



Scotts Valley Unified School District

Strategic Plan

2009-10



SCOTTS VALLEY UNIFIED SCHOOL DISTRICT

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April 28, 2009

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

It is with pleasure that we present the Fourth Annual Strategic Plan for the Scotts Valley Unified School District. During the 2005-06 school year, the Board of Trustees engaged over one hundred 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 for the district's work: student achievement, fiscal stability, facilities, human resources and communication/outreach.

As we have done each spring since then, we recently reconvened the Strategic Planning Committee. Task Force representatives from each priority area 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 2009-10 draft and made recommendations for additional activities to support the district's mission. The resulting document was recommended to the Board of Trustees by the Strategic Planning Committee and adopted at the Board's April 28, 2009 meeting. It summarizes our major accomplishments in each priority area and outlines our goals for the 2009-10 school year.

The challenges we face in the coming years are many. We need to provide 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 face challenges in attracting and retaining capable staff--again because of our low funding and the high costs of living in this community. We face facilities challenges, although we have made significant progress, particularly at the high school.

We expect the next three to five school years to be even more challenging than usual in light of the state's fiscal crisis. We believe we will need to cut approximately \$1 million from our \$18 million annual budget for 2009-10, after having cut a similar amount from the budget at this time last year. Our challenge and our commitment will be to remain focused on improving student achievement and providing opportunities and interventions to support our vision: to have all students achieve their personal best and become socially responsible, contributing members of their communities. We will continue to count on your help as we build relationships and partnerships to support our students.

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 2010 to report on our progress and develop the Fifth Annual Strategic Plan.

Sincerely,

Susan Silver, Ed.D.

Superintendent

To view the Scotts Valley Unified School District Strategic Plan 2009-10 in full go to: www.svusd@santacruz.k12.ca.us

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 comprehensive 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 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, the superintendent and staff 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.
- Our respect for the unique characteristics of each employee and student is demonstrated through our relationships with them.

STRATEGIC PLANNING COMMITTEE
Scotts Valley School District
2009-10

Babs Kavanaugh – Facilitator

COMMITTEE MEMBERS

Valerie Bariteau
Neal Frost
Mark Hodges
Hannah Levy
Tom Milnes
Elizabeth Poser
Cheryl Romer
Michael Shulman
Josh Wahl

Larry Beaman
Kathy Frandle
Randy Klein
Angela Marshall
Allison Niday
Mary Ann Ransler
Sue Roth
Susan Silver
Erik Wyner

Julie Ebert
Jondi Gumz
Cathy Levy
Rachel Mayo
Patricia Perkins
Deirdre Robinson
Chenisha Sangha
Glenn Soma

TASK FORCE CHAIRS

Student Achievement:

Kathy Frandle, Valerie Bariteau

Fiscal Stability:

Karen Jelcick

Facilities:

Karen Jelcick

Human Resources:

Carolyn Lewis, Kathy Dunton

CommunicationOutreach:

Shannon Calden

Significant Accomplishments: 2008-09

Student Achievement

- Continued to address 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?
- Introduced Response to Intervention as a framework to ensure that needs of all students are appropriately addressed
- Refined Essential Standards in elementary core subjects and all secondary courses
- Continued to develop common assessments at all grade levels and use them to inform daily instruction
- Implemented Data Director software and trained teachers to monitor student achievement and assessment data to improve instruction
- Conducted weekly Professional Development Collaboration sessions at all sites, allowing teachers to work together to align curriculum and instruction, develop Essential Standards and common assessments, and discuss student work and progress
- Continued to expand offerings at the high school through partnerships with ROP, the County Office of Education and Cabrillo College
- Increased number of teachers qualified to teach English Learners; increased involvement of parents of English Learners and provided English language classes for those who were interested
- Began a district-wide music program, including band at the middle school; band and chorus at the high school
- Realigned mathematics courses at the high school to be in line with California State Standards
- Expanded the Independent Study Program through online courses
- Increased API (Academic Performance Index) scores at all sites

Fiscal Stability

- Continued to convene the Fiscal Advisory Committee; joined forces with Legislative Action Committee to inform the community on fiscal and legislative issues and to advocate with the state Legislature for school funding reform
- Negotiated new contract for a variety of District services, including special education transportation, in order to save money
- Expanded marketing for district programs to encourage additional enrollment
- Implemented PowerSchool software to streamline collection and reporting of student information
- Reorganized Business Services and Educational Services to reduce positions and save money
- Purchased several portables to reduce on-going portable rental costs

Facilities

- Completed many high school projects: air conditioning, paving, shade structure; continued progress toward DSA certification
- Convened committee to recommend solutions for facilities needs since June, 2008, bond failed
- Increased levy of developer fees to fund cost of leased portables
- Continued development and implementation of Maintenance Standards district wide, including staff training
- Developed custodial schedule and standards, adjusting for personnel reductions
- Began campaign to inform community about facilities needs and options for meeting them

Human Resources

- Continued to provide growth opportunities for staff according to Strategic Plan priorities (*e.g.*, Professional Learning Communities, Response to Intervention, technology training for certificated and classified staff, etc.)
- Continued development of handbooks for administrators and site and district office personnel to standardize processes and procedures
- Identified institutions, universities and agency partners to support our hiring of hard-to-find employees
- Hired several employees instead of using outside agencies, resulting in better service to our students and a cost savings to the District

Communication and Outreach

- Implemented PowerSchool, a student information database; trained certificated and classified staff; trained and provided access for parents of students at middle and high school to keep them informed of their students' progress
- Implemented Data Director and trained staff to use student achievement data to guide their instruction
- Refined district bulk email lists and infrastructure for communicating information to families and community members
- Implemented online survey system for use throughout the District
- Implemented system to inform parents through a variety of technological modalities in an emergency situation
- Began posting all Board Meeting Agendas online, along with relevant backup materials
- Held a variety of information forums for staff and public; communicated through newsletters, email blasts, newspapers, parent and community meetings, Conversations with the Superintendent, Board Forums

**Scotts Valley Unified School District
Strategic Plan Summary
2009-10**

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: Continue to pursue a variety of recruitment and retention strategies**

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

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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 review alignment of curriculum and instruction to State Standards K-12	Director of Curriculum and Instruction Leadership Team K-12 staff	Continuous	Ongoing
2	Continue to develop, implement and refine benchmarks and common formative and summative assessments <ul style="list-style-type: none"> • At elementary in the four core areas with emphasis on Science • At middle school and high school in all areas 	Director of Curriculum and Instruction Leadership Team K-12 staff	Continuous	Ongoing
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 • Further train teachers and administrators • Move from data analysis to strategies for intervention 	Director of Technology Director of Curriculum and Instruction Leadership Team K-12 staff	Continuous	Ongoing
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 • RTI training for Administrators and staff 	Director of Curriculum and Instruction Leadership Team K-12 staff	Continuous	Ongoing
5	Move toward full English Language Learner certification for all teachers	HR Administrator Superintendent	Continuous	Ongoing

6	Investigate ways to maintain arts education K-12 to the extent possible with declining resources	Director of Curriculum and Instruction Leadership Team K-12 staff	Spring 2009	Sept. 2009
7	Focus energies on learning and implementing research-based best practices	Director of Curriculum and Instruction Leadership Team K-12 Staff	Spring 2009	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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	<p>To continue to review and refine mathematics offerings at K-12 to ensure alignment and sequencing of course offerings and implementation to meet student needs and ensure student success</p> <p>Provide training and collaboration opportunities for teachers implementing the new math adoption</p>	<p>Director of C & I Leadership Team K-12 Teachers</p>	<p>Winter 2009</p>	<p>June 2010</p>
2	<p>Continue a district wide process to maximize resources to better serve students within the budget provided by state and federal allotments</p> <ul style="list-style-type: none"> • ELL • Special Education • GATE • Survey IB parents/students to assess satisfaction and perceptions 	<p>Director of C & I Director of Students Services Superintendent</p>	<p>Winter 2009</p>	<p>Ongoing</p>
3	<p>Continue to pursue partnerships to provide additional opportunities for students</p> <ul style="list-style-type: none"> • Alternative Education • ROP • <i>(Continuation High School – tabled due to fiscal crisis)</i> • Post-secondary options, etc. • Neighboring school districts 	<p>Superintendent</p>	<p>Winter 2009</p>	<p>Ongoing</p>

4	Implement K-12 policies and procedures for retention and promotion (including absences), interventions and supports	Superintendent Director of C & I Counselors Teachers	Winter 2009	June 2010
5	Continue to explore expansion of Independent Study Program to provide multiple delivery systems (partnerships, eLearning, etc.)	Superintendent IS staff	Winter 2009	June 2010
6	<p>Research, train and initiate implementation of Response to Intervention</p> <ul style="list-style-type: none"> • Identify Core Program as designed and implemented (including gaps) at all sites • Provide appropriate interventions as part of the Core Program 	Leadership Team Site Specialists Teachers	Winter 2009	Ongoing
7	Implement and monitor effectiveness of the new Master Schedule at the middle school	SVMS Administration and Staff	Fall 2009	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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	<p>Maximize enrollment and ADA revenues through promoting school attendance, promoting voluntary absence donations and marketing district programs</p> <p>Actively develop partnership with media to feature district programs</p> <p>Explore possibility of Parent Night for families of incoming 6th grade students</p>	Leadership Team	Ongoing	Ongoing
2	<p>Investigate possibility of additional or enhanced programs such as full-day kindergarten, magnet programs, and Career Tech courses on high school campus to increase enrollment</p> <p>Implement new Middle School Schedule for 2009-2010</p>	<p>Superintendent CBO Director of Curriculum & Instruction</p>	Ongoing	Ongoing
3	<p>Continue to refine analysis of changes in enrollment: inter-district transfers, demographic projections; develop plan to increase enrollment based on patterns that emerge</p>	<p>CBO Director of Curriculum & Instruction Director of Technology</p>	Ongoing	Ongoing
4	<p>Continue to pursue additional revenues that support Strategic Plan objectives</p>	<p>Superintendent CBO Director of Curriculum & Instruction Legislative Action Committee</p>	Ongoing	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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 Examine available options for resource use Survey Stakeholders	Board of Education Strategic Planning Committee CBO Director of Curriculum & Instruction	Ongoing	Ongoing
2	Continue to educate staff, Board, families and community about scope of resources and potential uses (e.g, Basic Aid vs. Revenue Limit, categorical funds, donations), and “equitable” funding	Superintendent CBO District Committees	Ongoing	Ongoing
3	Continue economy of scale attempts for purchases/leases, partnerships with other districts for district services	Superintendent CBO Director of Curriculum & Instruction Director of Student Services	Ongoing	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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	Maintain reserve for Economic Uncertainties at present level	CBO	Ongoing	Ongoing
2	Avoid Negative Certification during course of fiscal crisis	CBO	Ongoing	Ongoing
3	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 Deferred Maintenance fund balance, decreasing/eliminating portables <i>(Tabled due to fiscal crisis)</i>			
4	When possible, begin funding GASB 45 post-retirement benefits liabilities <i>(Tabled due to fiscal crisis)</i>			

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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"> • Obtain DSA Certification on 6 High School Projects • Determine priority of High School Hardship local match on future bond measure 	Maintenance & Operations Supervisor CBO	Ongoing	August 2010
2	Lay groundwork to resolve facilities funding issue: <ul style="list-style-type: none"> • Convene Facilities Committee; recommends to Superintendent a list of facilities needs in priority order • Design campaign to educate public about facility needs and options for obtaining associated funding. 	CBO	Ongoing	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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	Train personnel to monitor and maintain facilities according to standards	Maintenance & Operations Supervisor CBO	Ongoing	Ongoing
2	Develop and implement standards for preventative maintenance of district facilities <i>(Tabled due to lack of resources)</i>	Maintenance & Operations Supervisor CBO		
3	Plan and begin development of a sinking fund for deferred and preventative maintenance <i>(Tabled due to fiscal crisis)</i>	CBO		

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 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	Continue to provide appropriate professional development, including technology training, to all staff within available resources	Leadership Team Teachers	In Process	Ongoing
2	Continue development of employee handbooks	Leadership Team Employees	In Process	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 STRATEGIC PLAN
HUMAN RESOURCES**

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

Objective #2: Continue to pursue a variety of recruitment and retention strategies

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Continue to identify institutions, universities, and agencies who train for specialized positions and keep them apprised of our needs	Human Resources Adm.	In process	Ongoing
2	Continue to collaborate with the COE and other districts and provide alternative means for becoming credentialed, including internships, local credentialing programs, etc.	Superintendent Human Res. Admin.	In process	Ongoing
3	Maintain positive employee morale during challenging financial times <ul style="list-style-type: none"> • Make additional efforts to support staff • Include staff as appropriate in decision making Processes • Recognize contributions of employees • Practice civility 	Leadership Team All Employees	In process	Ongoing

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2009-10 STRATEGIC PLAN
COMMUNICATION/OUTREACH**

Goal: To provide information and opportunities for District, staff and community engagement to support the goals of the district.

STEP NO.	ACTION STEP	ASSIGNED TO	BEGIN DATE	DUE DATE
1	Work with 5 th grade teachers to investigate using PowerSchool with 5 th grade families	Director of Technology Site Administration 5 th grade teachers	In progress	June 2010
2	Work with K- 4 teachers to determine the best of use of PowerSchool to improve communication with their families	Director of Technology Site Administration K-4 teachers	In progress	June 2010
3	Assess communication systems put into place in the last two years through the Strategic Plan goals	Director of Technology District Leadership Team	In progress	December 2009
4	Train appropriate personnel on the use of the on-line survey system	Director of Technology Site Staff members PTA members	October 2009	December 2009
5	Train appropriate staff members on the use of the emergency messaging system and create a system of use for each site and the District	Director of Technology District Leadership Team Chief Business Official	In progress	November 2009
6	Provide means for community members to subscribe to District email newsletter and correspondence	Director of Technology	Fall 2009	Summer 2010
7	Continue to provide information to, and nurture partnerships and relationships with, staff, families, and community members	Superintendent Board of Trustees Leadership Team	In process	Ongoing
8	Investigate possibility of sending out first day packets online	Assistant to Superintendent	Spring 09	Fall 2010