



Scotts Valley Unified School District

Strategic Plan

2008-09



SCOTTS VALLEY UNIFIED SCHOOL DISTRICT

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April 22, 2008

Dear Colleagues, Students and Members of the Scotts Valley Community,

It is with pleasure that we present the Third Annual Strategic Plan for the Scotts Valley Unified School District. During the 2005-06 school year, the Board of Trustees engaged the staff, students and community members in an extensive planning process that defined the district's mission, vision and beliefs. The committee identified five priority areas of need for the district: student achievement, fiscal stability, facilities, human resources and communication/outreach. Task forces identified goals under each of these priority areas, and those goals evolved into our work plan for the year. This process was repeated last spring to develop the 2007-08 plan.

This spring, we again convened the Strategic Planning Committee. Task Force representatives summarized our progress toward each goal identified in the plan, provided information to the group about areas in which we exceeded our goals and areas in which we didn't quite make them. At that same meeting, the Committee affirmed the 2008-09 draft and made recommendations for additional activities to support the district's mission. A summary of some of our successes appears later in this document. The remainder of the document was recommended to the Board of Trustees by the Strategic Planning Committee and outlines our goals for the 2008-09 school year.

We expect the 2008-09 school year to be extremely challenging in light of the state's fiscal crisis, and we expect that we will need to cut between \$1.1 and \$1.5 million from our \$19 million annual budget. Our challenge will be to remain focused on improving student achievement and providing opportunities and interventions to support our vision: to have all student achieve their personal best and become socially responsible, contributing members of their communities. We continue to face challenges in providing fiscal stability in a declining enrollment district that is one of the lowest-funded K-12 districts in the state while being located in one of the most expensive areas to live. We continue to face challenges in attracting and retaining capable staff---again because of our low funding and the high costs of living in this community. We continue to face facilities challenges---and hope by the end of the school year to have passed a bond that will help us to resolve at least some of them. And finally, we will continue to involve our community as we build relationships and partnerships to support our students.

The Board adopted the 2008-09 Scotts Valley Unified School District Strategic Plan at its April 22, 2008 meeting. It summarizes our primary accomplishments over the last year and represents our ongoing commitment as a school district to our students, staff and community members as we move forward. In these challenging fiscal times, it is more important than ever that we have, and live by, a Strategic Plan.

On behalf of the Board of Trustees, I sincerely thank the many people who devoted their energies to this process. We look forward to meeting with our Strategic Planning Committee again in the spring of 2009 to report on our progress and develop the Fourth Annual Strategic Plan!

Sincerely,
Susan Silver, Ed.D
Superintendent

Scotts Valley Unified School District Mission, Vision and Beliefs

MISSION

Scotts Valley Unified School District will provide each student with quality educational opportunities by maximizing the use of all of our resources.

VISION

Our students will achieve their personal best, and will be socially responsible, contributing members of their communities.

CORE VALUES TO GUIDE OUR WORK

- We are a unified school district, working together to provide an optimal K-12 experience for our students.
- Our focus is student centered and forward looking to meet the needs of individual students.
- Our role is to develop academically capable and aesthetically appreciative students who are socially responsible.
- Continuous school improvement is necessary to meet the needs of students in a changing world.
- We are accountable to our public for setting clear expectations and aligning our fiscal and human resources to meet our goals.
- There is strength and value in diversity.
- Quality educational opportunities must be differentiated to meet the needs of individual students.
- Learning occurs best in a safe and nurturing environment.
- Decisions will be fair, equitable and transparent.
- A highly skilled and dedicated staff has a direct and powerful influence on students' lives and learning.
- Commitment from students, home, school, and community is essential to student success.
- Active, timely communication is needed to inform, engage, inspire, and build alliances with the entire community.
- Trust, respect and teamwork among board members and the superintendent contribute to effective decision-making.
- The district appreciates and encourages responsive, constructive, informed leaders.
- It is important and valuable to acknowledge contributions and successes and promote a positive environment.

STRATEGIC PLANNING COMMITTEE
Scotts Valley School District
2008-09

Babs Kavanaugh – Facilitator

COMMITTEE MEMBERS

Steve Ando
Anna Foster
Jondi Gumz
Allison Niday
Sue Roth
Michael Shulman
Wayne Thompson

Brenda Armstrong
Kathy Frandle
Kent Kurrus
Elizabeth Poser
Chenisha Sangha
Susan Silver
Sheryl Wobber

Valerie Bariteau
Rick Gladstone
Cathy Levy
Anne Ritchey
Nathan Scalla
Glenn Soma

Significant Accomplishments: 2007-08

Student Achievement

- Consistently addressed four questions to drive professional practice: 1) What do we want each student to learn? 2) How will we know when each student has learned it? 3) How will we respond when some students don't learn? 4) How will we respond when a student already knows it?
- Identified Essential Standards in three elementary core subjects and all secondary courses
- Developed mid-year and end-year common assessments in grades 6-12
- Purchased and are implementing software to help teachers monitor student achievement and assessment data to improve instruction
- Provided opportunities for certificated staff to work together to support student learning through weekly Professional Development Collaboration sessions
- Increased programs and practices to support students with special needs (online special education software, alternative delivery models, training in classroom interventions)
- Increased opportunities to involve parents of English Learner students

Fiscal Stability

- Developed, implemented Fiscal Advisory Committee and joined forces with Legislative Action Committee to provide education to the community on fiscal and legislative issues
- Participated in a bundled bid with Food Services in Soquel and San Lorenzo Valley resulting in better pricing on cafeteria items
- Purchased several portables to reduce on-going portable rental costs
- Determined what constitutes an adequate General Fund reserve and began building toward it

Facilities

- Developed and implemented Maintenance Standards district wide and trained staff
- Made progress correcting structural defects at the high school; continue to pursue additional funding
- Other site improvements completed (middle school pavilion and rest rooms; Brook Knoll roof and gutters; Vine Hill playground)
- Hired district personnel for Grounds and Facilities resulting in improved safety and appearance
- Placed resolution for facilities bond on June, 2008, ballot following 18-month process with staff, community members and board

Human Resources

- Coordinated with Student Achievement Task Force to provide professional development for staff according to Strategic Plan priorities (e.g., Professional Learning Communities, Response to Intervention); coordinated district-wide and site-level plans to reach district goals
- Surveyed classified staff regarding professional development needs and interest in advancement opportunities
- Developed handbooks for administrators and site and district office personnel to standardize processes and procedures
- Demonstrated appreciation of employees through "Employee Recognition Days," recognition of personal or family events, articles in newsletters and at board meetings, and district wide announcements, events and celebrations; convened focus group to hear employee's views about district work environment (successes and recommendations)

Communication and Outreach

- Standardized district websites and instituted practices and policies for use and updating, to keep information current
- Established district bulk email lists and infrastructure for communicating information to families and community members
- Installed wireless networks at all sites and replaced servers, cabling, and switches at all sites
- Selected a new student information system (PowerSchool) to be implemented by August 2008, including parent access to student information
- Revised and updated. policies regarding technology use and communication by staff and students

**Scotts Valley Unified School District
Strategic Plan Summary
2008-09**

Goal 1: Student Achievement: Improve student achievement and opportunities for all students K-12

- Obj. 1: To continue to align curriculum and instruction to State Standards and increase student achievement using data**
- Obj. 2: To provide varied academic opportunities and support to meet students' needs**

Goal 2: Fiscal Stability: Promote and maintain fiscal stability in the district

- Obj. 1: To maximize revenues to support the Strategic Plan**
- Obj. 2: To optimize use of resources K-12**
- Obj. 3: To define, develop and maintain an adequate fiscal reserve to promote district stability**

Goal 3: Facilities Needs: Provide facilities that meet all district needs

- Obj. 1: To provide appropriate district facilities**
- Obj. 2: To develop and implement a district wide Facilities Maintenance Plan**

Goal 4: Human Resources: Attract, develop and retain well qualified employees throughout the district

- Obj. 1: To provide appropriate professional development to all staff**
- Obj. 2: To develop additional recruitment opportunities**

Goal 5: Communication/Outreach: Provide information and opportunities for staff and community engagement to support the goals of the district

- Obj. 1: To continue to improve communication throughout the District through technology**
- Obj. 2: To provide information and opportunities for staff and community engagement**

To view the Scotts Valley Unified School District Strategic Plan 2008-09 in full go to: www.svusd@santacruz.k12.ca.us

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN**

STUDENT ACHIEVEMENT

Goal: To improve achievement and opportunities for all students K-12

Task Force Members

Valerie Bariteau – Co-Chairperson
Kathy Frandle – Co-Chairperson

Lynn Beebe
Jane Hoffman
Sue Roth

Kathy Dunton
Cathy Levy
Nathan Scalla

Jondi Gumz
Mary Navarro
Sheryl Wobber

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
STUDENT ACHIEVEMENT**

Goal: To improve achievement and opportunities for all students K-12

Objective #1: To continue to align curriculum and instruction to State Standards K-12 and increase student achievement using data

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Continue to align curriculum and instruction to State Standards K-12	Asst. Superintendent Site Administration Teachers K-12	In process	Ongoing
2	Develop, implement and continue to refine benchmarks and common benchmark assessments (formative and summative) <ul style="list-style-type: none"> • At elementary in the four core areas • At middle school and high school in all areas 	Asst. Superintendent Site Administration Teachers K-12	Spring 2008	Spring 2010
3	Develop and implement means to use data from multiple measures to drive instruction <ul style="list-style-type: none"> • Implement student achievement data software • Train teachers and administrators 	Asst. Superintendent Director of Technology Site Administration	Spring 2008	Summer 2008 (technology) Spring 2010 and ongoing (training)
4	Continue Professional Development/Collaboration plan to provide appropriate and effective K-12 staff development <ul style="list-style-type: none"> • Explore alternatives for Kg teacher PDC • Fully involve certificated support personnel in PDC 	Superintendent Asst. Superintendent Site Administration	August 2006	Ongoing
5	Move toward full English Language Learner certification for all teachers	Asst. Superintendent HR Administrator	In process	Ongoing
6	Investigate ways to include arts education K-12 making best use of available resources	LT	In process	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
STUDENT ACHIEVEMENT**

Goal: To improve achievement and opportunities for all students K-12

Objective #2: To provide varied academic opportunities and support to meet students' needs K-12

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Continue to review mathematics offerings at middle school and high school to ensure alignment and sequencing of course offerings to meet student needs and ensure student success	Superintendent Asst. Superintendent Site Administration Teacher Reps K-12	In process	Spring 2009
2	Monitor and assess programs and services for students with special needs <ul style="list-style-type: none"> • ELL • Special Education • GATE 	Asst. Superintendent Site Administration	In process	Ongoing
3	Continue to pursue partnerships to provide additional opportunities for students <ul style="list-style-type: none"> • Alternative Education • ROP • Continuation High School • Post-secondary options, etc. • Neighboring school districts 	Superintendent Asst Supt HS Admin	In process	Ongoing
4	Implement K-12 policies and procedures for retention and promotion, including interventions and supports	Superintendent Asst. Superintendent Site Administrators	Fall 2007	Spring 2009
5	Revise Independent Study Program to provide multiple delivery systems (partnerships, eLearning, etc.)	Asst Superintendent Principals	Spring 2008	Fall 2009
6	Research, train and initiate implementation of Response to Intervention	Leadership Team Teacher Leaders	Spring 2008	Spring 2010 and Ongoing

SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN

FISCAL STABILITY

Goal: To promote and maintain fiscal stability in the district

Task Force Members

Liann Reyes – Chairperson

Steve Ando
Jondi Gumz
Mary Navarro
Wayne Thompson

Barbara Bodine
Martin Levy
Allison Niday

Dick Clark
John Magliato
Kim Shultz

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
FISCAL STABILITY**

Goal: To promote and maintain fiscal stability in the district

Objective #1: To maximize revenues to support the Strategic Plan

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Maximize enrollment and ADA revenues through promoting school attendance, promoting voluntary absence donations and marketing district programs	CBO Leadership Team Outreach Committee	In process	Ongoing
2	Investigate additional or enhanced programs such as full-day kindergarten, magnet programs, and college courses on high school campus to increase enrollment (Hold preschool and before/after school child care for better economic times.)	CBO Leadership Team	Fall 2007	Fall 2009
3	Analyze changes in enrollment: inter-district transfers, enrollment losses, demographic projections; develop plan to increase enrollment based on patterns that emerge	CBO Leadership Team	In process	Ongoing (dependent on implementation of new student data software)
4	Support procurement of additional revenues such as facility use fees, taxes to support district programs, legislative advocacy, increasing district-wide donations and sponsorships and enhancing Food Service revenues (Hold development of adult education program for better economic times.)	CBO Legislative Act. Comm.	In process	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
FISCAL STABILITY**

Goal: To promote and maintain fiscal stability in the district

Objective #2: To optimize use of resources K-12

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Make strategic use of donations and categorical monies to spare general fund resources	Leadership Team	Spring 2008	Ongoing
2	Educate staff, Board, families and community about scope of resources and potential uses (e.g., revenue limit, Basic Aid vs. revenue limit, categorical funds and restrictions, donations [site specific and district-wide]), and “equitable” funding	CBO Director of Business Serv. Leadership Team Fiscal Adv. Committee	In process	Ongoing
3	Continue economy of scale attempts for purchases/leases and partnerships: central purchasing vs. site-based; bidding process for cafeteria food supplies and other large purchases, partnerships with other districts for district services	CBO Director of Business Serv. Food Services Adm.	In process	Ongoing
4	Review/recommend lease vs. purchase of major items: portables/modulars, copy machines (multi-year plan) including funding	CBO	In process	Ongoing
5	Continue implementation of FCMAT recommendations for Special Education services	Superintendent Director of Business Serv. Dir. of Special Education	March 2007	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
FISCAL STABILITY**

Goal: To promote and maintain fiscal stability in the district

Objective #3: To define, develop and maintain an adequate fiscal reserve to promote district stability

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Begin to build reserve for Economic Uncertainties beyond the 3% required (important but deferred because of fiscal crisis)	CBO Superintendent Board	Budget development process for 2007-08	TBD
2	Develop a plan for funding deferred maintenance (sinking fund) through options such as extreme hardship funding, bond or parcel tax funding, ongoing schedule to increase Fund 14 (Deferred Maintenance) balances, decreasing/eliminating portables	CBO Superintendent Board	In process	Ongoing
3	When possible, begin funding GASB 45 post-retirement benefits liabilities	CBO Superintendent Director of Bus. Serv.	On hold because of fiscal crisis	Ongoing until implementation of funding plan

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN**

FACILITIES NEEDS

Goal: To provide facilities that meet all district needs

Task Force Members

Pat Kelban – Chairperson

Mark Collishaw
David Heald
Gary Redenbacher
Mike Shulman

Christine Ellis
Jill Hitchman
Sue Roth
Glenn Soma

Joe Espinola
Mary Lonhart
Steve Russell

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
FACILITIES NEEDS**

Goal: To provide facilities that meet all district needs

Objective #1: To provide appropriate district facilities

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Continue to rehabilitate facilities on the high school campus <ul style="list-style-type: none"> • Remedy original construction defects related to health, safety and ADA compliance • Convene Facilities Task Force to recommend priority projects for use of any remaining funds • Recommend priority projects to Superintendent 	CBO M&O Supervisor	In process	TBD
2	If bond passes in June, 2008 <ul style="list-style-type: none"> • Convene Ed Specs Committee to plan middle school project • Convene Citizen's Oversight Committee 	CBO Superintendent Board of Trustees	Summer 2008	Fall 2008
3	If bond does not pass in June, 2008 <ul style="list-style-type: none"> • Investigate use of state modernization funds to rehabilitate middle school • Develop plan to fund ongoing lease of portables 	CBO	Summer 2008 Summer 2008	Fall 2008 June 2009

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
FACILITIES NEEDS**

Goal: To provide facilities that meet all district needs

Objective #2: To develop and implement a district wide facilities maintenance plan

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Develop and implement standards for preventative maintenance of district facilities	CBO Dir. of Bus. Services M&O Supervisor	In process	June 2009
2	Train personnel to monitor and maintain facilities according to standards	CBO M&O Supervisor	In process	June 2010
3	Plan and begin development of a sinking fund for deferred and preventative maintenance	CBO Dir. of Bus. Services M&O Supervisor	Spring 2008	Fall 2009 (dependent upon district's fiscal situation)

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN**

HUMAN RESOURCES

Goal: To attract, develop and retain well qualified employees throughout the district

Task Force Members

Kathy Dunton – Co-Chairperson
Carolyn Lewis – Co-Chairperson

Sheila Buswell
Jan Keating
Chuck Walker

Mary Ann Dominguez
Samantha Sommer
Sharon Walker

Suzanne Herzman
Terry Sovulewski

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
HUMAN RESOURCES**

Goal: To attract, develop and retain well qualified employees throughout the district
Objective #1: To provide appropriate professional development to all staff

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Determine professional development needs in alignment with Strategic Plan priorities and site needs <ul style="list-style-type: none"> • Continue to review current models/research on best professional development practices • Continue to coordinate with Student Achievement Task Force on professional development priorities 	Leadership Team Teachers	In process	Ongoing Ongoing
2	Continue to make best use of professional development resources, in alignment with Strategic Plan priorities and site needs <ul style="list-style-type: none"> • General Fund and other funding resources • External resources (COE, other districts, NTP) 	Dir. of Bus. Services Leadership Team	In process	Ongoing
3	Continue development of employee handbooks	Leadership Team	In process	Ongoing
4	Continue to provide technology training to certificated and classified staff	Director of Technology Principals	In process	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
HUMAN RESOURCES**

Goal: To attract, develop and retain well qualified employees throughout the district
Objective #2: Develop additional recruitment opportunities

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Identify institutions and universities who train for specialized positions and keep them apprised of our needs	Human Resources Adm.	March 2007	Ongoing
2	Collaborate with the COE and other districts to provide alternative means for becoming credentialed, including internships, local credentialing programs, etc.	Superintendent Human Res. Admin.	In process	Ongoing
3	Continue to work through Legislative Action Committee for funding equalization to provide increased employee compensation	Board	Spring 2008	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN**

COMMUNITY/OUTREACH

**Goal: To enhance the opportunities and services our schools can provide K-12
through collaboration, community engagement and advocacy**

Task Force Members

Shannon Calden –Chairperson

Brenda Armstrong
Amy Hedrick
Michael Shulman

Caroline Bombardieri
Allison Niday

Elizabeth Poser

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
COMMUNICATION/OUTREACH**

Goal: To provide information and opportunities for staff and community engagement to support the goals of the district
Objective#1: To continue to improve communication throughout the District through technology

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Provide training for middle school and high school families, as well as District staff, in PowerSchool to increase communication with teachers and administrators.	Director of Technology	August 2008	December 2008
2	Work with elementary teachers to determine the best of use of PowerSchool to improve communication with their families.	Director of Technology Site Administrators	August 2008	June 2009
3	Provide ongoing training in DataDirector to teachers and staff to improve communication regarding student progress and achievement.	Director of Technology	August 2008	June 2009
4	Investigate and implement on-line survey systems for use throughout the District, as well as a process for reaching families without computer access.	Director of Technology	August 2008	April 2009
5	Assess current communication systems in the district, and develop action plan based upon assessment.	Superintendent Director of Technology Leadership Team	January 2009	December 2009
6	Determine means of informing parents of emergency procedures.	Leadership Team	August 2008	October 2008
7	Provide training for elementary families in PowerSchool to increase communication with teachers and administration.	Director of Technology	August 2009	December 2009

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2008-09 STRATEGIC PLAN
COMMUNICATION/OUTREACH**

Goal: To provide information and opportunities for staff and community engagement to support the goals of the district
Objective #2: To provide information and opportunities for staff and community engagement

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Continue to provide information of interest to staff, families and community members as appropriate <ul style="list-style-type: none"> • Regular newsletters, emailings and press releases • Conversations with Supt (for staff) with Board involvement • Meetings with parent and community groups, PTAs 	Superintendent Board of Trustees Leadership Team	In process	Ongoing
2	Continue to develop partnerships and relationships to improve opportunities for SVUSD students, staff and families (e.g., City of Scotts Valley, the County Office of Education, Chamber of Commerce, the media and area private businesses)	Leadership Team Board of Trustees	In process	Ongoing
3	Continue to support the Scotts Valley Education Foundation, booster clubs, parent groups, Legislative Action Committee and other agencies supporting district goals	Leadership Team Board of Trustees	In process	Ongoing
4	Invite and encourage community participation in district committees, advisories, Strategic Planning, etc.	Superintendent Board of Trustees Leadership Team	In process	Ongoing
5	Investigate the possibility of using the website to provide contact information for community members and agencies interested in partnerships with the District.	Leadership Team	August 2008	June 2009