The Panama Buena Vista Union School District is focused on a set of **values and beliefs** that all members of the school district (parents, students, teachers, and staff) will follow in order to commit to a learning environment that supports the positive academic and behavioral growth of all students.

- All children deserve a quality education in a safe environment.
- We teach all children believing all children can learn.
- Education is a partnership between the school, family and our community.
- Everyone works together as a team to attain maximum achievement
- We build relationships on trust and respect.
- We value our community diversity.

**VISION**

The Panama Buena Vista Union School District vision is to be the model of Excellence in Education.

**MISSION**

The Panama-Buena Vista Union School District mission is to partner with parents and community, committing to a high achieving, balanced academic program for all students resulting in responsible, high achieving 21st Century citizens.
Objective #1

Achievement – Improve Academic Achievement for All.

Definition of Success

- By September 2014, implement math facts fluency program.
- By September 2015, implement strategies to improve early literacy instruction.
- By September 2015, provide rigorous, research-based instructional program for all students.

Objective #2

Instruction – Implement effective instructional program aligned to the Common Core State Standards (CCSS).

Objective #3

Intervention – Implement tiered academic and behavioral intervention programs for students with identified needs.

Definition of Success

- By August 2014, adopt or create CCSS-aligned instructional materials in English-language arts and mathematics.
- By August 2014, organize CCSS curricular resources on District website.
- By August 2014, provide initial training in CCSS for teachers and administrators.
- By August 2014, establish ongoing coaching cycle in CCSS and Direct Interactive Instruction for teachers and administrators.

Goal

Ensure high quality and innovative teaching and learning opportunities that increase student success while preparing all students to be college and career ready.

Data Sources

Dynamic Indicators of Basic Early Literacy Skills (DIBELS) assessment; Renaissance Place STAR Reading and STAR Math assessments; California English Language Development Test (CELDT); California Assessment of Student Performance and Progress (CAASPP); Report cards; Purchase orders; Workshop sign-in sheets; Written plans and models; Attendance rates; Suspension and expulsion rates; Master schedules; Technology usage rates

continued
Objective #3 continued

Definition of Success

- By September 2014, develop plan to restructure Mild-Moderate Special Education programs to increase general education access to students with disabilities.
- By September 2015, develop and implement district-wide model for providing strategic and intensive intervention services.
- By September 2015, develop and implement protocols for monitoring student progress.

Objective #4

Technology – Provide 21st Century classroom environments to support personalized learning.

Definition of Success

- By June 2014, develop and adopt Technology Plan.
- By June 2014, identify classrooms for first phase of one-to-one computing.
- By September 2014, identify and integrate CCSS-aligned blended learning and intervention programs in target classrooms.
- By September 2014, identify and integrate computer-adaptive formative and summative assessment programs in target classrooms.
- By September 2014, establish model for professional development and ongoing coaching in technology for teachers and administrators.
- By September 2017, provide access to technology for all students.

Objective #5

Programs – Provide a balanced educational program that engages all students.

Definition of Success

- By September 2015, establish District standard for TK-8 course of study and program offerings.
- By January 2016, identify strategies for improving student attendance.
- By September 2016, implement student attendance strategies.
- By January 2017, identify options for district-wide student behavior program.
- By September 2017, implement district-wide student behavior program.
- By September 2017, provide equitable course of study and programs for all students.
Objective #1

Instructional Technology –
Provide the infrastructure
resources necessary to accelerate
the use of technology to support
student learning and
achievement.

Definition of Success
• By August 2014, implement a
district-wide Wi-Fi.
• By June 2014, upgrade the Wide
Area Network to 1 GB.
• By December 2014, upgrade the
Local Area Network fiber to 10
GB.
• By August 2014, implement
Phase 1 of one-to-one student
computing.
  ➢ New technology support
positions requested effective
July 1, 2014:
  1. Wire puller
  2. Programmer
  3. Help Desk Technician
• By December 2014, implement
district-wide anti-virus
program.
• By August 2014, migrate all
District users to new Exchange
server.

Objective #2

Facilities Planning and
Construction – Implement a plan
to gain a clear understanding of
all necessary needs for school
sites and guarantee that all
District sites are safe and provide
the best education environment
possible.

Definition of Success
• By July 2015, include the
District school site selections in
the City of Bakersfield Master
Plan.
• By December 2014, develop a
10 year build out projection for
the District’s residential
development.

Goal
Design an inclusive process with
the Panama-Buena Vista Union
School District community to
prioritize, allocate, and monitor
district resources to ensure all
stakeholders’ needs are
responsibly met.

Data Sources
Active tract maps; City of
Bakersfield Master Plan;
Residential development records;
Student enrollment projections;
Student generation rates;
Attendance records; Technology
usage rates; Education
specification plan; Construction
bidding documents; Maintenance
work orders; Student meal
participation records; Financial
management information system

continued
Objective #2 continued

Definition of Success

- By December 2014, develop a 10 year school site selection plan for the District.
- By April 2014, develop an Education Specification Plan that will define the standards for elementary and junior high school facilities.
- By December 2014, implement online construction bidding and contract management software.
- By December 2014, respond to all work orders within 30 days.
- By July 2015, restore the contribution to the Routine Restricted Maintenance Program to 3% of General Fund Expenditures.
- By July 2015, implement a mobile maintenance unit to service all 23 schools at least once a year.

Objective #3

Maintenance Operations and Grounds – Implement deferred maintenance and routine maintenance programs which will extend the useful life of all buildings and prevent premature capital outlay for replacement. Through managed maintenance, the Maintenance Operations and Grounds Department will support the District facilities to provide the District community with a safe environment.

Definition of Success

- By July 2014, implement a year one of a five year deferred maintenance program.
- By July 2014, restore the contribution to the Routine Restricted Maintenance Program contribution to 2% of General Fund Expenditures.
- By August 2014, expand Breakfast Program to all 23 sites as well as Opportunity School.
- By April, 2014, hire a Director of Nutrition Services.
- By April, 2014, notify all parents of the new breakfast program for the 2014-15 school year.

Objective #4

Breakfast at all schools – Breakfast will be available at each school site including Opportunity. Currently breakfast is available at 10 schools (Berkshire, Castle, Loudon, Miller, Panama, Sandrini, Seibert, Stine, Van Horn and Williams). The Breakfast Program will be expanded to all 23 school sites.

Definition of Success

- By July 2014, go live for the MUNIS position control and payroll software.
- By December 2014, implement the MUNIS bid management, contract management program.
- By July 2015, implement an online timecard software program.
- By July 2015, implement the MUNIS online work order program.

Objective #5

Fully Integrated Financial Management Software – Implement the MUNIS HR software to fully integrate the District payroll, position control and budgeting software.

Definition of Success

- By July 2014, go live for the MUNIS position control and payroll software.
- By December 2014, implement the MUNIS bid management, contract management program.
- By July 2015, implement an online timecard software program.
- By July 2015, implement the MUNIS online work order program.
Objective #1

Personnel Department
Conversion to Department of Human Resources – Convert our present Personnel Department to a Department of Human Resources with an organizational structure designed to meet the needs of a large district with increasing staffing demands.

Definition of Success

- By July 2014, change name from Personnel Department to Department of Human Resources.
- By October 2014, develop department mission statement.
- By January 2015, conduct analysis of current department organizational structure compared with HR departments in like sized districts.
- By May 2015, conduct job analysis for each position in HR. Develop desk manuals for each position. Cross train.
- By October 2015, provide recommendations for reorganization and/or increased staffing.

Objective #2

Job Descriptions/Evaluations for All Employee Groups – Develop job descriptions and evaluations for all administrative, unrepresented and bargaining unit positions.

Definition of Success

- By August 2014, inventory job descriptions/evaluations for all employee groups.
- By January 2015, develop needs assessment for all groups.

Goal

Implement processes that create a healthy, effective, efficient and enjoyable organization positioned to exceed the expectations of those who work here and those we serve.

Data Sources

Staff surveys; HR team meetings; Collaboration with bargaining unit representatives; PAKCS meetings; Collaboration with labor advisors; Consult Schools Legal Services of California; Job descriptions/evaluations. Analysis of claims data; Consultation with SISC staff; Site visits; Budgets; Collaboration with publishers, teachers, curriculum specialists, etc.; Library inventories
Objective #2 continued

- By May 2015, create job descriptions and evaluations for all administrative and unrepresented positions.
- By January 2016, revise/develop job descriptions for bargaining unit positions.
- By May 2017, provide final audit of job descriptions/evaluations and organizational staffing recommendations to Cabinet.

Objective #3

Workers’ Compensation – Develop and implement a management plan for the District’s workers’ compensation program.

Definition of Success

- By July 2014, complete the transfer of worker’s compensation cases from Superintendent’s office to the HSRM Specialist.
- By November 2014, examine factors driving worker’s compensation claims/ costs
- By January 2015, develop recommendations for mitigating claims to control costs.
- By October 2015, develop and schedule training of supervisory staff in the interactive process.
- By October 2016, develop and begin implementation of return to work program for injured workers.

Objective #4

Day Care – Review and analyze the Day Care services provided on non-instructional days (winter, spring, and summer day camps). Develop recommendations for changes or continuation of this service.

Definition of Success

- By July 2014, develop an enrollment trends report covering the past 3-5 years.
- By October 2014, develop a report of operational costs to revenue.
- By January 2015, compile report of competing programs in nearby community.
- By April 2015, provide recommendations regarding program to Cabinet/Board.

Objective #5

School/Library Inventory – Determine current school site library inventory needs and develop a plan for increasing school site library collections including titles supporting Common Core implementation.

Definition of Success

- By July 2014, collect, compile, and analyze school site library inventory data.
- By February 2015, determine school site library needs based upon inventory, circulation, and student enrollment.
- By June 2015, determine funding sources and funding availability for library inventory expansion.
- By January 2016, provide Cabinet/Board recommendations for expanding library collections.
Objective #1

Boundary Change - Post boundary process including communication to parents concerning open enrollment, inter/intra district transfers, and 5th and 7th grade options.

Definition of Success

- By August 2013, adopt boundaries.
- By February 2014, send home open enrollment-inter/intra district letters.
- By April 2014, establish enrollment projection goals.
- By July 2014, complete transfers and staff adjustments.
- By September 2014, dissolve all student issues.

Definition of Success

- By August 2014, attend AVID Conference.
- By February 2015, identify goals/vision and transition school.
- By August 2016, begin AVID Elementary School.

Objective #2

Avid Elementary School - Study, plan and propose the first Avid Elementary school in the District opening fall 2016-17.

Goal

Engage and collaborate with groups inside and out of the District community for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

Data Sources

Surveys; Listening Posts; Focus Groups; Conversations with departments; Parent Council; Staff meetings
Objective #3

Educational Foundation - Develop the Panama-Buena Vista Union School District Education Foundation whose focus is on ALL students in the District.

Definition of Success

- By July 2014, non-profit status.
- By August 2014, select Board.
- By December 2014, establish goals.
- By July 2015, identify first projects.

Objective #4

Strategic Plan – Publish a Strategic Plan that clearly communicates the priorities, goals, objectives and strategies of the District and is aligned with the 8 LCAP state priorities. Communicate that plan out to all stakeholders.

Definition of Success

- By February 2014, communicate to Board a Strategic Plan draft.
- By May 2014, complete LCAP process.
- By May 2014, visit all staff meetings.
- By May 2014, Board adopts Strategic Plan.
- By August 2014, communicate Strategic Plan to all staff.

Objective #5

Communication Plan – Develop a plan that improves internal and external communication systems with the specific goal of creating open, two-way communication between the Board of Education, administration, staff, students, parents and the District communities.

Definition of Success

- By July 2014, Board adopts Strategic Plan.
- By August 2014, communicate Strategic Plan to all staff.
- By January 2015, present Communication Plan to Board for adoption.