



**WAPPINGERS** | Empower  
CENTRAL SCHOOL DISTRICT | Challenge  
Grow

# Navigating Our Way

to

*Empower. Challenge. Grow.*

STUDENTS



**WCSD** The mission of the Wappingers Central School District is to empower all of our students with the competencies and confidence to challenge themselves, to pursue their passions, and to realize their potential while growing as responsible members of their community.

For more information about WCSD visit

[www.wappingersschools.org](http://www.wappingersschools.org)

## Our Mission

The mission of the Wappingers Central School District is to empower all of our students with the competencies and confidence to challenge themselves, to pursue their passions, and to realize their potential while growing as responsible members of their community.

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**Wappingers Central School District  
Board of Education**

Peggy Kelland, President  
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[Peggy.Kelland@wcsdny.org](mailto:Peggy.Kelland@wcsdny.org)

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Karen Mauhs Karath  
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[Karen.Karath@wcsdny.org](mailto:Karen.Karath@wcsdny.org)

Babu Munusamy  
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Barbara Goodman  
Term of Office: 7/1/2016-6/30/2019  
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John Lumia  
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WAPPINGERS CENTRAL SCHOOL DISTRICT  
2016-2017

**GOAL - CURRICULUM and INSTRUCTION**

Continue to develop initiatives and strategies to enhance opportunities, which increase student achievement and the graduation rate.

**Indicators to Curriculum and Instruction**

- Ensure that all students are provided with a well rounded education.
- Examine the possibility of open enrollment in Advanced Placement AP and/or college level courses.

**GOAL - FINANCIAL**

Develop a long term plan to be updated annually.

**Indicator to Communication**

- Advocate on behalf of our District and students for equitable funding and regulations from the New York State and Federal governments.

**GOAL - COMMUNICATION**

Continue the efforts to promote community and parental involvement by improving communications.

**Indicator to Communication**

- Develop a forum for specific notification; direct communication; and discussion with community members regarding broad level educational policy, legislation and regulations.

## Board of Education and District Committees

As stated in policy 2250, the Board President serves as an ex-officio member on all Board committees.

Committees	BOE Committee Representatives
<a href="#">Audit Committee</a>	Paul Galletta, Eddy Slosower, Babu Munusamy
<a href="#">Capital Improvement Committee</a>	John Lumia, Robert Rubin, Eddy Slosower
<a href="#">Community Communications Committee</a>	Robert Rubin, Barbara Goodman
<a href="#">District-wide School Safety Team</a>	Paul Galletta, John Lumia, Robert Rubin
<a href="#">Legislative Action Committee</a>	Eddy Slosower
<a href="#">Long Term Development Committee</a>	Karen Karath, John Lumia, Robert Rubin
Personnel Committee for Hiring of Senior Staff Members and Principals	John Lumia, Tracy Pelton, Eddy Slosower
<a href="#">Policy Committee</a>	Karen Karath, John Lumia, Tracy Pelton
<a href="#">Wellness Committee</a>	Karen Karath, Robert Rubin, Babu Munusamy

## Who We Are: Wappingers Central School District

Welcome to the Wappingers Central School District (WCSD), located in Dutchess County, in the historic Mid-Hudson Valley. Located 70 miles North of New York City, we are the tenth largest school district in New York State, serving a student population of more than 10,500 students. As a large suburban/exurban community, we embrace our *diversity*, and are proud of our on-going efforts to improve our *academic program, supports and services*.

WCSD is nestled in the Dutchess and Putnam Counties in the heart of the Hudson Valley. The townships that make up our school community include Wappingers, East Fishkill, Fishkill, Poughkeepsie, La Grange as well as Philipstown and Kent. We are comprised of ten *elementary schools*, two *junior high schools*, two *senior high schools* and an *alternative high school*.

We are grateful to and thank our constituents, as recent successful bond referendums have initiated a district-wide [Capital/Infrastructure Improvement Plan](#) for all our schools.

The WCSD embraces a *mission* that is focused on the empowerment and success of ALL OF OUR STUDENTS. Our dedicated teachers, administrators and staff are committed to on-going professional improvement, which, in turn, impacts our student success. We have established a culture of effective, collaborative professional development opportunities including many Professional Learning Communities (PLC's) and a highly collaborative [Edcamp](#) approach. WCSD student performance continually exceeds New York State and national standards. On average, over 90% of our senior class graduates each year. Approximately 88% of our graduates continue on to post-secondary education and many attend some of our nation's finest colleges and universities.

We are proud to be the only school district in Dutchess County to have been accepted as a member of the prestigious Tri-State Consortium ([www.Tri-stateconsortium.org](http://www.Tri-stateconsortium.org)). Through the rigorous Tri-State Consortium's "critical friends" on-going evaluation process, we are accredited by The Middle States Association of Colleges and Schools.

The WCSD offers a rich and comprehensive K-12 academic experience. There is a strong focus on Literacy in the elementary level. Effective teacher teaming at the Junior High level helps transition our students to our commencement goals. Our program culminates in a variety of commencement level programs, as well as comprehensive transition planning. From School to Work to Support Services; Business Education to STEAM; strong Regents-level instruction to College Partnerships; and to the availability

of more than 30 honors and 30 Advanced Placement courses, we offer rich educational opportunities designed to meet the needs of all our students. Our District's award-winning [fine and performing arts](#) program is renowned, with many students annually winning awards through NYSMMA on the state and national levels. NAMM (National Association of Music Merchants) has recognized us as one of the top community schools for music education in the nation. Our [instructional technology](#) program supports both classroom instruction and our professional development and has been recognized by NYSCATE for its excellence. We are honored to annually host the prestigious annual Hudson Valley NYSCATE conference.

Our students choose from a rich menu of after-school clubs and activities, which offer our students the opportunity to pursue and extend their areas of interest and learning beyond the classroom. Our physical education, modified athletics and interscholastic athletics are extensive, offering students an impressive choice of athletic experiences.

In partnership with our community, we have embraced a plan for continued success. Through our recently adopted [Strategic Plan](#), we have established a clear roadmap to excellence!

We are a dynamic, diverse and evolving public school district. We believe in the continued development of a comprehensive and holistic educational program whose outcomes are clearly focused on the college and career readiness of all our students. We are committed to our mission "...to empower all of our students with the competencies and confidence to challenge themselves, to pursue their passions, and to realize their potential while growing as responsible members of their community".

## **Our Community...**

**School District Size:** 120 sq. miles

**Total Enrollment:** 10,727

**Total Staff:** Certified: 935 Classified: 750

**Members from the following communities comprise our school district:**

### **Dutchess County from the 2010 Population Census**

The Town of Wappingers: 27,048 residents

The Village of Wappingers Falls: 5,022 residents

The Town of Fishkill: 22,107 residents

The Town of East Fishkill encompassing the hamlets of Hopewell Junction: 29,029 residents

The Town of LaGrange: 15,730 residents

The Town of Poughkeepsie: 43,341 residents

### **Putnam County from the 2010 Population Census**

Town of Kent: 13,507 residents

Town of Philipstown: 9,662 residents



## **2016—2017 Information About Our Schools**

### **Elementary (K - 6)**

Brinckerhoff Elementary School - 589 students  
Fishkill Elementary School - 429 students  
Fishkill Plains Elementary School - 582 students  
Gayhead Elementary School - 857 students  
James S. Evans Elementary School: - 352 students  
Kinry Road Elementary School- 262 students  
Myers Corners Elementary School: - 728 students  
Oak Grove Elementary School: - 436 students  
Sheafe Road Elementary School: - 595 students  
Vassar Elementary School: - 319 students

### **Secondary (7-12)**

Van Wyck Junior High School: - 931 students  
Wappingers Junior High School- 823 students  
John Jay High School- 2,012 students  
Roy C. Ketcham High School- 1,761 students  
Orchard View Alternative High School- 52 students

Average Class Size: grades K - 1 = 21; grades 2 - 3 = 25; grades 4-5 = 23  
Full day kindergarten — must be five by December 1

**District Wide K-12 10,942** (as of October 12, 2016)

Special Education: 14%  
English Language Learners: .01%

### **2016-2017 Staff**

Certified Teaching Staff: 885  
Supervisory Staff, including all Certified Administrators: 56  
Teaching Assistants: 207  
Civil Service Employees- Unit Members: 741  
Civil Service Employees- Non-Unit: 13

### **Transportation**

School District provides transportation to all homes located within the District  
Number of Students Bused to Public Schools: 10,943  
Number of Private/Parochial Schools to where transportation provided: 874

**Financial Information - by municipality and weighted for homestead and non-homestead**

**2016-2017**

	<b>Wappingers</b>	<b>Fishkill</b>	<b>East Fishkill</b>	<b>Poughkeepsie</b>	<b>LaGrange</b>
<b>Share of Levy</b>	<b>27.07%</b>	<b>20.37%</b>	<b>37.18%</b>	<b>14.11%</b>	<b>1.15%</b>
<b>Tax Rate Changes (from 2015-16)</b>	<b>1.51%</b>	<b>1.39%</b>	<b>1.26%</b>	<b>1.43%</b>	<b>1.32%</b>
<b>Tax Rate (per \$1,000 Assessed Value)</b>	<b>\$18.36</b>	<b>\$18.83</b>	<b>\$17.87</b>	<b>\$18.69</b>	<b>\$17.16</b>
<b>School Budget</b>	<b>\$221,199,261</b>				
<b>Total Tax Levy</b>	<b>\$159,426,539</b>				
<b>Total Levy Increase (from 2015-16)</b>	<b>1.94%</b>				
<b>Budget-to-Budget Increase (from 2015-16)</b>	<b>3.35%</b>				

**2015-2016 (Impact for 2016-2017 Budget)**

	<b>Wappingers</b>	<b>Fishkill</b>	<b>East Fishkill</b>	<b>Poughkeepsie</b>	<b>LaGrange</b>
<b>Share of Levy</b>	<b>28.18%</b>	<b>21.15%</b>	<b>34.65%</b>	<b>14.7%</b>	<b>1.21%</b>
<b>Tax Rate Changes (from 2015-16)</b>	<b>1.17%</b>	<b>1.13%</b>	<b>1.13%</b>	<b>1.25%</b>	<b>.83%</b>
<b>Tax Rate (per \$1,000 Assessed Value)</b>	<b>\$18.12</b>	<b>\$18.55</b>	<b>\$17.22</b>	<b>\$18.43</b>	<b>\$16.94</b>
<b>School Budget</b>	<b>\$214,032,128</b>				
<b>Total Tax Levy</b>	<b>\$150,212,437</b>				
<b>Total Levy Increase (from 2015-16)</b>	<b>1.26%</b>				
<b>Budget-to-Budget Increase (from 2015-16)</b>	<b>1.02%</b>				

**Financial Information  
2014-2015**

	<b>Wappingers</b>	<b>Fishkill</b>	<b>East Fishkill</b>	<b>Poughkeepsie</b>	<b>LaGrange</b>
<b>Share of Levy</b>	<b>28.31%</b>	<b>21.11%</b>	<b>34.55%</b>	<b>14.71%</b>	<b>1.21%</b>
<b>Tax Rate Changes (from 2015-16)</b>	<b>3.35%</b>	<b>2.83%</b>	<b>2.98%</b>	<b>3.77%</b>	<b>2.68%</b>
<b>Tax Rate (per \$1,000 Assessed Value)</b>	<b>\$17.93</b>	<b>\$18.38</b>	<b>\$17.04</b>	<b>\$18.21</b>	<b>\$16.81</b>
<b>School Budget</b>	<b>\$211,876,671</b>				
<b>Total Tax Levy</b>	<b>\$148,346,390</b>				
<b>Total Levy Increase (from 2015-16)</b>	<b>2.26%</b>				
<b>Budget-to-Budget Increase (from 2015-16)</b>	<b>3.35%</b>				

<b>Changing the Trajectory of Increase</b>		
	<b>Budget-to-Budget Increase</b>	<b>Tax Levy Increase</b>
<b>Average Increase Per Year for Past 20 Years</b>	<b>4.25%</b>	<b>2.73%</b>
<b>Average Increase Per Year for Past 10 Years</b>	<b>3.48%</b>	<b>2.08%</b>
<b>Average Increase Per Year for Past 5 Years</b>	<b>3.23%</b>	<b>2.18%</b>
<b>This year's 2015-2016 Increase</b>	<b>3.35%</b>	<b>1.94%</b>

Wappingers has never had a budget that exceeded that tax cap legislation.

Dear WCSD Community,

The culture and climate of the Wappingers Central School District (WCSD) is determined by all stakeholders in our community. Our goal is to create an environment that is nurturing and positive for all students. The WCSD Mission and Core Values were developed by parents, community members, Board of Education members, administrators, teachers, support staff and students. The *Navigating Our Way to Empower, Challenge, and Grow* document provides a cohesive, comprehensive understanding of the philosophy, work, culture, climate and goals from each of our offices, which are aligned to the Strategic Plan and the Board of Education’s aspirational goals.



In addition to the Office of the Superintendent, WCSD is comprised of six administrative offices: Office of Human Resource and Labor Relations, Office of Compliance and Information Systems, Office of Curriculum and Instruction, Office of Finance and Business Development, Office of Special Education and Student Support Services, and the Office of Facilities and Operations. We have strategically selected five pillars, *Teaching and Learning, Communication and Community Relations, Programs and Services, Talents and Resources, and Fiscal Diligence and Operations*, to represent the work that is outlined in this document. They are symbolic of the work that we do in order to ensure that all of our students are provided with a well-rounded education as we strive to meet their academic, social and emotional needs. The pillars are protected by the roof and foundation representing our Mission and Core Values by which we operate. The work we do to support these pillars is continuous and alive.

Communication is a critical factor to ensure that our students, first and foremost, are successfully reaping the benefits. Communicating effectively provides a solid foundation of *Who We Are* as a District. Our website is indicative of that work as we showcase the most current and up-to-date information from the District-level to the school-level. WCSD students are our top priority. Highlighting their successes and accomplishments remains our focus.

As we navigate our District in a direction that reflects our Mission and Core Values, the past, present and continued contributions from all of our WCSD community members as collaborators has been and will continue to be instrumental. We will continue to build respectful and nurturing relationships to ensure that all of our students benefit from numerous positive outcomes and successes. We take great pride in the work that we do for all of our students.

Sincerely,  
José L. Carrión  
Superintendent of Schools

# GOAL

## 2016 -2017

To develop and ensure that the aspirational goals set forth by the Board of Education, under the headlines, *Curriculum and Instruction*, *Financial and Communication*, are being executed throughout all of the departments and schools in a standardized and uniformed fashion that reflects the mission and core values of our District.

### Importance and Purpose

All stakeholders are aware and understand the importance of the goals set forth by the Board of Education and how they are being successfully accomplished district-wide. The Board of Education's goals are also aligned to the our long-term Strategic Plan embracing our five pillars of education; *Community and Community Relations*, *Teaching and Learning*, *Talents and Resources*, *Programs and Services*, and *Operation and Development* and the short and long-term plans developed and implemented throughout our district offices, as well as in each of our fifteen schools.

### Indicators

- Superintendent Forums
- Parental Workshops
- Board of Education Workshops and Reports
- School Visits and Learning Walks

### Alignment to Board Goals

- Curriculum and Instruction
- Financial
- Communication

### Presentations, Workshops, Professional Development

- WCSD Administrators Joint Administration Professional Development
- All Workshops provided by the WCSD Senior Staff at Board of Education meetings
- District-wide parental workshops and Superintendent's Forums

## GOAL 2016 -2017

To develop and ensure the District Goals are aligned to the WCSD Strategic Plan. By working collaboratively with the different offices we will develop goals, as well as short and long term plans that materializes the strategic objectives articulated in the Strategic Plan and reflected by our five pillars of education.

### Importance and Purpose

Our long term strategic plans is based on strategic objectives, goals and end results that were written and developed by a diverse representation of WCSD staff and community members. This plan is what fosters and guides the work at the district and school level to develop measurable and attainable goals. The Strategic Plan is a living document that is reviewed periodically by the Core Planning Team. When necessary, some of the indicators outlined in the plan may be revised or eliminated if it is no longer applicable to the overall scope of work necessary and, at times, mandated by other initiatives. Our five Pillars of Education provide a better understanding of our mission.

### Indicators

- Superintendent Talks with WCSD Students
- Strategic Plan/Core Planning Team
- Board of Education and/or District-wide committees

### Alignment to Board Goals

- Curriculum and Instruction
- Financial
- Communications

### Presentations, Workshops, Professional Development

- Core Planning Team Workshops
- Updates to the Board of Education
- Joint Administration Professional Development
- EdCamp Professional Development on Superintendent's Conference Days

# GOAL

2016 -2017

To continue working and planning with the Senior Staff team to develop, facilitate and support the professional development for the Instructional Administrative Team of the WCSD related to the on-going development of all Federal, State and local initiatives related to Teaching and Learning.

## Importance and Purpose

Teaching and learning is the heart and soul of education. As we work collaboratively and learn from each other, modeling begins at the Office of the Superintendent by providing on-going high-quality level of professional development around instructional leadership. This goal is inclusive of professional development that allows for the entire instructional administrative team in our district to understand data, the social and emotional development impacting learning for students, as well as to provide all of the necessary resources and supports to attain successful student achievement in every single classroom. Our mission statement and core values is representative of the entire student as we support and sustain a foundation for our teachers, support staff and students.

## Indicators

- Facilitate joint administrative monthly workshop sessions
- Conduct scheduled data team meetings at the school level
- Provide assistance and support to the Senior Staff team to ensure that curriculum is created, aligned and implemented
- Provide the necessary supports and resources for all Superintendent Conference Days
- Continue embedded professional development through school visits

## Presentations, Workshops, Professional Development

- Annual School Report Card Presentation
- Joint Administration Monthly Professional Development
- Administrative Academy





## OFFICE of CURRICULUM AND INSTRUCTION

Welcome to the Office of Curriculum and Instruction. The primary responsibility of the department is to develop curricula, select textbooks and instructional materials, develop pacing charts for learning (scope and sequence), and provide professional development for staff to ensure that all students have access to instruction leading to attainment of learning expectations. In alignment with the [Strategic Plan](#), the Office of Curriculum and Instruction will continue to support the mission of the District by ensuring students have access to the following:

- A wide-variety of course offerings in core-content areas (English, Math, Social Studies and Science) and specialized subjects (Business, Technology, Fine & Performing Arts and Foreign Languages)
- Updated textbooks and instructional materials to support teaching and learning
- Rigorous enriching curricula which contains a strong emphasis on developing inquiry, critical thinking and problem solving skills across all disciplines
- K-12 learning opportunities in the field of STEAM (Science Technology, Engineering, Arts, and Mathematics)
- Before and/or after-school enrichment activities



# GOAL

## 2016 -2017

To work with the Office of Compliance and Information Systems to review allocation of instructional time at the elementary level to determine if adequate time, as well as instructional resources and supports are provided for principals, teachers and students in all Social Studies and Science content areas.

### Importance and Purpose

Research shows that strong literacy and math skills are necessary for success in school and beyond the high school experience. However, being a well-rounded student and passionate about learning goes far beyond being a strong reader and mathematician. It is necessary for all students to be skilled and knowledgeable in a variety of subjects, including social studies and science, beginning with the youngest learners in our schools.

### Indicators

- Review, recommend, and adjust as necessary the amount of time allocated to the teaching of all core content areas
- Convene curriculum revision teams to review and align curricular materials
- Articulate the elementary instructional programs and coordination of curricular and pedagogical supports, including the professional development plan, to all staff at the elementary level

#### Presentations, Workshops, Professional Development

- STEAM Opportunities and Advisory Council
- Targeted Informed Instruction
- Program/Course Reviews
- Effective AIS models and instruction

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum

##### Strategic Plan

- Strategy 4-1
- Strategy 4-2

# GOAL

## 2016 -2017

Review the instructional program provided to all students to confirm that the varied needs of all learners are being addressed through academic enrichment opportunities and/or an Academic Intervention Service, which is aligned with the RTI Process, as part of their day-to-day learning experience.

### Importance and Purpose

All students deserve a high-quality education inclusive of academic and extracurricular programs, strong teaching, and adequate instructional materials. It is the responsibility of the District and individual schools to ensure that students have equal access to such educational resources so that all students have an equal opportunity to achieve academic success.

### Indicators

- Analyze, develop and offer STEAM opportunities for student learning throughout the K-12 curriculum
- Plan and coordinate the implementation of programs to enrich student learning before, during, and after-school
- Development and implement new course approval procedure, curriculum review process, and periodic program review and evaluation
- Develop common language and instructional consistency across schools
- Evaluate, monitor, and enhance Academic Intervention Services (K-12)
- Review scheduling options to allow for adequate collaboration between classroom teacher and support staff

#### Presentations, Workshops, Professional Development

- STEAM Opportunities and Advisory Council
- Targeted Informed Instruction
- Program/Course Reviews
- Effective AIS models and instruction

#### Strategic Plan and Board Alignment Goals

- Board Goal(s)**
- Curriculum
- Strategic Plan**
- Strategy 3-5
  - Strategy 4-1

# GOAL

## 2016 -2017

Establish and maintain a cohesive K-12 instructional program inclusive of researching Universal Pre-Kindergarten for our learning community, as well as overseeing new course development and its approval process.

### Importance and Purpose

Our course offerings are aligned to the Mission and Core Values of the WCSD and are effective in meeting the diverse learning needs and interests of the students. This will provide all students the opportunities to engage in meaningful, fun and rigorous curriculum throughout their learning experience. By creating these opportunities, we are preparing and fostering students to be successful in their future endeavors beyond the high school experience. Research shows that students who are active participants in the learning process achieve greater success and increased academic performance.

### Indicators

- Create a list of priorities to focus on in collaboration with the Long Term Development Committee
- Create additional course offerings and learning opportunities for students that result in credit bearing opportunities
- Assess, examine, and review current course offerings through the use of student surveys, student enrollment, identified pre-requisites, and discussions with teachers, students, and parents.
- Maintain course handbook, inclusive of updated revisions, on an annual basis

#### Presentations, Workshops, Professional Development

- New Course Development (Director and Teacher)
- Universal Pre-Kindergarten
- Department Meetings
- Review of Course Handbook

#### Strategic Plan and Board Alignment Goals

##### Board Goal

- Curriculum
- Communication

##### Strategic Plan

- Strategy 2-1
- Strategy 3-4

# GOAL

To promote the creation of building level teams that work collaboratively with a focus on improving student learning through inquiry.

## Importance and Purpose

Collaborative building level teams and inquiry is a systematic approach to improving student learning. The inquiry cycle includes assessment, analysis, and action and is a necessary component for district-wide/school-wide support for success in student learning. Through inquiry districts can enhance teacher quality, improve curriculum development, find the root cause of issues and concerns, and share best practices in teaching and learning.

## Indicators

- Develop initiatives and implement strategies to increase student achievement and raise the graduation rate
- Preparation and analysis of multiple data points to inform decision making at the District and school level
- Creation of data teams as PLCs to increase staff knowledge in use of data in the decision making process
- Inform instructional and curricular decisions based on a variety of summative and formative data sources
- Create and articulate goals, and set and model expectations for data use throughout the District.
- Provide professional learning opportunities to support building administrators, school data teams, and teachers in their use of data to identify professional development needs.
- Monitor the progress of the district towards achieving its goal for data use and establish the lines of communication necessary for the sharing of results and effective practices.

### Presentations, Workshops, Professional Development

- STEAM Opportunities and Advisory Council
- Targeted Instruction
- Program/Course Reviews
- Effective AIS models and instruction

### Strategic Plan and Board Alignment Goals

#### Board Goal(s)

- Curriculum

#### Strategic Plan

- Strategy 4-1

## SPECIAL EDUCATION AND STUDENT SUPPORT SERVICES

Welcome to the Office of Special Education and Student Support Services. Our work supports all the students of the Wappingers Central School District. With respect to the professional staff members, the following personnel fall under this administrative office i.e., the Director of Special Education, Assistant Directors of Special Education, the certified Teachers of Special Education, School Psychologists, School Social Workers, School Counselors, Speech Therapists, Occupational Therapists, Physical Therapists, and Teacher Assistants.

The primary mission of the student services department is to ensure that students are "ready" to engage in challenging curriculum. "Readiness" is defined as social, emotional, behavioral self-efficacy -- the ability to regulate oneself in the pursuit of appropriate goals. Within the broad term, is inclusive of special education, aimed at providing students with appropriate supports commensurate with their need in order to achieve the New York State Learning Standards. This simple but critical mission is consistent with the district mission statement, as we "Empower" students to "Challenge" them as they "Grow" into young adults.



# GOAL

## 2016 -2017

The WCSD will look to revise its “District Special Education Plan,” as it was last updated during the 2013-2014 school year and expired at the end of the 2015-2016 school year. The updated plan will incorporate the newly adopted “multiple graduation pathways/options,” ensuring that ALL students, including students with special needs, are given the same opportunity, to engage in a rigorous curriculum, designed to meet New York State standards i.e., regents exams, becoming “college and career” ready post high school.

### Importance and Purpose

The “District Special Education Plan,” is the guiding document that informs the decision-making process, and underlies the programs and related services, which support special education students attending the WCSD. The district plan is aligned to the New York State Regulations (Part 200) and the Individuals with Disabilities Education Improvement Act (IDEIA) of 2004.

### Indicators

- Better relationships with parents, teachers and related service providers
- Lower classification rate
- Reduced need for test accommodation “tests read”
- Smooth Annual Review process
- Cleaner projections to the 17-18 school year & improved IEPs

#### Presentations, Workshops, Professional Development

- Five-day training provided by DC BOCES: Chair Person workshop with respect to the Committee on Special Education & the Committee on Pre-school Education.
- Five day workshop facilitated by Jim Wright: “The Winners Circle,” How to Support Special Needs Students.
- Five day workshop supported by the “Teaching & Inclusion Education Academy, supporting the work of our special education teachers and the ICT rubric.

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum
- ##### Strategic Plan
- Strategy 2

# GOAL

**Least Restrictive Environment:** Ensure placement of all students with disabilities in the Least Restrictive Environment, with the appropriate supports and services, enabling all students to be educated with nondisabled peers to the maximum extent possible.

## Importance and Purpose

The purpose of educating students in the least restrictive environment is to adhere to Federal and state regulation; to provide Special Education students with general education role models; to promote academic rigor; and to assume that all students are capable of learning with appropriate supports and services.

## Indicators

- Use and documentation of data driven decision making:
  - Standardized cognitive testing
  - Standardized academic testing
  - Universal screener
  - Running Records
  - State assessments
- Consideration of appropriate program and test accommodations to support learning in the least restrictive environment
- Increase mainstreaming opportunities for students in special class setting
- Use/analysis of behavior management systems to allow students to remain in LRE

### Presentations, Workshops, Professional Development

- Department Meetings as Professional Learning Communities
- Superintendent's Conference Day
- Inservice on Data Analysis, Selecting Program & Test Accommodations, ICT Models, Teacher Collaboration, Aligning IEP Goals with Common Core Standards

### Strategic Plan and Board Alignment Goals

#### Board Goal(s)

- Curriculum
- Financial
- Communication

#### Strategic Plan

- Strategy



# GOAL

## 2016 -2017

To complete the work developing the district “Response To Intervention (RTi) Plan,” that was initially developed during the 2014-2015 school year but remains in draft form. The goal would be to have a finalized but evolving document June 2017, that included all of the key elements to an effective RTi plan i.e., universal screener, progress monitoring, decision points and nexus to special education.

### Importance and Purpose

Response To Intervention is an essential and mandated component to the identification of students suspected of having a specific learning disability, as articulated in the reauthorization of the Individuals with Disabilities in Education Improvement Act (IDEIA) of 2004. In addition, and more importantly, an effective and robust RTi process will identify students “at-risk” earlier in the educational process, and through identification via a universal screener, academic intervention services and frequent progress monitoring, remediate struggling learners so that classification is not warranted. This two-tiered process, influencing both academics as well as social, emotional and behavioral development and functioning (AIS/PBIS), is an identified “best practice” to address “disproportionality with respect to classification and discipline.

### Indicators

- Reduced classification rate
- Fluid AIS model

#### Presentations, Workshops, Professional Development

- Rti Personnel Development Project: Continuance of a two year project with three district schools to improve and refine their respective Response to Intervention process
- I-Ready training
- Easy CBM training

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum Strategic Plan
- Strategy 2

## COMPLIANCE AND INFORMATION SYSTEMS

Welcome to the Office of Compliance and Information Systems. Our offices support the departments of Administrative Services as well as Technology, Data & Library Media Services. We are responsible for ensuring our schools maintain compliance with our District policies and the many facets of NYS Education Law. We provide the infrastructure and support necessary to maintain critical systems and a robust network across all of our schools. This network provides access to systems, resources, and communications, which are essential to student learning and District operations. The Office of Compliance and Information Systems serve to assist all departments and offices in any and all ways that support our District's Mission while ensuring that Federal, State and/or local requirements are met as required.



# GOAL

## 2016 -2017

**Strategic Planning:** Align resources directed at supporting Strategic Objective 3 “By 2019, all of our students will continuously explore possibilities in order to identify and pursue their passions.” By the end of this school year we will have a working prototype model focused on helping student’s to identify and pursue their passions.

### Importance and Purpose

The Strategic Plan is in its third year of implementation. During this school year we will be placing a strong focus on Strategic Objective 3. This objective will focus on increasing the level of opportunities and options for students related to the Teaching and Learning and Social and Emotional and Learning.

### Indicators

- Reconvene the Core Planning Team (Year 4)
- Conduct student surveys based on student interest (passion)
- Update District-wide a Guidance Plan
- Develop joint Student Government Meetings with all high schools as requested by students
- Start and Continue interest based-study halls
- Design maker spaces as an extension of the library in the secondary schools.
- Establish collaborative opportunities for students to pursue their interests, explore new ideas, and to create new concepts.

#### Presentations, Workshops, Professional Development

- Updates to the Strategic Plan
- Facilitate Workshops to the Core Planning Team

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum
- Financial
- Communication

##### Strategic Plan

- Strategic Objective #3

# GOAL

**Long Term Planning:** Identify Strengths, Weaknesses, Opportunities, and Threats that the district will face in the next 5 years. Provide a comprehensive report by the end of the school year highlighting the findings of the Long Term Development Committee.

## Importance and Purpose

The Long Term Development Committee is a standalone committee adopted by the Board of Education and will serve to provide insight and recommendations related to Strengths, Weaknesses, Opportunities, and Threats (SWOT). This plan will be living document that will highlight and support the goals of the Board of Education.

## Indicators

- Create a list of priorities to focus on in collaboration with the Long Term Development Committee
- Develop surveys or questionnaires, if necessary, based on priorities created
- Analyze the effort and work needed to address the priorities
- Report to the Board of Education and Superintendent of Schools the SWOT

### Presentations, Workshops, Professional Development

- SWOT Finding and Recommendations

### Strategic Plan and Board Alignment Goals

#### Board Goal(s)

- Curriculum
- Financial
- Communication

#### Strategic Plan

- Strategy 1
- Strategy 2
- Strategy 3
- Strategy 4
- Strategy 5

# GOAL

**Improve Bi-Lateral Communication with the Community:** Create a Communication Plan with the input of the Community Communications Committee (CCC).

## Importance and Purpose

Community Communications Committee, also known as the Public Relations Committee, will seek to provide additional opportunities for interaction with members of the community. The Superintendent of Schools has determined the importance of community input and outreach. The CCC will be able to support the structure for open lines of communications based on different communication systems, formats and presentations.

## Indicators

- Develop, implement and facilitate: Superintendent Forums/Town Hall and Formal and informal communication forums i.e. survey
- Gage the effectiveness of communication

### Presentations, Workshops, Professional Development

- Community Communications Committee Report and Recommendations

### Strategic Plan and Board Alignment Goals

**Board Goal(s)**

- Curriculum
- Financial
- Communication

**Strategic Plan**

- Strategy 1
- Strategy 5

## HUMAN RESOURCES AND LABOR RELATIONS

Welcome to the Office of Human Resources and Labor Relations. We are committed to executing the vision and mission of our strategic plan in the following areas:

- Recruitment, interviewing, selection, and induction of employees
- Provide oversight for nearly 1,800 employees
- Contract administration for 9 separate collective bargaining units
- Administration of applicable Board policies, Federal and State labor laws/regulations, due process proceedings, conflict resolution and mediation
- Review and investigation of complaints alleging discrimination, harassment, or retaliation
- Provide outreach regarding the Employee Assistance Program
- Coordinates staff development programs in conjunction with the Office of Curriculum and Instruction
- Serves as the conduit for the management of in-service credits, educational seminars and graduate credits, teacher and administrator mentoring program, employee assistance program and the maintenance of confidential personnel records



# GOAL

## 2016 -2017

Evaluate, maintain and implement systems and processes that assesses the effectiveness and efficiencies of all employees to provide a high standard level of services for the students and the entire WCSD community.

### Importance and Purpose

Systems will allow us to look for areas of improvement to ensure that our students are being provided with the utmost services. Although there are some systems in place, such as My Learning Plan, and OASYS (Observation and Appraisal System), we will be assessing other tools and professional development inservice opportunities, as well as implementing new evaluation systems to monitor and examine the achievement of staff.

### Indicators

- Provide on-going training and staff development
- Continue on-going evaluation of all District employees
- Analyzing employee evaluation and determine areas for growth and improvement
- Respond to employee concerns in a timely and effective manner

#### Presentations, Workshops, Professional Development

- The score of in-service opportunities related to the outcomes of observation and evaluation
- Professional Development Plan

#### Strategic Plan and Board Alignment Goals

**Board Goal(s)**

- Curriculum and Instruction
- Financial
- Communication

**Strategic Plan**

- Strategy 1

# GOAL

## 2016 -2017

Provide current, relevant, and meaningful inservice course opportunities for all employees to gain knowledge of best practices in their specific job classification to promote active and continuous learning to enhance performance.

### Importance and Purpose

All of our employees are provided with opportunities to enroll in regular, ongoing, inservice courses that allow our employees to learn and grow in their respective area of expertise and to reach their professional goals. The Office of Human Resources will work in collaboration with other District departments relative to the employees job classification, to ensure that these opportunities meet the desired needs of our staff in accordance with the goals of the Board of Education and those outlined in the District Strategic Plan.

### Indicators

- Comprehensive review of Inservice Courses, by examining the course description, objectives, goals and purpose.
- We will assure that all current and future employees understand and commit to our core values and willingly contribute to achieving our strategic objectives and mission

#### Presentations, Workshops, Professional Development

- Provide continuous awareness of Staff Development opportunities
- Regular evaluation of the relationship between Staff Development Opportunities and student achievement

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum
- Communication
- Financial

##### Strategic Plan

- Strategy 1
- Strategy 2
- Strategy 4



# GOAL

## 2016 -2017

Increase recruitment efforts to hire the most qualified and competent individuals for vacant and/or newly established positions in the Wappingers Central School District.

### Importance and Purpose

Increasing a diverse pool of viable candidates is essential in order to be successful at this task. From review of resumes and applications to the establishment of comprehensive interview committees which will enhance and increase the opportunity to select from an array of candidates that will best meet the needs of our students and the community as a whole. Increasing the rigor to the interview process will require future employees to write or verbally communicate how their role would contribute to the District’s mission, core values, and strategic objectives.

### Indicators

- Thorough review of employee qualifications and skills
- Utilize online application system to streamline application process
- Ongoing and continuous recruitment of staff in employment areas of need
- Continue extensive multi-faceted interview process

#### Presentations, Workshops, Professional Development

- Human Resource: New processes, revisions and changes made to recruitment and hiring practices
- Updates regarding personal contractual matters and hiring practices

#### Strategic Plan and Board Alignment Goals

- Board Goal(s)**
- Financial
  - Communication
- Strategic Plan**
- Strategy 3
  - Strategy 4

## FINANCE and BUSINESS DEVELOPMENT

Welcome to the Office of Finance and Business Development of the Wappingers Central School District. This office oversees many support functions of the instructional program for the District. We work closely with the Superintendent of Schools to develop the annual budget. The Business Office ensures the proper recording and reporting of various pertinent financial data of the school district. These services include the processing of payroll for all District personnel, various annual audits, compliance with Federal and New York State mandates and regulations, New York State mandated reporting. The Purchasing Department procures the goods and services at the best price and using the lowest responsible bidder for every District expenditure. The Transportation Department of the Wappingers Central School District is the largest district owned fleet in New York State with all staff being employed and supervised by the District. Food Services, another support system of the Wappingers Central School District, is a self-supporting enterprise that is responsible to provide healthy and nutritious breakfast and lunch options that are compliant with the USDA standards.

This Office provides daily support through the Departments listed above for the nearly 11,000 students which is a necessity for student achievement and success.



# GOAL

## 2016 -2017

The WCSD will develop and implement a long term plan that will address the impact of potential declined enrollment, tax cap legislation, capital infrastructure needs and their related debt service, as well as annual budget development, and the curricular needs related to textbook and other related resources, professional development inclusive of in-service opportunities, technology, food related services and transportation.

### Importance and Purpose

As we develop short term plans i.e. annual budgets, we can address long term issues and concerns that will help to maximize opportunities and options for students, i.e. increasing student achievement and District-wide graduation rate. Linking long term and short term processes will allow the district to provide the Board of Education and community with options that are fiscally responsible and sustainable.

### Indicators

- Continue evaluation of infrastructure/equipment needs
- Increase communication with local zoning authorities and municipalities
- Monitor New York State and Federal Funding Mechanisms
- Develop a fiscal analysis of per-pupil expenditure specific curricular needs
- Disseminate a two-tier transportation/Change in arrival and dismissal times
- Provide and promote District-wide education of the wellness plan

#### Presentations, Workshops, Professional Development

- Long Term Financial Plan
- Two-Tier Transportation
- External Auditor Presentation
- Budget Calendar
- Budget Presentations
- Financial Related Propositions
- Audit Committee Review

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum
- Financial
- Communication

##### Strategic Plan

- Strategy 3 - 1, 2 and 4

# GOAL

## 2016 -2017

The Finance and Business Development Department will continue to assess and address the financial expenses and pursue equitable funding avenues from New York State, Federal Government and the local tax payer.

### Importance and Purpose

There is a need to ensure that we are being fiscally responsible to our tax payers, as well as aware of funded and unfunded mandates that have negative and/or positive impact on student achievement. It is critical that the work we do primarily meets the needs of our students while trying to meet the mandates required by governing agencies. From a local perspective, this will also benefit the Board of Education Legislative Action Committee to make sound decisions and provide the Board with recommendations that are aligned to the findings set forth by the District.

### Indicators

Review of funded and unfunded mandates:

- Instructional and Non-Instructional
- Education Law 3012-d
- Special Education/English as a New Language (ENL)
- New York State Aid - Gap Elimination Financial Impact

#### Presentations, Workshops, Professional Development

- Long Term Financial Plan
- Two-Tier Transportation
- External Auditor Presentation
- Budget Calendar
- Budget Presentations
- Financial Related Propositions
- Audit Committee Review

#### Strategic Plan and Board Alignment Goals

##### Board Goal(s)

- Curriculum
- Financial
- Communication

##### Strategic Plan

- Strategy 3 - 1, 2 and 4

## FACILITIES AND OPERATIONS

Welcome to the Wappingers Central School District's Office of Facilities & Operations. Our staff provides around-the-clock building and grounds maintenance for over 1.5 million square feet of facilities and 330 acres of grounds. Our skilled staff maintains all buildings and accomplishes numerous small renovation projects. Our office staff maintains the maintenance reports related to daily operations and serves as the overall construction management for renovations and major construction projects. The district's health and safety training and records are kept in the office as well. All of the Facilities and Operations' efforts are focused on maintaining buildings and grounds to provide a safe and comfortable environment for the students, faculty and staff.



# GOAL

Continue, maintain and make improvements, where necessary, to sustaining a high quality and safe learning environment for the Wappingers Central School District's students.

## Importance and Purpose

As we take pride in our staff and students, it is also important that we take pride in our physical structures. There is work to be done in the infrastructure of our buildings. However, it does not negate that our buildings must be maintained extremely clean and our colleagues responsible to do so provide an exemplary service for our entire WCSD community. It has been proven that maintaining a safe and clean environment has increased student achievement.

## Indicators

- Cleanliness and accessibility of our facilities
- Maintaining a safe and secure environment

### Presentations, Workshops, Professional Development

- Annual update of the facilities' cleanliness and conditions to the BOE
- Annual professional development for Facilities staff

### Strategic Plan and Board Alignment Goals

**Board Goal(s)**

- Curriculum
- Communication

**Strategic Plan**

# GOAL

Continue to improve our District facilities by planning, promoting and implementing District-wide capital projects.

## Importance and Purpose

The 5 year Building Condition Survey supports the fact that there is much work to be done within our buildings and on our grounds. Through capital project work, WCSD can enhance our facilities to meet the needs of students, staff and community. Sharing this information with the Board of education, District staff and the community is also important for the approval of projects and overall infrastructure awareness.

## Indicators

- Non-compliance with American with Disabilities Act is a driving force behind the current capital project approved by the voters in May 2016.
- The May 2013 capital projects were reviewed and monitored to add additional work within the original scope. This allowed for maximum work to be completed on District infra-structure within budget and on time.

### Presentations, Workshops, Professional Development

- Annual presentation of where we are as a District meeting our goals with our capital five-year plan.
- Review our progress on our current capital projects on website and Board of Education meetings.

### Strategic Plan and Board Alignment Goals

#### Board Goal(s)

- Financial
- Communications

#### Strategic Plan

# GOAL

Improve our District-wide energy conservation.

## Importance and Purpose

The WCSD Mission Statement includes language about being responsible members of our community. Living by this mission, WCSD has a responsibility to look within for means to conserve energy and find efficiencies related to heating and energy usage. The District is currently in the midst of an energy performance contract. In an effort to expand our conservation efforts, the District is working to create a second plan that expands our efforts. The savings from such work can be re-directed back into the infra-structure and grounds of the District.

## Indicators

- Energy Performance Contracts
- Alternative energy sources
- Budgetary savings
- Living by our Mission Statement

### Presentations, Workshops, Professional Development

- Energy Performance contracting
- Annual Budget presentations
- Monthly Capital Committee meetings

### Strategic Plan and Board Alignment Goals

- Board Goal(s)**
- Curriculum
  - Financial
- Strategic Plan**



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