



Scotts Valley Unified School District

Strategic Plan

2007-08



SCOTTS VALLEY UNIFIED SCHOOL DISTRICT

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May 22, 2007

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

It is with pleasure that we present the Second 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 a 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. Within each area was the specific intent to provide for a cohesive K-12 unified school district. Task forces identified goals under each of these priority areas, and those goals evolved into our work plan for the year.

This spring, as we had committed to do, we again convened the Strategic Planning Committee. Task Forces summarized our progress toward goals, provided information to the group about areas in which we exceeded our goals and areas in which we didn't quite make them. 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 2007-08 school year.

We expect the 2007-08 school year to again be a challenging one. We continue to focus first and most importantly on improving **student achievement** and providing opportunities and interventions to support our vision of having all students 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 in which to live. We continue to face challenges in **attracting and retaining capable staff**---again because of our low funding and the high cost of living in this community. We continue to face **facilities** challenges---and hope by the end of the year to have resolved 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 2007-08 Scotts Valley Unified School District Strategic Plan at its May 22, 2007 meeting. It represents our commitment as a school district to our students, staff and community members.

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 2008 to report again on our progress and develop the Third 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.

BELIEFS

- 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 students who are socially responsible.
- Continuous school improvement is necessary to meet the needs of students in a changing economy and society.
- We are accountable to our public for setting clear expectations and aligning our fiscal and human resources to meet our goals.
- There is strength 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 communication informs, engages, inspires, and builds alliances with the entire community.
- A high level of communication, trust, respect and teamwork among Board members and the superintendent contributes to effective decision-making.
- The district appreciates, welcomes and encourages responsive, knowledgeable, proactive leaders.

STRATEGIC PLANNING COMMITTEE
Scotts Valley School District
2007-08

Babs Kavanaugh – Facilitator

COMMITTEE MEMBERS

Steve Ando
Roy Blaine
Kathy Frandle
Shelayne Hammack
Allison Niday
Kathy Rausch
Susan Silver
Marshall Wolf

Brenda Armstrong
Barbara Bodine
Rick Gladstone
Randy Johnson
Krista Patterson
Sue Roth
Glenn Soma

Valerie Bariteau
Vickie Clark
Jondi Gumz
Cathy Levy
Elizabeth Poser
Nathan Scalla
Sheryl Wobber

Significant Accomplishments: 2006-07

Student Achievement

- Implemented district-wide professional development and collaboration time for all teachers weekly, focusing on instruction aligned to State Standards
- Analyzed student achievement data by site, grade level and for individuals as a basis for ongoing improvement of instructional programs
- Continued revision of elementary Standards Based report cards, benchmark assessments and “at risk” criteria
- Identified funding and process for implementing district-wide data management systems focused on analyzing assessment data and improving instruction
- Increased counseling and tutoring support for at-risk students
- Aligned science classes and determined foreign language and Visual and Performing Arts requirements at the secondary level
- Increased API scores at all sites; improved high school participation in STAR to 100%, with 39 point increase in scores

Fiscal Stability

- Ended reliance on donations to support critical positions and programs: school libraries, assistant principals, counselors, class size reduction
- Actively sought and obtained additional funding for the district: hardship funding for middle school roof, voluntary absence donation solicitations, policy and fee schedules for facilities use, Scotts Valley Education Foundation funding for district-wide technology infrastructure
- Began clarifying the district’s fiscal situation through ongoing presentations at Board Meetings, in the community, and through district Fiscal Advisory Committee
- Improved use of resources by assessing current contracts, centralizing purchasing, streamlining processes

Facilities

- Began correcting construction defects at the high school; continuing to seek additional funding from the state for additional repairs
- Deployed district-wide system for facilities maintenance monitoring, repair, record keeping and work order management
- Developed maintenance standards and handbook; have begun training employees
- Convened Facilities Committee of staff and community members, charged with determining major facilities needs, identifying funding sources, and making a recommendation to the Board of Trustees

Human Resources

- Implemented professional development for certificated staff, management, new teachers, maintenance staff, school secretaries and others
- Provided opportunities for employees to move to new positions or take on leadership roles
- Began implementation of additional means of recognizing employees

Community Outreach

- Created vehicles for improved two-way communication: email distribution lists at all sites, functional district web site, new phone system at three sites
- Engaged community in providing services and opportunities for our schools and the district: Strategic Planning Committee and Task Forces, Facilities Committee, Fiscal Advisory Committee, relationships with the County Office of Education and Regional Occupation Programs; involvement with community service groups and governmental agencies
- Advocated legislatively for issues affecting Scotts Valley Unified School District, resulting in increased funding for the district

**Scotts Valley Unified School District
Strategic Plan Summary
2007-08**

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**
- 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 develop and implement a Facilities Master Plan to provide appropriate district facilities**
- Obj. 2: To develop and implement a 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 appropriate means to provide recognition to staff**
- Obj. 3: To develop and implement an employee recruitment plan**

Goal 5: Communication/Outreach: Enhance the opportunities and services our schools can provide K-12 through collaboration, community engagement and advocacy

- Obj. 1: To continue to improve communication within the District through technology**
- Obj. 2: To collaborate with other agencies and the Scotts Valley community to provide opportunities and services for our schools, and advocate for district needs**

To view the Scotts Valley Unified School District Strategic Plan 2007-08 in full go to: www.svUSD@santacruz.k12.ca.us

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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
Jondi Gumz
Anita Long
Kelly Reiner
Elizabeth Walch

Cathy Drew
Jane Hoffman
Lynn Near
Sue Roth
Susan Walker

Kathy Dunton
Cathy Levy
Tracy Palmer
Nathan Scalla
Sheryl Wobber

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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 benchmarks and comprehensive benchmark assessments <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 | Fall 2007 | Spring 2009 |
| 3 | Develop and implement means to use data from multiple measures to drive instruction <ul style="list-style-type: none"> • Technology hardware/software • Teacher training | Asst. Superintendent Director of Technology | Fall 2007 | Spring 2008 (technology) Spring 2010 (training) |
| 4 | Implement Professional Development plan to provide appropriate and effective K-12 staff development | Superintendent Asst. Superintendent Site Administration | August 2006 | Ongoing |
| 5 | Move toward full CLAD certification for all teachers | Asst. Superintendent HR Administrator | In process | Ongoing |

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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 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 | Ongoing |
| 2 | Monitor and assess programs and services for students with special needs <ul style="list-style-type: none"> • ELL • Special Education • Independent Study • Intervention programs, including Title I and other categorical programs | 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 • Continuation High School • Post-secondary options, etc. | Superintendent Asst. Superintendent High School Admin. | In process | Ongoing |
| 4 | To develop clear K-12 policies and procedures for retention and promotion, including interventions and supports | Superintendent Asst. Superintendent Site Administrators | Spring 2007 | Spring 2008 |

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
Dick Clark
Martin Levy
Michelle Sanguinetti

Barbara Bodine
Yasmine Decleve
Allison Niday
Kim Shultz

Zach Brown
Jondi Gumz
Shelly Rogers
Marshall Wolf

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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, preschool and before/after school child care, magnet programs, and college courses on high school campus to increase enrollment | CBO Leadership Team | Fall 2007 | Fall 2008 |
| 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 |
| 4 | Support procurement of additional revenues such as facility use fees, taxes to support district programs, legislative advocacy, development of adult education program, increasing district-wide donations and sponsorships, maximizing interest, and enhancing Food Service revenues | CBO Legislative Act. Comm. | In process | Ongoing |

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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 | 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 | On going |
| 2 | Assess costs/benefits of specialized programs such as K-3 Class Size Reduction; International Baccalaureate (IB), Advanced Placement (AP) courses; transportation of students, minimum/maximum class sizes by section at secondary schools | Superintendent CBO Assist. Supt. Ed. Services Leadership Team | In process | June 2008 |
| 3 | Investigate potential benefits of economy of scale 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, office space (District Office), copy machines (multi-year plan) including funding | CBO | Fall 2007 | June 2008 |
| 5 | Develop a district Fiscal Advisory Committee to present objective fiscal information to our communities and make recommendations to the Board and superintendent as appropriate | Superintendent Director of Business Serv. | In process | Ongoing |
| 6 | Investigate efficiency of program delivery services (e.g., contract with FCMAT for Special Education Review) | Superintendent Director of Business Serv. | March 2007 | Ongoing |

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 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 | Determine what constitutes an adequate General Fund reserve | CBO Superintendent Board | In process | December 2007 |
| 2 | Begin to build reserve for Economic Uncertainties beyond the 3% required | CBO Superintendent Board | Budget development process for 2007-08 | TBD |
| 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 Fund 14 (Deferred Maintenance) balances, decreasing/eliminating portables | CBO Superintendent Board | In process | Spring 2008 |
| 4 | Develop/ recommend to Board options for addressing GASB 45 post-retirement benefits liabilities | CBO Superintendent Director of Bus. Serv. | In process | Ongoing until needs are addressed |

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
2007-08 STRATEGIC PLAN
FACILITIES NEEDS**

Goal: To provide facilities that meet all district needs

Objective #1: To develop and implement a Facilities Master Plan to provide appropriate district facilities

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|---|--------------------|-------------------|------------------|
| 1 | Continue work of Facilities Committee | CBO Committee | In process | Ongoing |
| 2 | Present recommendation to the Board to include: <ul style="list-style-type: none"> • Construction options for providing appropriate district facilities • Fiscal considerations | CBO Committee | In process | June 30, 2007 |
| 3 | Approve the plan/recommendations | Board | | Fall 2007 |
| 4 | Implement recommendations | CBO | Fall 2007 | To Be Determined |

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

Goal: To provide facilities that meet all district needs

Objective #2: To develop and implement a Facilities Maintenance Plan

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|--|-----------------------------|-------------------|-----------------|
| 1 | Continue development and implementation of standards for maintenance of district facilities | CBO Maint. & Oper. Supr. | In process | Fall, 2008 |
| 2 | Train personnel to maintain facilities according to standards | CBO Maint. & Oper. Supr. | In process | Ongoing |
| 3 | Develop and implement a five-year maintenance plan for anticipated maintenance needs including proposed funding mechanisms | CBO Maint. & Oper. Supr. | In process | Fall 2009 |

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
2007-08 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 <ul style="list-style-type: none"> • Review current models/research on best professional development practices • Coordinate with Student Achievement Task Force on professional development priorities | Leadership Team Teachers | In process | Ongoing Ongoing |
| 2 | Determine professional development resources <ul style="list-style-type: none"> • General Fund and other funding resources • External resources (COE, other districts, NTP) | CBO Leadership Team | In process | Ongoing |
| 3 | Develop short/long term plan | CBO Leadership Team | In process | June 2008 |
| 4 | Continue development of employee handbooks | Leadership Team | In process | Ongoing |

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

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

Objective #2: To develop appropriate means to provide recognition to staff

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|---|---------------------------------|-------------------|-----------------|
| 1 | Continue to refine and implement employee recognition program | Human Resources Leadership Team | In process | Ongoing |

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

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

Objective #3: Develop and implement an employee recruitment plan

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|--|---|-------------------|-----------------|
| 1 | Examine current recruiting practices for effectiveness <ul style="list-style-type: none"> • Regular education • Special education • Other | Human Resources Adm. Assist. Supt. Ed Services | March 2007 | Ongoing |
| 2 | Develop and implement additional practices to meet recruitment and hiring needs | Human Resources Adm. | March 2007 | Ongoing |
| 3 | Involve more staff as appropriate to attend recruitment fairs | Human Resources Adm. | March 2007 | Ongoing |
| 4 | Identify institutions and universities who train for specialized positions and keep them apprised of our needs | Human Resources Adm. | March 2007 | 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

Darshana Croskrey
Elizabeth Poser

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN
COMMUNICATION/OUTREACH**

Goal: To enhance the opportunities and services our schools can provide K-12 through collaboration, community engagement and advocacy
Objective#1: Continue to improve communication within the District through technology

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|--|--|-------------------|-----------------|
| 1 | Provide information that tells the public their options for receiving and sending communication to the district | Director of Technology Communication/Outreach Committee | January 2007 | June 2007 |
| 2 | Implement technology infrastructure upgrades to facilitate better communication through network stability | Director of Technology | March 2007 | December 2007 |
| 3 | Choose and implement a student information system that allows for better communication of student progress | Director of Technology District Technology Committee | April 2007 | April 2008 |
| 4 | Create acceptable use policies for communication through technology for students, staff, and parents, including use of email, websites, etc. | Director of Technology Leadership Team | September 2007 | June 2008 |

**SCOTTS VALLEY UNIFIED SCHOOL DISTRICT
2007-08 STRATEGIC PLAN
COMMUNICATION/OUTREACH**

Goal: To enhance the opportunities and services our schools can provide K-12 through collaboration, community engagement and advocacy
Objective #2: To collaborate with other agencies and the Scotts Valley community to provide opportunities and services for our schools, and advocate for K-12 district needs

| STEP NO. | ACTION STEP | ASSIGNED TO | BEGIN DATE | DUE DATE |
|-----------------|--|--|-------------------|------------------------------|
| 1 | 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 |
| 2 | Support the student achievement, fiscal, and facilities task forces in developing relationships to achieve district objectives | Leadership Team | March 2007 | Ongoing |
| 3 | Identify agencies (public, private, governmental and non-governmental) that have mutual interests with the District, and develop contact strategies, methods, and formalized reciprocal agreements for maximizing those resources district-wide | Superintendent Director of Technology | March 2007 | March 2009 and Ongoing |
| 4 | Provide opportunities for students to be involved in the community <ul style="list-style-type: none"> • Provide listings of agencies that support student interests • Create methods for matching interested students with opportunities (e.g., web page bulletin board, workshop for students, and adding new opportunities at student request) • Formalize board policy and protocols for students working in community | Leadership Team Site Administrators Counselors Teachers | September 2008 | March 2009 |
| 5 | Support the Legislative Action Committee to increase network of members for LAC contacts and provide for on-going leadership in the group | Leadership Team Board of Trustees Director of Technology | March 2007 | Ongoing |
| 6 | Assist with the Scotts Valley Education Foundation in bolstering current, and creating new "Giving Programs" for the District | Leadership Team Fiscal Advisory Committee | September 2008 | Ongoing |