

Dr. Ralph Gómez Porras, Superintendent, PGUSD: SMART Goals (Specific Measurable Attainable Relevant Time-bound)  
School Year 2023/24

Superintendent Goal #1		
<b>SMART GOAL:</b>	Implement Approved Cultural Proficiency and Equity Action Plans for the District Office and Individual Sites	
I	Tasks to be completed	Metrics/Outcomes
<ul style="list-style-type: none"> <li>Initiate Next Phase of Cultural Proficiency Plans</li> </ul>	<ul style="list-style-type: none"> <li>Conclude Cultural Proficiency staff training and action plans</li> <li>Communicate summary of Cultural Proficiency training Phases 1 – 3 to community (see Board update 02242023)</li> <li>Consider Community Inclusivity Task Forces as part of School Site Council</li> </ul>	<ul style="list-style-type: none"> <li>Feb 9, 2023: Concluded initial all staff PD</li> <li>April - May 2023: Cultural Proficiency presentation, discussion and approval with Board</li> <li>August 2023: All staff informed and trained on Cultural Proficiency action plans</li> <li>May 2023: Written communication of current progress to public with invitation to 2023/24 next steps</li> <li>Oct 2023: Begin quarterly updates to the Board regarding progress of action plans</li> <li>Sept 2023: Potential initiation of Community Inclusivity Task Forces with regular Board presentations throughout 2023/24 (TBA)</li> </ul>
<ul style="list-style-type: none"> <li>Elementary Program Alignment Community Workshop Series</li> </ul>	<ul style="list-style-type: none"> <li>Initiate Board Special Sessions to discuss elementary program equitable practices and solutions</li> </ul>	<ul style="list-style-type: none"> <li>May 18, 2023: 2023/24 Special Session schedule to be discussed and approved Board by August 2023</li> </ul>

### Superintendent Goal #1: Supplemental

(Key background and initial information upon which this goal is predicated)

#### Involvement of Educational Partners Now and Moving Forward

##### Board of Education

Working with the Superintendent and administration, the Trustees can discuss the most appropriate and effective way for them to be involved. This discussion can accompany a Cultural Proficiency Update information/discussion item at the March 16 or April 6 board meeting. A couple of options for the board to consider include holding a study session or board retreat to be facilitated by Dr. Flores and Dr. Ravalin. The goal would be to gather input and feedback about the district's equity plan - a draft of which would be presented during the board update.

##### Students

The work of ensuring an equitable educational system for our students falls on the shoulders of the adults who serve them. The goal of cultural proficiency work is to help PGUSD educators focus on equity to remove barriers and open doors for our students who have historically been underrepresented. One of the most important aspects of this work will be to give voice to our underrepresented student groups, so we all better understand their cultures and respond appropriately to their needs. This process is ongoing and will become more prevalent as our educators continue to develop their *equity lens*. We will continue to gather student data using our current surveys (California Healthy Kids Survey and the CORE Social Emotional Survey) and seek to develop further ways of gathering information as we proceed.

##### Families and The Community

Including our families and the community is also a critical component to cultural proficiency work. After the School Board has discussed progress to date, as noted above, we can design relevant ways to educate our community in the work upon which we have engaged, invite them to the discussion, and create more pathways for them to engage with the district staff and each other. The Park Parties have been good examples of a way to engage our community in order to further the work of cultural proficiency. We will feature equity as a point of conversation in our community outreach efforts such as our Park Parties, School Site Council Meetings, Parent Teacher Association meetings, LCAP Parent Advisory Meetings, district and site based English Language Advisory Council Meetings, and California Healthy Kids parent surveys. We can also consider forming a community inclusivity task force to examine the healthy practices we have in place and identify the unhealthy practices we need to modify. We can also potentially plan a special Board meeting that will focus on this work.

We will also work with our consultants to plan accordingly with the intention of concentrated work with families in 2023/24. Our consultants are excellent resources since they have done this work with success in other districts.

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Superintendent Goal #2		
<b>OVERALL SMART GOAL:</b>	Refine and implement “safe school” practices as noted in focus area noted below across the District with respect to facilities and physical student and staff by May 2024	
FOCUS AREAS	Tasks to be completed	Metrics/Outcomes
<ul style="list-style-type: none"> <li>Revise and set staff/student training for updated Big 5 program tied with communications planning (Smart Goal #2)</li> </ul>	<ul style="list-style-type: none"> <li>Revise and update existing Big 5 protocols and procedures to match most current master program as designed by San Mateo COE</li> <li>Implement training schedule for all staff/sites to align common practices, protocols and logistics</li> <li>Coordinate drills with local law enforcement</li> <li>Use “after event” report to community for regular updates and revisions to practice</li> </ul>	<ul style="list-style-type: none"> <li>Spring 2023 – Sept 15, 2023: Complete and Board approve revisions</li> <li>Sept 15, 2023 – Sept 30, 2023: Create and implement school site training schedules</li> <li>Oct 1, 2023 – Nov 1, 2023: Training completed at all sites</li> <li>Nov 15, 2023: All sites confirm revises drill schedules as appropriate for completion throughout year</li> <li>Nov 15, 2023 – June 2024: Law Enforcement and admin observe and debrief drills as appropriate throughout the year</li> </ul>
<ul style="list-style-type: none"> <li>Improved airflow and Air quality monitoring at all sites</li> </ul>	<ul style="list-style-type: none"> <li>Application for and usage of IAQ (Indoor Air Quality) grant</li> <li>Engage services of County and outside agencies to assess current systems</li> <li>Clearly identify easy and complex “fixes” to School Board</li> <li>Clearly identify associate costs to School Board</li> </ul>	<ul style="list-style-type: none"> <li>Spring 2022/Fall 2023: Asst Supt will work directly with contractor to visit and assess air management systems districtwide followed by report to the Board and community</li> <li>Spring 2022 – Sept 30, 2023: Project Cost assessment created and timelines <b>presented</b> to School Board</li> </ul>
<ul style="list-style-type: none"> <li>Redirect fiscal resources as necessary</li> </ul>	<ul style="list-style-type: none"> <li>Revise maintenance Bond distribution and priorities as directed by the Board</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2023: Admin will present current Bond Project list for Board consideration with revision of projects priority list with associated funding</li> <li>Dec 2023: <b>Pending</b> any Board action, the Admin will work with associated contractors to specify work timelines for air flow systems</li> </ul>

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Superintendent Goal #3		
<b>SMART GOAL:</b>	Implement Additional And Improved Health, Wellness And Social Emotional Support Programs Throughout The District	
I	Tasks to be completed	Metrics/Outcomes
<ul style="list-style-type: none"> <li>Refine and Enhance School-Wide Systems of Support</li> </ul>	<ul style="list-style-type: none"> <li>Refine LCAP social emotional health goals, assess school wide system of support on all campuses and establish quarterly staff check-ins</li> <li>Investigate Peer Mediation/Conflict Resolution programs for Oct 2023 Board presentation</li> </ul>	<ul style="list-style-type: none"> <li>Approved by Board May – June 2023</li> <li>Nov 2023 – May 2024: Quarterly site check in to assure compliance specific to this matter</li> <li>Outside site visits and studies to investigate samples in preparation for an Oct 2023 Board presentation</li> </ul>
<ul style="list-style-type: none"> <li>Other School District Site Visits To Evaluate And Learn About Potential Programs</li> </ul>	<ul style="list-style-type: none"> <li>Oxnard</li> <li>Milpitas</li> <li>Santa Cruz City Schools</li> <li>San Mateo County</li> <li>Santa Barbara</li> <li>Others TBD</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2023: Establish visitation schedule once districts are confirmed. Visitors will be assigned at that time</li> </ul>
<ul style="list-style-type: none"> <li>Update Nutrition and Wellness Policies and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>Review and revise district nutrition and wellness policy in order to expand student educational elements</li> <li>Plan site health and nutritional presentations</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2023: Begin policy review by Director of Nutrition and Admin for Board approval Fall 2023</li> <li>Sept 2023- May 2024: Presentations to students throughout the year as determined by sites</li> </ul>

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Superintendent Goal #4		
<b>SMART GOAL:</b>	Establish and Implement Formal Communications Plan and Policy	
I	Tasks to be completed	Metrics/Outcomes
<ul style="list-style-type: none"> <li>Hire outside agency to audit district communications programs and operations</li> </ul>	<ul style="list-style-type: none"> <li>Contract services with National School Public Relations Association availability as directed by Board</li> </ul>	<ul style="list-style-type: none"> <li>March 7, 2023: Initial interview meeting with NSPRA completed</li> <li>April 6, 2023: Initial summary of services, scope of work and cost presented by NSPRA to the Board in open session</li> <li>Aug 2024: Initiate comms audit as prescribed by NSPRA and Board</li> </ul>
<ul style="list-style-type: none"> <li>Request audit to focus on specified areas to improve and enhance effective communications systems</li> </ul>	<ul style="list-style-type: none"> <li>Revise, Enhance and Implement:                             <ul style="list-style-type: none"> <li>District Overall Website</li> <li>General communications process with families and stakeholders</li> <li>Emergency communications format and timing</li> <li>Potential avenues for easier two way communications with stakeholder (IE: surveys, feedback channels, etc.)</li> <li>Processes to increase participation of families at events</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>All area timelines subject to outcome of audit</li> </ul>
<ul style="list-style-type: none"> <li>Community Relations (new position as part of realignment of DO duties)</li> </ul>	<ul style="list-style-type: none"> <li>Create an organizational structure to address compliance, complaints and public relations</li> <li>Assign this employee as a means to facilitate quicker and more efficient response times for complex procedures that would otherwise detract other managers from their duties (*This role may encompass Public Information Officer)</li> </ul>	<ul style="list-style-type: none"> <li>July 2023: Evaluate current staffing roles that might assume relations duties</li> <li>August 2023: Create a job description for a position that addresses these needs to serve directly with the Supt's Office (uses existing templates as a guide)</li> <li>September 2023: Recruit, hire and retain qualified employee and begin training</li> </ul>

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Recommended Redraft Of This Goal

The goals for the superintendent could include themes such as :

- İ Maintain regular two-way communication with stakeholders regarding student progress and other important issues
- İ Implement multiple avenues of communication to keep stakeholders actively engaged
- İ Develop open lines of communication with stakeholders to ensure that diverse points of view are understood and taken into consideration

Strategies and tactics to achieve this goal (and which are measurable) could include:

- İ Develop a district communication plan based on a professional communication audit
- İ Develop systems for communication between the Superintendent and:
  - o Board of Education
  - o District Administrators
  - o District Staff
  - o Students
  - o Parents/Guardians/Families
  - o Taxpayers
  - o Community Partners

As an example - you can create goals for increased web visits, usage of a new social media platform, etc. You may first want baseline data on these to see where people are currently getting their information about the district (by stakeholder group