2019 - 2020

2020 VISION

PANAMA-BUENA VISTA UNION SCHOOL DISTRICT

Strategic Plan Priorities
CORE BELIEFS & VALUES
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.
Priority #1

ACADEMIC EXCELLENCE

GOAL

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

Objective #1

Establish a vision and develop plans for the future of science instruction in the district.

Definition of Success:

- By September 2019, begin providing opportunities for teachers to learn the Next Generation Science Standards.
- By November 2019, form and train a Science Task Force to build district expertise and develop a clear vision for science in the District.
- By January 2020, establish a coaching model to train teachers in science instructional practices.
- By March 2020, pilot and develop a plan to adopt science curricular and instructional resources.
- By August 2020, open a Science Academy at McAuliffe Elementary School.

Data Sources

Dynamic Indicators of Basic Early Literacy Skills (DIBELS) assessment; Renaissance Place STAR Reading and STAR Math assessments; English Language Proficiency Assessments for California (ELPAC); California Assessment of Student Performance and Progress (CAASPP); California Science Test (CAST); Interim assessments; Report cards; Purchase orders; Workshop schedules and sign-in sheets; Teacher Individualized Learning Plans (ILPs); Positive Behavioral Interventions and Supports (PBIS) Tiered Fidelity Index (TFI) and School-wide Assessment System (SWIS); Suspension and expulsion rates; Written plans and models; Attendance rates; School Aspiration rubrics
Objective #2
Strengthen core instruction for all students.

Definition of Success:
• By August 2019, expand principal coaching and support for achieving the seven School Aspirations.

• By November 2019, establish a coaching model to assist teachers with designated and integrated English Language Development

• By March 2020, identify, celebrate, share and begin to implement a plan to replicate best models of differentiated and inclusive classroom instruction.

• By June 2020, pilot and develop a plan to adopt history curricular and instructional resources.

• By June 2020, provide trainings to teachers in the Cluster Grouping Model and Depths of Complexity Icons to strengthen services for gifted and talented students.

Objective #3
Support students with academic, social, emotional, and behavioral needs.

Definition of Success:
• By January 2020, develop and pilot a triage and service model for students in crisis.

• By January 2020, adopt and implement a math intervention program at all schools.

• By June 2020, train, support, and monitor Positive Behavior Intervention and Support (PBIS) teams at school sites.

• By June 2020, standardize successful Walk to Learn structures and implement across the District.

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Objective #4
Provide professional development to support a district culture of growth and learning.

Definition of Success:

• By September 2019, support certificated staff in the development and achievement of their own Individual Learning Plans.

• By January 2020, implement new course structures within pbvU English Learner, Reading, Science and Mathematics Institutes’ Blended Learning.

• By January 2020, provide a system for micro-credentials and electronic badging with all pbvU course certifications.

• By January 2020, provide opportunities to build the capacity of current and aspiring district leaders by providing training for Principals, Coaches, and leadership teams.

• By June 2020, reflect on learnings from university partnerships and implement plans to replicate best practices across the district.
Priority #2

2020 VISION

RESOURCES REALIGNMENT

GOAL
Improve collaboration with the Panama-Buena Vista Union School District community to prioritize, allocate, and monitor district resources to ensure all stakeholders’ needs are responsibly addressed.

Objective #1
Facilities Planning & Construction—Construct new school facilities to relieve severe overcrowding, repair older school facilities and replace instructional technology to support student achievement.

Definition of Success:

• By August 2019, implement the student computer replacement program to replace 14,000 student computing devices with new Chromebooks.

• By December 2019, update the Facilities Master Plan to include:
  • 10 year buildout projection for residential development
  • 10 year enrollment projection
  • 10 year school site selection plan

• By June 2020, acquire one new school site.

Data Sources
Enterprise resource programs, tract maps, demographic studies, student enrollment and attendance, student generation rates, education specifications, budgets, invoices, purchase orders, facility square footage

Continued...
Objective #2
Enterprise Resource Program (ERP)—Leverage the current Tyler Technologies ERPs (Munis and Traversa) to operate more efficiently, improve security and redirect available resources to the classroom.

Definition of Success:

• By June 2020, transition Munis to the Tyler Technologies’ cloud based solution to improve security and disaster recovery.

• By June 2020, develop a plan to improve student transportation safety with the use of Radio Frequency Identification (RFID) scan card for all students using district transportation. The RFID card will act as their ID when boarding and leaving the school bus. The ridership activity will be reported in real time back to the district’s transportation dispatch office.

• By June 2020, design financial transparency dashboards for each school site and district department to present simple and visual graphics to provide relevant, accurate and timely financial information about their site/department’s fiscal health and operations.

Objective #3
School Safety & Security—Improve the safety of all school sites while maintaining a welcoming environment to provide the best learning facilities possible.

Definition of Success:

• By August 2019, renovate Castle Elementary School lobby and exterior doors to improve access security.

• By August 2019, implement a school visitor management platform to screen all school site visitors.

• By October 2019, develop a comprehensive plan to renovate all remaining school site lobbies and exterior doors to improve access security.

• By June 2020, develop a plan to implement a one touch emergency mass notification system (EMNS) that will integrate within our existing primary and secondary notification infrastructure.

• By June 2020, complete district-wide phone system upgrade to a VoIP system.

• By June 2020, install camera systems on all school buses.

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Objective #4
Associated Student Body- Improve fiscal accountability and transparency for all schools’ student body activities. Respond to increased demands on school leaders by providing training, guidance and oversight to maintain an effective student body program for all elementary and junior high schools.

Definition of Success:
• By August 2019, provide training to all school administrators and ASB advisors to set priorities, prepare budgets, implement internal controls and operate the new QuickBooks accounting system.
• By December 2019, full implementation of the new QuickBooks accounting system.
Priority #3

ORGANIZATIONAL ENHANCEMENT

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

Objective #1
**Online New Employee Orientation – Expedite the employee on-boarding process by providing online training.**

Definition of Success:

- By June 2019, determine all required training for new employees by classification.

- By July 2019, collaborate with vendor service provider(s) to consolidate training to video format with electronic signature capability. Determine specific forms/procedures to transfer to electronic format. Determine employee training recordkeeping protocols and procedures.

- By September 2019, pilot orientation training with new employees.

- By January 2020, transfer all new employee orientation training to online format.

- By March 2020, investigate online required annual training options for ALL employees.

Data Sources

HR/Ed Services team meetings; Homeland Security Consultants; CIF Regulations; Collaboration with school site staff members; Site visits; Budgets; Collaboration with vendor service providers; Consultants; Off-site visits; District Advisory Task Force Meetings/Collaborations; Safer Schools Coalition of Kern Collaboration; Tactical Response Training; Hazard and Vulnerability Assessment Training; Safe Schools Plan Training; California Supervisors of Child Welfare and Attendance (CASCWA); ACSA HR Institute; Board Policies; Legislative Mandates

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ORGANIZATIONAL ENHANCEMENT

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Objective #2
AED Installation and Plan Implementation—In accordance with legal requirement, provide AEDs at all district school sites.

Definition of Success:

• By July 2019, develop AED plan which will include provisions and protocols for Cardiac Response Team and after school sports access to AEDs.

• By September 2019, train identified Cardiac Response Team members from each school site including after school sports coaches.

• By October 2019, install AEDs at every school site.

• By October 2019, communicate AED plan to school community.

Objective #3
Implement the Say Something Anonymous Reporting System (SS-ARS)—Teach youth, educators, administrators and parents to recognize the signs and signals of at-risk behavior of individuals who may be at risk of hurting themselves or others and act quickly to get help from a trusted adult or anonymously through the SS-ARS 24/7 Crisis Center phone, app, or website.

Definition of Success:

• By May 2019, obtain Board Approval of SS-ARS Memorandum of Understanding.

• By June 2019, engage Bakersfield Police Department in training plans.

• By September 2019, train designated District Administrators, Site Personnel and Bakersfield Police Department Dispatch in SS-ARS protocols.

• By October 2019, implement student club selection and training.

• By October–November 2019, communicate SS-ARS initiative to all school educators, administrators, parents, and guardians.

• By November 2019, push out SS-ARS app and train students. Implement a formal launch and go system live.

Continued...
ORGANIZATIONAL ENHANCEMENT

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Objective #4
Safe School Plan Alignment—Realign site safe school plans to be compliant with recent legislative mandates and to support a safe school environment. Plan realignment will include hazard and vulnerability assessments, a tactical response plan and will involve consultation with first responders in development of the site plan.

Definition of Success:
• By September 2019, conduct hazard and vulnerability assessment in collaboration with first responders and District Maintenance, Operations, and Grounds (MOG) personnel.
• By October 2019, develop a plan with MOG to address existing site safety concerns.
• By October 2019, work with site safety or leadership team to address safety protocols. Communicate safety procedures with staff.
• By November 2019, develop tactical response plan in collaboration with first responders. Consult with and communicate plan with School Site Council in closed session.
• By December 2019, communicate plan updates with the school community.
• By February—March 2020, submit Safe School Plans to the Board of Trustees for approval.
GOAL
Providing ALL Employees with services that foster a healthy and productive workforce dedicated to Excellence in Education.

Objective #1
Paperless Documentation of Employee Personnel Files – Implement a computer software system to shift the functions of the HR department to a paperless process. Human Resources onboards all new employees as well as interacts with every department in some capacity. By implementing this process, digital records are protected by several security layers and there will be clear, detailed processes for handling incoming and converting eligible existing documents. Along with increasing productivity and efficiency, this shift reduces or, better yet, eliminates, the use of paper, freeing up resources in time and costs, allowing our organization to practice greater sustainability for our business and for the environment.

Definition of Success:

- By June 2019, collaborations between Stria, department leaders, and select employees to achieve input on Strategic Plan.

- By June 15, 2019, initiate the transfer of active hard copy paper employee personnel files to paperless computerized documents.

- By August 2019, train HR department on the use of digital recording software.

- By October 2019, completion of active District employee personnel files to digital records.

- By January 2020, all HR onboarding of new employees will be paperless and digitally recorded.

- By June 2020, initiate the transfer of “dead” hard copy personnel files to paperless computerized documents.

Continued...

Data Sources
Personnel Administrators of Kern County Schools (PAKCS) meetings; MUNIS conference and training; Credential Counselors and Analysts of California conference and training; Participation in P.E.A.D. School discussions and meetings; Employee recruitment and retention data; Collaboration with Educational Services Department and other departments; Kern County Superintendent of Schools Job Fair, P-BVUSD annual “Casting Call” and “Employment Expo” meet and greets; Department Leadership meetings, Schools Legal Services, Carl Lange (District Advisor), P-BVUSD Board Policies, California Department of Education, California Commission on Teacher Credentialing
TALENT MANAGEMENT

Continued...

Objective #2
Employee Self Service—Enable Employee Self-Service (ESS) via MUNIS upgrade to version 2019. ESS is a widely used human resources technology that enables employees to perform many job-related functions, such as applying for reimbursement, updating personal information, view leave balances, onboarding procedures, document acknowledgements, salary notifications, paycheck simulators and accessing company benefits information—which was once largely paper-based, or otherwise would have been maintained by Human Resources and Payroll staff.

Definition of Success:

• By June 2019, collaborate between departments regarding ESS to replace the multiple applications currently used in the District with a paperless option.

• By August 2019, train Human Resources and Payroll staff in new system.

• By October 2019, present a preview of the new ESS system to all schools and departments.

• By January 2020, train at the administrative level.

• By February 2020, train classified and certificated staff by site. Tyler University and Human Resources staff will be available to assist with ESS implementation.

• By June 2020, go live with ESS for all staff.

• By August 2020, initiate ESS at the parent level. Paperless process allows the parent to apply for Inter and Intra District permits.

Continued...
TALENT MANAGEMENT

Objective #3
P-BVUSD Administrators Confidential Employee Handbook—Update and revise the district’s Confidential Employee Handbook. The handbook is a guide for District Administration and all confidential employees not represented by a bargaining unit. The purpose of the handbook is to provide information about the district’s operating procedures, protect the rights of the employer and employees, and establishes important policies expected in the workplace.

Definition of Success:

• By June 2019, collaboration between District departments regarding policies and procedures that need updating and/or additional clarification.

• By July 2019, consult and collaborate with Carl Lange and District Advisory regarding the update and revision of the Confidential Employee Handbook.

• By October 2019, submit draft of revised Confidential Employee Handbook to Super Cabinet for review and approval.

• By January 2020, provide all District Administration and Confidential unrepresented employees with an updated and revised version of the Confidential Employee Handbook.

• By June 2020, develop a Confidential Employee Handbook committee to annually review the handbook and make recommendations to update handbook.

Continued...
TALENT MANAGEMENT

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Objective #4
In-House Legal Consultant for Human Resources/Educational Services—Recruit and hire an attorney to serve as legal representation and advisor for the P-BVUSD. The attorney would specialize in areas of Human Resources and Educational Services.

Definition of Success:

• By August 2019, conduct a cost/benefit analysis of legal consultant for HR and ES departments.

• By October 2019, consult and visit other school districts in Kern County and the surrounding area that have in-house legal representation, to discuss the pros and cons of having an attorney on staff.

• By January 2020, provide a report of findings to the Super Cabinet for the recommendation of an in-house attorney for the HR and ES departments.

• By February 2020, deliver a presentation to the Board of Trustees on the rationale and recommendation to recruit and hire an In-House Legal Consultant for Human Resources/Educational Services.
COMMUNITY ENGAGEMENT

GOAL
Engage and collaborate with stakeholders providing clear engagement strategies that strengthen our commitment to our mission involving parents and community as partners.

Objective #1
2019-20 Strategic Plan—Publish an updated Strategic Plan that clearly communicates the priorities, goals and objectives for the Panama-Buena Vista District. The Plan will contain goals, timelines and measurements for the five areas of the district; Student Achievement, Resource Alignment, Organizational Enhancement, Talent Management and Community Engagement.

Definition of Success:

- By June 2019, collaborations between division leaders, employee groups, and the community to achieve input on Strategic Plan.
- By June 2019, communicate revisions to the Strategic Plan to Board.
- By July 2019, Board adopts Strategic Plan. Updates each month via board meeting staff reports.
- By August 2019, communicate Strategic Plan to all staff.
- By June 2020, Board evaluates goals of Strategic Plan.
- By June 2020, senior staff evaluated using Strategic Plan.

Data Sources
Surveys; Listening Posts; Focus Groups; Interest and Attendance Data; Conversations with Departments; Usage Analytics; Parent Council; Staff Meetings

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Objective #2
eCommunication Plan—Develop a digital solution that improves school-family engagement.

Definition of Success:

- By June 2019, select family and community engagement system that replaces the multiple applications currently used in the district.
- By August 2019, training in new system for selected district staff.
- By October 2019, present family and community engagement system to all schools.
- By January 2020, begin using family and community engagement system at the administrative level.
- By April 2020, begin using family and community engagement system at the teacher level.
- By April 2020, begin using family and community engagement system at the parent level.
- By October 2019, 15% of parents at each school are enrolled in new family and community engagement system via smart phone/computer; 30% by May 2020.
Objective #3
Family and Community Engagement Focus—Develop non-digital solutions that improve school-family engagement.

Definition of Success:

- By January 2020, integrate a Parent University component into the PBV University system providing parents and families classes and workshops that add to existing skills and allow opportunities for continued growth and development.

- By January 2020, create a family and community liaison assigned to build community among staff and families. Their role is to introduce existing and new families to the workings of the school and district services.

- By May 2020, create two School Picnics and (Nov-Jan-Apr) Parent Café’s (or like events) at each school, creating (1) stronger parent-school partnerships that (2) strengthen families and (3) create relationships of mutual support and (4) appreciation for the important role we all play in the success of our students.

- By May of 2020, conclude two 10-week “Loving Solutions” training programs for parents at two different sites offered during the day and evening, in both Spanish and English.
COMMUNITY ENGAGEMENT

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Objective #4
Succession Plan—Develop, coordinate and execute a superintendent search process.

Definition of Success:

• By November 2019, board selects superintendent search firm.
• By April 2020, board conducts multiple internal and external “input sessions.”
• By May 2020, board selects superintendent candidates for interviews.
• By May 26, 2020, board finalizes contract with new superintendent.