
7. **Safety Culture:** Fostering a culture of safety and security within the district is essential. We will encourage open communication, encourage reporting of concerns, and celebrate safety achievements to build a collective sense of responsibility for everyone's well-being.
8. **Data-Driven Approach:** Utilizing data and analytics, we will continuously monitor safety trends and incidents to identify potential areas for improvement and make informed decisions regarding resource allocation and intervention strategies.

By prioritizing safety and security within the Port Chester School District, we believe that our commitment to safeguarding our learning community will pave the way for academic success, personal growth, and a thriving educational experience for all stakeholders.

Click here for the 2026-27 Districtwide Safety & Emergency Plan.

Click here for a video update on Safety, Security, and Cybersecurity.

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