



BEVERLY HILLS

UNIFIED SCHOOL DISTRICT

EDUCATION REIMAGINED

2020-2023 STRATEGIC PLAN

Board of Education

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Dr. Michael Bregy | Superintendent

July 2020



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Introduction

The Beverly Hills Unified School District (BHUSD) engaged the services of the educational consulting firm, Total School Solutions (TSS), in December 2019 to continue the strategic master plan that began in 2018 with the reconfiguration of the District.

On October 30, 2018, the Board of Education voted to reconfigure four K-8 schools to two TK-5 schools - Horace Mann Elementary School and Hawthorne Elementary School, and one consolidated Middle School Grades 6-8 now known as Beverly Vista Middle School. El Rodeo School was taken off-line for construction.

On August 12, 2019, Horace Mann, Hawthorne and Beverly Vista Middle School opened after reconfiguration took place over the summer. The El Rodeo school community grades K-5 moved to Hawthorne, the Beverly Vista school community TK-5 moved to Horace Mann and the El Rodeo, Hawthorne and Horace Mann school communities 6-8 moved to Beverly Vista, renamed Beverly Vista Middle School. This resulted in incredible benefits District-wide, particularly for the middle school that now has over 44 middle school electives, a dedicated athletics program, significant musical offerings, and an opportunity for every student to thrive.

The reconfiguration plan was built on a long process that was rigorous, iterative, challenging and courageous. The results are unparalleled in the history of the District, every student, parent, department, and community member contributed to the success of reconfiguration.

So with the reconfiguration in place it was time to continue the Strategic Master Plan for the District in the form of a three year Strategic Plan. The Beverly Hills Unified School District now consists of four schools: two TK-5 Elementary Schools, one 6-8 Middle School, one 9-12 High School and one continuation school. The Transitional Kindergarten through 12th grade enrollment is approximately 3450 students.



The District employs 320 certified and 234 classified personnel. The staff is extremely dedicated and highly capable.

BHUSD is recognized nationally as a leader in education. Students have consistently scored far above national averages on standardized achievement tests. However, the Vision of the District is to aim higher, to provide an even more rigorous program for all students, and to ensure that all teachers have mastery of the best practices in educating the students of Beverly Hills. It is the aim of this document to be a roadmap to the future - a future that respects all students' learning styles, diversity and culture.

The District is led by Superintendent, Dr. Michael Bregy, who leads the District Administration comprising Educational Services, Student Services, School Safety and Technology, Communications, Human Resources, Business Services, Facilities and Construction, and Athletics.

The organizational structure of a school District should reflect the mission, values and guiding principles (priorities) of the overall organization. The District has established a Mission/Vision Statement that guides all District stakeholders.

This document will outline the Strategic Planning Process, who was involved, what data was reviewed, the resulting three (3) year Goals, one (1) year Objectives and (1) year Action Plans. The final section will speak to the monitoring and accountability features of the plan.



District Mission & Vision

In a safe and supportive community, BHUSD will deliver a rigorous and enriching quality education, and prepare all students to thrive as productive citizens in a complex, changing world.

All students will be inspired to act with integrity and realize their academic potential while achieving college and career readiness.

District Core Values

Academic: Grow, Succeed, Excel

Respect: Admire, Affirm, Appreciate

Accountability: Assess, Analyze, Act

Integrity: Compassion, Sincerity, Honesty

Agility: Adapt, Evolve, Persevere

Collaboration: Communication, Connection, Community

Imagination: Dream, Explore, Create



Priorities

Student Success

The Beverly Hills Unified School District will provide students a rigorous, holistic education in preparation for college and career.

Budget and Facilities

The Beverly Hills Unified School District will keep monetary reserves at the Board approved level and operate within a balanced budget. The District will effectively maintain, renovate as needed, and strategically expand facilities, operations, and support processes in order to provide safe, orderly, and purposeful environments for students and staff.

Community Relations

The Beverly Hills Unified School District will create meaningful community engagement opportunities for BHUSD staff, students, and parents and develop sound relationships with the vast community, including media, business, colleges/universities, and other.



Local Control and Accountability Plan (LCAP) Priorities

For school Districts, pursuant to Education Code section 52060, the LCAP must describe, for the school District and each school within the District, goals and specific actions to achieve those goals for all pupils and each subgroup of pupils identified in Education Code section 52052, including pupils with disabilities, for each of the state priorities and any locally identified priorities. So it was imperative that the LCAP goals and the Strategic Plan Goals will be a seamless opportunity to ensure that all students in the District are successful learners and graduates. Therefore, the Goals, Objectives and Action Plans in this document reflect the requirements and priorities of the LCAP and the Local Control Funding Formula (LCFF).



Strategic Planning Process

The Facilitator had several phone call conversations that began in December 2019 with members of the Administrative Cabinet in preparation for designing a unique Strategic Planning Process that would fit the Beverly Hills Unified School District culture. In February 2020, the Administrative Cabinet reviewed several options presented to continue to move forward with Strategic Planning that began the previous year with the reorganization and modernization of the school sites. The following process was selected:

1. Individual Focus Group Meetings were scheduled for the following groups to take place at the end of February.
 - District Team
 - Assistant Principals
 - Certificated Staff Members
 - Classified Staff Members
 - PTA and School Leadership Members
 - Parents of English Learners
 - Parents of Students in Special Education
 - ASB students at the Middle and High School
 - Board of Education Members (Each member met separately with the Facilitator)

The purpose of Strategic Planning was explained to all groups and then a SWOT (Strengths, Weaknesses, Opportunities and Threats) was performed with each group. Also, each group had



the opportunity to review the Mission/Vision Statement and provide input into how it was being carried out throughout the District. All responses were charted and all groups were able to see the previous group's responses. The final group to give input was the Board of Education Members in one on one conferences with the Facilitator.

2. Following the Focus Group Meetings, the District Team reviewed all of the data collected as well as the data and information from the following reports:

- 2018 New Generation Curriculum Audit
- 2018 New Generation Technology Audit
- Local Control and Accountability Plans (LCAP) Requirements
- Local Control Funding Formula (LCFF)
- 2018 Western Association of Schools and Colleges (WASC) Self Study
- 2019 Western Association of Schools and Colleges (WASC) Report
- 2019 California Assessment of Student Performance and Progress Test Data (CAASPP)
- 2018 Special Education Review by Fiscal Crisis and Management Assistance Team (FCMAT)
- Draft Governance Handbook
- 2019/2020 Student Population Forecast by Residence
 - School Year 2019/2020 Report
 - 2020/21-2026-27 Forecast
- College/Career Indicator – CA.gov
- Beverly Hills Unified School District Dashboard – CA.gov
- Strength/Weakness/Opportunity/Threats (SWOT) Results
- Competitor Profile



3. The District Team was divided into small groups to review the data and develop possible 3 year Goals that reflected the data from the above reports. Each group presented to the District Team and received input and then affirmation on selected Goals. Once all of the Goals were accepted by the District Team, small groups worked together over a two week period to develop specific Objectives and Action Plans.
4. The Objectives and Action Plans were then presented to the District Team for review with additions and omissions occurring. The small groups then finalized the Action Plans with the District Team input and placed them in Google Docs for all to review.
5. Once the Action Plans were finalized, a financial analysis was completed and costs were attached to each Action Plan.
6. The Strategic Plan was presented to the Board of Education for input at the July 24, 2020 Study Session and approved for implementation at the July 28, 2020 Board of Education Meeting.



Focus Groups

District Team

Dr. Michael Bregy	Superintendent
Dustin Seemann	Assistant Superintendent, Educational Services
Laura Chism	Assistant Superintendent, Student Services
Wade Roach	Assistant Superintendent, Business Services
Dr. Matt Horvath	Assistant Superintendent, Personnel Services
David Damico	Executive Director, Technology Services
Rebecca Starkins	Director of Public Relations
Scott Lovelace	Director of Safety
Tim Ellis	Director of Athletics and JPA Coordinator
Craig Bugbee	Horace Mann Elementary School Principal
Sarah Kaber	Hawthorne Elementary School Principal
Kevin Allen	Beverly Vista Middle School Principal
Mark Mead	Beverly Hills High School Principal
Rachelle Marcus	Board of Education Member
Merle Bauer	Community Member and Former BHUSD Teacher



Site Co-Administrators

Samantha Jung	Horace Mann Elementary School Assistant Principal
Chris Regan	Horace Mann Elementary School Assistant Principal
Kevin Painter	Hawthorne Elementary School Assistant Principal
Josh Stern	Beverly Vista Middle School Assistant Principal
Jeanne McCrea	Beverly Vista Middle School Assistant Principal
Rich Waters	Beverly Vista Middle School Assistant Principal
Kim Decatrel	Beverly Hills High School Assistant Principal
Dr. Jill Hunt	Beverly Hills High School Assistant Principal
Drew Stewart	Beverly Hills High School Assistant Principal

Teachers

Ellen Poltorak	Hawthorne Elementary	1st grade
Barbara Nealis	Beverly Hills High School	English
Loren Newman	District Office	ILC Coordinator
Ethan Smith	Beverly Vista Middle School	
	Beverly Hills Educators Association	President
David Siskin	Beverly Vista Middle School	Social Studies
Michelle Stratford	Horace Mann Elementary	5th grade
Rebecca Castrapel	Horace Mann Elementary	Kindergarten
Joanna Smith	Hawthorne Elementary	4th grade
Lisa Dickens	Beverly Hills High School	Science
Marla Weiss	Beverly Hills High School	Science
Katina Vallens	Beverly Vista Middle School	Visual and Performing Arts



Sue Yovetich	Beverly Hills High School	Science
Jamie Marrs	Beverly Hills High School	English
April Goldsobel	Beverly Vista Middle School	Social Studies
Gretchen Gabreski	Beverly Vista Middle School	i4Coach
Annette Goldstein	Horace Mann Elementary	Kindergarten
Mary White	Horace Mann Elementary	Physical Education
Alisa Bozin	Hawthorne Elementary	Maker Space
Janine Erickson	Hawthorne Elementary	3rd grade
Casey Rowley	Beverly Hills High School	College Counselor
Kristen Hartley	Beverly Vista Middle School	School Counselor
Laurie Virtusio	Hawthorne Elementary	EL Teacher
Kate Warren	Beverly Vista Middle School	Special Education Teacher

Classified Personnel

Carol Courneya	President	Instructional Aide
Melahat Yomtoubian	Beverly Hills High School	Instructional Aide
Kris Garfield	Beverly Hills High School	Instructional Aide
Claudia Ordonez	Beverly Vista Middle School	Instructional Aide
Lesia Woods	Beverly Hills High School	Textbook Coordinator
Christie Shaffer	District Office	Technology
Andre Law	Beverly Hills High School	Administrative Assistant



PTA/PTSA

Rose Kaiserman	PTA Council
Lorraine Eastman	PTA Council
Celina Serrano	Horace Mann Elementary PTA
Farrah Dodes	Horace Mann Elementary PTA / BHEF
Jeannine Ramer	Beverly Hills High School PTSA
Melissa Stein	Beverly Hills High School PTSA
Kristina Wiener	Beverly Vista Middle School PTA
Nathan Kruger	Beverly Vista Middle School PTA
Robin Strug	Hawthorne Elementary School PTA
Rusti Banagas	Hawthorne Elementary School PTA

Community Members

Julie Steinberg	Beverly Hills Athletic Alumni Association
Krissy Austin	Beverly Hills Education Foundation
Nancy Hunt-Coffey	Beverly Hills City
Jen Fentin	Alumni
Colleen Knerr	Finance Committee
Rich Baron	Citizen's Bond Oversight Committee
Laurie Lande	Parent
Lee Egerman	Parent
Cathy Baker	Community Member
Cindy Dubin	Career Technical Education/ Parent
Allana Friedman	Community/ Parent
Jen Pederson	Community/ Parent



Parents of Students in Special Education

Kelli Schatz	Beverly Vista Middle School
Martha Cramer	Beverly Vista Middle School
Rose Huber	Beverly Vista Middle School
Tannaz Odenthal	Horace Mann Elementary School, Beverly Vista Middle School
Mark Mandell	Beverly Vista Middle School
Kelly Hinden	Horace Mann Elementary School, Beverly Vista Middle School
Carrie Ucer	Hawthorne Elementary School
Masha Lisitsa	Hawthorne Elementary School
Doreece Artal	Beverly Vista Middle School, Beverly Hills High School
Paulette Storm	Horace Mann Elementary School, Beverly Hills High School

Parents of English Language Learner Students

Yukari Inano	Hawthorne Elementary School
Deborah Wrobel	Beverly Hills High School
Kristina Mamontov	Beverly Hills High School
Nayer Khani	Beverly Hills High School
Sanaz Etehadiyeh	Horace Mann Elementary School
Ornit Maizel	Horace Mann Elementary School
Micah Hirschman	Horace Mann Elementary School
Tatyana Vinitzky	Horace Mann Elementary School
Lital Doron	Beverly Vista Middle School
Delphine Jore	Hawthorne Elementary School
Mai Nakaoka	Hawthorne Elementary School



Michelle Soyol	Beverly Vista Middle School
Liu Wuge	Beverly Vista Middle School
Ohad Levi	Beverly Vista Middle School
ElliotYang	Beverly Vista Middle School
Chuhan Wen	Beverly Vista Middle School
Kate Yi	Beverly Vista Middle School

Parents of Title I Students

Rick & Lori Porso	Hawthorne Elementary
Mansour & Sogol Jafari	Hawthorne Elementary
Babak & Tiffany Nassir	Hawthorne Elementary
Elizabeth & Sean Ebrahimian	Hawthorne Elementary
Jessica & Seth Gusow	Hawthorne Elementary
Amanda Hill	Hawthorne Elementary
Karmen Naim	Beverly Vista Middle School



Associate Student Body Officers

Mandy Kohanim	Beverly Vista Middle School	8 th grade
Leila Abrishami	Beverly Vista Middle School	8th grade
Sophia Manavi	Beverly Vista Middle School	8th grade
Sasha Kush	Beverly Vista Middle School	6 th Grade
Cay Travish	Beverly Vista Middle School	6 th Grade
Kevin Manavi	Beverly Hills High School	10 th Grade
Brigette Meshkani	Beverly Hills High School	11 th Grade
Thomas Recupero of Education Member	Beverly Hills High School	12 th Grade and Student Board

Board of Education

Isabel Hacker	President
Rachelle Marcus	Vice President
Tristen Walker-Shuman	Member
Mel Spitz	Member
Noah Margo	Member



Overview: Three Year Goals and Objectives

(Action Plans are developed one year at a time)

Student Growth

★ **Overall Three Year Goal - 2020-2023:** All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in **Mathematics** as evidenced by pre and post tests, CAASPP and SAT data.

2021-2022 Objective: All students will achieve at least one year's growth in one year's instruction in **English Language Arts and Social Studies** as evidenced by pre and post tests, CAASPP and SAT data.

2022-2023 Objective: All students will achieve at least one year's growth in one year's instruction in **Science** as evidenced by pre and post tests, CAASPP and SAT data.

Professional Learning

★ **Overall Three Year Goal - 2020-2023:** BHUSD will create a culture of professional learning based on student performance data, high-leverage instructional strategies and practices, and classroom implementation in all grades.

2020-2021 Objective: Each school will conduct intensive data analysis in order to identify high-leverage instructional strategies/practices that will drive PD.



2021-2023 Objective: All school administrators will receive training on the delivery of instructional leadership and effective PLC development. Additionally, teachers will be trained on the development of effective PLC time to celebrate areas of strength and identify areas of student growth based on student data and academic outcomes.

Diversity, Equity & Inclusion

★ **Overall Three Year Goal - 2020-2023:** Support a positive district and school climate promoting diversity, equity and inclusion.

2020-2023 Objective: Foster a learning culture of high academic standards and collaborative relationships that values diversity, equity and inclusion.

Leadership

★ **Overall Three Year Goal - 2020-2023:** Meaningfully engage all staff and community stakeholders to support the work of the District.

2020-2021 Objective: Obtain feedback using a 360 degree approach to learn the opinions, ideas, and level of satisfaction from employees, students, parents and greater community.

2021-2022 Objective: Improve stakeholder satisfaction in collaborative decision-making opportunities.

2022-2023 Objective: Continue to obtain feedback using a 360 degree approach to continually improve the opinions, ideas, and level of satisfaction from employees, students, parents and greater community.



District Culture

★ **Overall Three Year Goal - 2020-2023:** Create a positive District culture which promotes active learning, empathetic interactions, and maximizes community engagement.

2020-2021 Objective: Implement systems, norms, training, and support for all stakeholders.

2021-2022 Objective: Implement a new bell schedule that builds in daily dedicated time to address the needs of the developing district culture.

2022-2023 Objective: BHUSD will work collaboratively with stakeholders to continue to evolve our positive culture and create a more engaged immediate and extended community.

Maintenance and Operations

★ **Overall Three Year Goal - 2020-2023:** Provide safe, compliant and quality school facilities to support the District's Mission and Vision Statement.

2020-2021 Objective: Implement year one of the Five Year Deferred Maintenance Plan and Develop a Preventive Maintenance Plan.

2021-2023 Objective: Aggressively implement years two and three of the Five Year Deferred Maintenance Plan. With a focus on best practices and prevention of employee and student injuries, work with Keenan on comprehensive training and professional development for maintenance and custodial staff.



Construction and Facilities

★ **Overall Three Year Goal - 2020-2023:** Plan, construct and modernize historical school sites in a manner that achieves BHUSD's Mission and Vision Statements and provides school buildings in accordance with the educational specifications of the District.

2020-2021 Objective: Continue fiscally responsible implementation of the District's Facilities Master Plan, with an aggressive building schedule.

2021-2022 Objective: Continue fiscally responsible implementation of the District's Facilities MasterPlan, including planning the openings of buildings B1 and B2 at Beverly Hills High School.

2022-2023 Objective: Continue fiscally responsible implementation of the District's Facilities Master Plan, including the reopening of El Rodeo Elementary School.

Technology

★ **Overall Three Year Goal - 2020-2023:** Implement a systems approach to technology practices with a focus on stakeholder support, fiscal planning and project roadmaps.

2020-2021 Objective: Implement an iterative framework for district technology aligned to BHUSD operational and instructional goals and objectives

2021-2023 Objective: Build capacity for interdepartmental cooperation and operational excellence inclusive of monitoring cloud administration of building and security operations systems such as security cameras, HVAC systems, fire alarms and VOIP telephony.



Specific Year One: 2020-2021 Action Plans

The Action Plans that follow are the beginning of a process of implementation that includes more in depth detail in the Local Control and Accountability Plan (LCAP), which is the District plan for increased student achievement that is approved by the California Department of Education and the School Plans for Student Achievement (SPSA), which each school develops. Action Plans are meant to be flexible and must have the ability to be amended throughout the year as new information becomes available.

The Strategic Plan, the Local Control and Accountability Plan (LCAP) and the School Plans for Student Achievement (SPSA) are meant to be in alignment and support the same outcomes for students.





Student Growth: Mathematics- All Students

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: All Students will achieve grade-level standards for Mathematics.					
Funding: \$18,000 Ed Services General Fund Budget					
Responsible Individual: Dustin Seemann					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Students will show they have a clear understanding of the stated learning targets for Mathematics	Ed Services Site Principals	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	BHUSD copy of Standards written in Student Friendly Language (See PD Objective)	Targets will be posted in every classroom for every Mathematics lesson as evidenced by principal data Students are able to identify the learning target and retell the learning target at the beginning and the end of lesson as evidenced by principal data	June 2021
2. Students will have a common understanding of academic language in Mathematics	Ed Services Site Principals Department Chairs	Assistant Superintendent of Ed Services Principals	List of grade level appropriate academic language for each grade level (See PD Objective)	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021



		MS/HS Department Chairs Classroom Teachers Students	determined by a District committee		
3. Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Classroom Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
4. Students will correctly use a variety of tools for Mathematical problem solving	Ed Services Site Principals Department Chairs Classroom Teachers	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work	June 2021



Student Growth: Mathematics - Special Education & 504 Plan

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: Students who receive Special Education services or those with 504 Plans will have consistent Instruction to support Mathematics growth.					
Funding: \$18,450 - Student Services and Special Education Current Budgets					
Responsible Individual: Laura Chism					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Students will show they have a clear understanding of the stated learning targets for Mathematics according to their IEP goals or 504 Plans	Ed Services Student Services Site Principals	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	Copy of students' IEPs or 504 Plans Teacher training in how to use Learning Targets BHUSD copy of Standards written in Student Friendly Language (See PD Objective)	Students will meet their IEP goals or 504 Plans Targets will be posted in every classroom for every Mathematics lesson as evidenced by principal data Students are able to identify the learning target and retell the learning target at the beginning and the end of lesson as evidenced by principal data	June 2021
2. Students will have a common understanding of	Ed Services Site Principals	Assistant Superintendent of Ed Services	List of grade level appropriate academic	Increase in the number of students meeting or exceeding standards as	June 2021



academic language in Mathematics as appropriate to their IEP goals or 504 Plans	Department Chairs	Principals MS/HS Department Chairs Classroom Teachers Students	language for each grade level (See PD Objective)	measured by IABS, PSAT, SAT, benchmark assessments and CAASPP Students can show an understanding of and appropriate use of academic language in Mathematics according to their IEP goals or 504 plans	
3. Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Classroom Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
4. Students will be engaged in problem based learning according to their IEP goals in Mathematics	Site Principals Department Chairs Classroom Special Education Teachers Teachers	Principals MS/HS Department Chairs Classroom Teachers Special Education Teachers Paraprofessionals Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
5. Students will correctly use a variety of tools for Mathematical problem solving as defined in their IEP goals or 504 Plans	Ed Services Site Principals Department Chairs Classroom Teachers Special Education Teachers	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work as defined by their IEPs or 504 Plans	June 2021



Student Growth: Mathematics - English Language Learners

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: Students identified as English Language Learners will have consistent, designated English Language Instruction to support growth toward Mathematics standards.					
Funding: \$20,000 - Ed Services, Title I, and General Fund Budgets					
Responsible Individual: Dustin Seemann					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Conduct an audit to verify all ELL students	Educational Services	Assistant Supt of Ed Services EL Teachers	Time to review student records	All ELL students will be properly identified and marked in Aeries	September 2020
2. Monitor all RFEP for yearly achievement in Mathematics	Educational Services School Sites	Assistant Principals EL Teachers	STAR360 Assessments	All RFEP students remain on or above grade level as evidenced by STAR360 scores	June 2020
3. Provide each EL Student with an English Learning Plan that includes a need for pull out instruction, in class instruction or intervention in Mathematics	Educational Services School Sites	Assistant Principals ELL Teachers Class Teachers	Time to review individual assessment data and classroom participation	100% of ELL students will have a plan developed for designated English Language Instruction	October 2020
4. Classroom Teachers and English Language Learner teachers will collaborate weekly on	School Sites	Assistant Principals Class Teacher ELL Teacher	Time to collaborate weekly	EL Teachers will update the student's Educational Plans based on collaboration with	Ongoing weekly through June 2021



student needs in Mathematics				classroom teachers as needed	
5. Students will show they have a clear understanding of the stated learning targets for Mathematics in language they can understand	Ed Services Site Principals	Assistant Supt of Ed Services Principals MS/HS Department Chairs Teachers Students	BHUSD copy of Standards written in Student Friendly Language (See PD Objective)	Targets will be posted in each classroom for every Mathematics lesson as evidenced by principal data Students are able to identify the learning target and retell it at the beginning and the end of lesson as evidenced by principal data	June 2021
6. Students will have a common understanding of academic language in Mathematics as appropriate for their EL level	Ed Services Site Principals Department Chairs EL Teachers	Assistant Supt of Ed Services Principals MS/HS Department Chairs Teachers Students	List of grade level appropriate academic language for each grade level (See PD Objective) determined by a District committee	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
7. Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
8. Students will correctly use a variety of tools for Mathematical problem solving	Ed Services Site Principals Department Chairs Classroom Teachers	Assistant Supt of Ed Services Principals MS/HS Department Chairs Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work	June 2021



Student Growth: Mathematics - Title I Students

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: Students identified as Title 1 will have consistent, designated Instruction to support to achieve grade-level standards in Mathematics.					
Funding: \$20,000 - Ed Services, Title I, and General Fund Budgets					
Responsible Individual: Dustin Seemann					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Conduct an audit to verify and identify all Title 1 students in Mathematics	Educational Services School Sites	Assistant Superintendent of Ed Services Site Principals Title 1 Teachers School Secretaries	Time to review student records, protocol for identification, time to meet with classroom teachers Letters to parents	All students will be properly identified in Aeries and parents notified of qualifications	September 2020
2. Monitor students identified as Title 1 for achievement in Mathematics every 6-8 weeks	Educational Services School Sites	School Principals Class Teachers	STAR360 Assessments	All Title 1 students remain on or above grade level as evidenced by STAR360 data Scheduled teacher-principal meetings to assess student progress	Quarterly Review
3. Students will show they have a clear understanding of the	Ed Services Site Principals	Assistant Superintendent of Ed Services	BHUSD copy of Standards written in Student Friendly	Targets will be posted in every classroom for every	June 2021



stated learning targets for Mathematics		Principals MS/HS Department Chairs Classroom Teachers Students	Language (See PD Objective)	Mathematics lesson as evidenced by principal data Students are able to identify the learning target and retell the learning target at the beginning and the end of lesson as evidenced by principal data	
4. Students will have a common understanding of academic language in Mathematics	Ed Services Site Principals Department Chairs	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Title I Teachers Students	List of grade level appropriate academic language for each grade level(See PD Objective) determined by a District committee	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
5. Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Classroom Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
6. Students will correctly use a variety of tools for Mathematical problem solving	Ed Services Site Principals Department Chairs Classroom Teachers	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work	June 2021



Student Growth: Mathematics - Intervention Students

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: Students identified as needing Intervention will have consistent, designated instruction and support to achieve grade-level standards in Mathematics.					
Funding: \$20,000 - Ed Services, Title I, and General Fund Budgets					
Responsible Individual: Dustin Seemann					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Conduct an audit to verify and identify all Intervention students in Mathematics	Educational Services School Sites	Assistant Supt of Ed Services Site Principals Learning Lab Teachers School Secretaries	Time to review student records, protocol for identification, time to meet with classroom teachers Letters to parents	All students will be properly identified in Aeries and parents notified of qualifications	September 2020
2. Monitor students identified as Intervention for achievement in Mathematics every 6-8 weeks	Educational Services School Sites	School Principals Class Teachers	STAR360 Assessments	All Intervention students remain on or above grade level as evidenced by STAR360 data Scheduled teacher-principal meetings to assess student progress	Quarterly Review
3. Students will show they have a clear	Ed Services Site Principals	Assistant Supt of Ed Services	BHUSD copy of	Targets will be posted in every classroom for every	June 2021



understanding of the stated learning targets for Mathematics		Principals MS/HS Department Chairs Teachers Students	Standards written in Student Friendly Language (See PD Objective)	Mathematics lesson as evidenced by principal data Students are able to identify the learning target and retell the learning target at the beginning and the end of lesson as evidenced by principal data	
4. Students will have a common understanding of academic language in Mathematics	Ed Services Site Principals Department Chairs	Assistant Supt of Ed Services Principals MS/HS Department Chairs Teachers Learning Lab Teachers Students	List of grade level appropriate academic language for each grade level (See PD Objective) determined by a District committee	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
5. Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
6. Students will correctly use a variety of tools for Mathematical problem solving	Ed Services Site Principals Department Chairs Teachers	Assistant Supt of Ed Services Principals MS/HS Department Chairs Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work	June 2021



Student Growth: Mathematics - Foster Students

Overall Three Year Goal - 2020-2023: All students will have consistent growth in all academic areas.

2020-2021 Objective: All students will achieve at least one year's growth in one year's instruction in Mathematics as evidenced by pre and post tests, CAASPP and SAT data.					
2020-2021 Action Plan: Foster Students will have consistent, designated instruction and support to achieve grade-level standards in Mathematics.					
Funding: \$20,000 - Ed Services, Title I, and General Fund Budgets					
Responsible Individual: Dustin Seemann (Laura Chism- Identification of Foster Youth)					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Conduct an audit to identify all foster students	Student Services School Sites	Assistant Supt of Student Services Site Principals School Secretaries	Time to review student records Time to meet with classroom teachers	All students will be properly identified and marked in Aeries All teachers assigned foster students will have knowledge of legal requirements	September 2020
2. Foster students are assessed for academic needs in Mathematics	School Sites	Classroom Teachers	Assessment tools and District benchmarks Access to previous records	Students receive the proper placement into programs and classes as needed	August 2020
3. Foster students will show they have a clear understanding of the stated learning targets for Mathematics	Ed Services Site Principals	Assistant Supt of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	BHUSD copy of Standards written in Student Friendly Language (See PD Objective)	Targets will be posted in every classroom for every Mathematics lesson as evidenced by principal data	June 2021



				Students are able to identify the learning target and retell the learning target at the beginning and the end of lesson as evidenced by principal data	
4. Foster Students will have a common understanding of academic language in Mathematics	Ed Services Site Principals Department Chairs	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	List of grade level appropriate academic language for each grade level(See PD Objective) determined by a District committee	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
5. Foster Students will be engaged in problem based learning in Mathematics	Site Principals Department Chairs Classroom Teachers	Principals MS/HS Department Chairs Classroom Teachers Students	Grade Level Appropriate instruction in problem-based learning	Increase in the number of students meeting or exceeding standards as measured by IABS, PSAT, SAT, benchmark assessments and CAASPP	June 2021
6. Foster Students will correctly use a variety of tools for Mathematical problem solving	Ed Services Site Principals Department Chairs Classroom Teachers	Assistant Superintendent of Ed Services Principals MS/HS Department Chairs Classroom Teachers Students	Grade level appropriate tools	Students demonstrate the appropriate use of Mathematical tools to solve problems as evidenced by student work	June 2021



Professional Learning

Overall Three Year Goal - 2020-2023: BHUSD will create a culture of professional learning based on student performance data, high-leverage instructional strategies and practices, and classroom implementation in all grades.

2020-2021 Objective: Each school will conduct intensive data analysis in order to identify high-leverage instructional strategies/practices that will drive PD.					
2020-2021 Action Plan: Teachers and Administrators will be given tools and support in order to organize and lead professional development.					
Funding: \$25,000 Federal Title II Funds					
Responsible Individual: Dustin Seemann					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Teachers align rigor of instruction to grade level content standards utilizing DOK continuum (1-4) as the measure of rigor and assessment	Ed services Grade level teams Site administration	District and Site Administrative teams Department chairs Leadership teams Grade level PLCs	Title II Funds for PD PLC support Coaching Collaboration	Learning targets with explicit DOK levels Evidence of DOK continuum in academic language in student writing and projects	July 2021
2. Teachers create and use common assessments that include timely, specific, and relevant feedback to students	Ed services Grade level teams Site administrator Technology	District & Site administrative teams Department chairs Leadership teams Grade level PLCs i4 coaches	Title II Funds for PD Collaboration	Common assessments, (i.e. IAB, ICA), rubrics, and quality and timely feedback	July 2021



			PLC support, coaching Formative and Summative assessments	PLC calibration meetings and documents PD artifacts: charts, progress notes, data discussion notes, training materials	
3. Teachers analyze performance data to guide practice and drive instruction	Grade level teams Site administration	District & Site administrative teams Department chairs Leadership teams Grade level PLCs	Title II Funds for PD Collaboration PLC support Coaching	Formative and Summative Assessments Schoolwide assessment data (grade level and subject)	July 2021
4. Teachers utilize learning targets in student friendly language based on priority standards for each claim	Ed services Grade level teams Site administration	District & Site administrative teams Department chairs Leadership teams Grade level PLCs	Title II Funds for PD Collaboration PLC support Coaching	Administrator feedback and professional learning on development of effective learning targets	July 2021
5. Teachers utilize TOMS to analyze Targets/Claims and calibrate instructional rigor and alignment of instruction to standards	Ed services Grade level teams Site administration	District & Site administrative teams Department chairs Leadership teams Grade level PLCs	Title II Funds for PD Collaboration PLC support Coaching	Teacher and curriculum pacing guides aligned to standards, targets and claims	July 2021



Diversity, Equity and Inclusion

Overall Three Year Goal - 2020-2023: Support a positive District and school climate promoting diversity, equity and inclusion.

2020-2023 Objective: Foster a learning culture of high academic standards and collaborative relationships that values diversity, equity and inclusion.					
2020-2021 Action Plan: Promote cultural responsiveness, expanded academic pathways, equitable access for historically underserved groups.					
Funding: Current Student Services and Human Resources Budgets plus an additional \$20,000 for audit.					
Responsible Individual: Laura Chism					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Promote diversity and actively create a community of inclusion for all students, families and staff	Instruction Technology Athletics Human Resources Student Services Communications School Safety	School administrative teams and counselors Parent groups Student Services Norman Center	Funds for professional learning Funds for communications campaign	Incorporate a diversity and awareness training program within BHUSD for the entire staff Review results of stakeholder climate survey	Ongoing
2. Advance equity, inclusion and diversity for students, faculty, and staff that will provide an environment in which all can thrive academically and professionally	Instruction Technology Athletics Human Resources Student Services Communications	School Administrative Teams Department Chairs Teachers Students	Funds for professional learning Funds for communications campaign	Review course offerings, master schedule course requests Establish equity focused student and staff surveys Twice yearly student focus groups	Ongoing



	School Safety			Create options for students to share experiences and concerns	
3. Create systems across all departments and schools that intentionally ensure everyone is respected and feels that they are part of an inclusive organization	Instruction Technology Athletics Human Resources Student Services Communications School Safety	Each and every department including department chairs will work with leadership	Revised board policies Review and update HR practices Utilize the uniform complaint process Review student referral and discipline practices	Reinforce and encourage use of the student/parent complaint process for resolution of concerns Twice yearly student focus groups Create options for students to share experiences and concerns Review uniform complaint logs to determine an increase or decrease in the number of complaints CALPADS and CAASSP dashboard data	Ongoing
4. Create and sustain a healthy campus climate by providing the conditions necessary for all campus community members to feel welcomed, supported, included, and valued by the school and each other	Instruction Technology Athletics Human Resources Student Services Communications School Safety	PBIS School Committee Teachers	PBIS Strategies MTSS	Create time during all school schedules for social and emotional learning, diversity, equity, and inclusion	Ongoing
5. Hire a consultant to assess current District Inclusion and Diversity practices and help develop measurable goals	Student Services	Laura Chism Matt Horvath Dustin Seemann	Financial - \$20,000 for audit	Completed Audit	May 2021



Leadership

Overall Three Year Goal - 2020-2023: Meaningfully engage all staff and community stakeholders to support the work of the District.

2020-2021 Objective: Obtain feedback using a 360 degree approach to learn the opinions, ideas, and level of satisfaction from employees, students, parents and greater community.					
2020-2021 Action Plan: Develop and implement systems to monitor key performance measures ensuring accountability and shared decision making throughout the District.					
Funding: \$20,000 - Current Superintendent's Budget					
Responsible Individual: Michael Bregy					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Distribute a survey to identify strengths and areas of improvement	District Office School Sites	Professional survey writing organization	Stakeholder appropriate surveys Time to review data System in place to monitor data	Evaluate and analyze the data with individual departments	Annually
2. Identify a collaborative decision making model as a routine tool used in meetings	District Office	District Office School Principals School Staff	Time to find a model that works in our field Research supported model	Leadership Team Approval (Retreat)	Select collaborative decision making model by October, 2020 and review annually



<p>3. Identify a collaborative decision making model as a routine tool used in meetings and throughout the community</p>	<p>School Sites</p>	<p>District Office School Principals School Staff PTA BHEF Leadership Team Site Councils ASB</p>	<p>Time to find a model that works in our field</p> <p>Research supported model</p>	<p>Leadership Team Approval (Retreat)</p>	<p>Select collaborative decision making model by October, 2020 and review annually</p>
<p>4. Create and adopt a District Wide, budget itemized, Professional Development Calendar aligned with the Strategic Plan goals to schedule all PD including conferences that can serve to demonstrate coordination, transparency, progress and achievement in this area</p>	<p>District Office</p>	<p>District Office School Principals School Staff</p>	<p>System in place to ensure the calendar is used by all staff</p> <p>Time to encourage adoption of this process</p>	<p>Leadership Team meetings and coordination with Personnel Services</p>	<p>Due to COVID-19 conference attendance is reduced - January 2021</p>



District Culture: Ethics, Social Emotional Learning & Wellness

Overall Three Year Goal - 2020-2023: Create a positive District culture which promotes active learning, empathetic interactions, and maximizes community engagement.

2020-2021 Objective: Implement systems, norms, training, and support for all stakeholders.					
2020-2021 Action Plan: BHUSD will shift from an independent framework of operating to a collaborative model with students focusing on Ethics, Social Emotional Learning and Wellness.					
Funding: Local and General Fund Support					
Responsible Individual: Laura Chism					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Build in time to address ethics, empathy, and emotional health through collaboration and communication	Educational Services Student Services Site Principals Teachers Counselors	ASB, SEC, student board member	Committed time. SEC and a secondary, consistent after-school time Create a daily schedule with dedicated homeroom/advisory period	Create three strategies to incorporate implementation into the bell schedule	January 29, 2021
2. Reduce suspensions	PBIS site teams. Work with students/parents to design alternative	Service Learning, PBIS, ASB, SEC, student board member,	Time and substitutes provided to allow PBIS Site Teams to meet	CalPads suspension data Stipends/hourly for teacher support	September 25, 2020 for alternate discipline models



	<p>discipline to suspensions</p> <p>Administration - speak with every student (starting with freshmen) at the beginning of the year</p>	<p>volunteer student leaders</p> <p>Service Learning, ASB, SEC, student board member, volunteer student leaders</p>	<p>Student Learning leaders work with teachers to design lessons emphasizing this goal</p>	<p>Assembly/classroom visit data from Google Calendar</p> <p>Calpads Suspension Data</p>	<p>May 28 for CalPads suspension data</p> <p>September 25, 2020 for classroom visits</p> <p>May 28 for CalPads suspension data</p>
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District Culture: Engagement, Collaboration & Clarity

Overall Three Year Goal - 2020-2023: We will create a positive District culture which promotes active learning, empathetic interactions, and maximizes community engagement.

2020-2021 Objective: Implement systems, norms, training, and support for all stakeholders.					
2020-2021 Action Plan: BHUSD will shift from an independent framework of operating to a collaborative model with Staff and the Community focusing on Engagement, Collaboration and Clarity .					
Funding: Current Personnel Budget and Local and General Fund Support					
Responsible Individual: Matt Horvath					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Focus on empathy and customer service training	Personnel Services Business Services	Assistant Superintendent, Personnel Services Assistant Superintendent for Business Services School Principals Site Office Staff Teachers District Office Staff PTSA	Identify appropriate resources for training staff Funding for training	Establish District-Wide expectations for staff's interaction with the public Evaluation, feedback and coaching through the process	Ongoing



<p>2. Hire a community engagement facilitator for customer service</p> <p>There are multiple positions that performed these functions however, they have since moved on and their positions are vacant</p>	<p>Cabinet</p>	<p>Superintendent Cabinet BOE</p>	<p>Funding for a new position</p> <p>Job description and examples</p>	<p>Verification that the position has been filled</p>	<p>August 2021</p>
<p>3. Review and update job classifications and descriptions Address the culture of it's not my job and frequent requests reclassification. Clarify roles and responsibilities and address and attempt to resolve the concern</p>	<p>Human Resources Cabinet Site Administrators Unions</p>	<p>Human Resources Cabinet Site Administrators Unions</p>	<p>Funding for an outside consultant to staff to revise and develop job descriptions and classifications</p>	<p>Quarterly updates reported to cabinet, reviewing consultants, hire consultant, receive and communicate their findings</p>	<p>August 2021</p>



District Culture: Parent Communication

Overall Three Year Goal - 2020-2023: We will create a positive District culture which promotes active learning, empathetic interactions, and maximizes community engagement.

2020-2021 Objective: Implement systems, norms, training, and support for all stakeholders.					
2020-2021 Action Plan: BHUSD will shift from an independent framework of operating to a collaborative model with a focus on Parent Communication .					
Funding: N/A					
Responsible Individual: Rebecca Starkins					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
Create an organizational chart for parents to follow, that inspires respectful interaction with faculty and staff	Board of Education District Office School Sites PTSA	All Communications Office Managers Site Administration Site PTA Presidents	Board reports and resolutions Stakeholder input on proper and accepted behavior BOE, District, Site and Staff support PTA, PTSA monthly meetings	Monthly feedback from BOE Principal Reports - assess if the chart was followed Communications Director input Site input on progress quarterly Parents reports back to respective groups Policy - Board of Education	Chart finalized fall of 2020 Rollout of expectations during Spring of 2021 Full implementation Fall 2021



District Culture: Community & Stakeholder Relationships

Overall Three Year Goal - 2020-2023: We will create a positive District culture which promotes active learning, empathetic interactions, and maximizes community engagement.

2020-2021 Objective: Implement systems, norms, training, and support for all stakeholders.							
2020-2021 Action Plan: BHUSD will shift from an independent framework of operating to a collaborative model with Community and Stakeholder Relationships.							
Funding: Current Superintendent Budget, District-Wide General Fund and Local Funding							
Responsible Individual: Rebecca Starkins							
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE		
Improve and increase school spirit visually for the community to adopt and engage with by highlighting the strengths of every school (particularly BVMS) and implementing style/brand guides District-Wide	District Office	Board of Education	Time and funds to establish an online Merchandise store at every school and DO	We will start to see merch across the city being worn proudly	Monthly 2020 - 2021		
	School Sites	Cabinet			Funds to print giant banners and murals with new branding at every site and DO	There will be more positive word of mouth around the city	Full implementation Summer 2021
	Communications Department	Leadership Team	Establish partnerships to create an appreciation fund	Participation and attendance to school events, sporting games, performances and meetings will rise			
		Site Principals					
		PTA Council and Bodies	Create informational pamphlets, giant orange mustaches, school color pom poms				
		BHEF					
Alumni							
Press							



		<p>BH City Leadership Local Business Partnerships</p>	<p>and lanyards for every teacher</p> <p>Time to develop and cultivate community partnerships (eg. realtors)</p> <p>Joint events with the City of BH</p> <p>Joint partnership with Rotary</p> <p>Time to create partnerships with the Chamber of Commerce</p> <p>Forums for all parents (not only currently involved parents) to participate in school activities, not just physically</p> <p>Create parent support groups for improved partnership with educational staff and community</p>	<p>Leadership feedback from school sites</p>	
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Maintenance and Operations

Overall Three Year Goal - 2020-2023: Provide safe, compliant, and quality school facilities to support the District’s Mission and Vision Statement.

2020-2021 Objective: Implement a 5-Year Deferred Maintenance Plan and Develop a Preventative Maintenance Plan.					
2020-2021 Action Plan: Prioritize projects on the deferred maintenance plan and identify systems that require preventative maintenance.					
Funding: \$1.6M Fund 14 - Deferred Maintenance					
Responsible Individual: Wade Roach					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Prioritize projects	M & O and Facilities	Executive Director of Construction and Facilities Chief Business Official	Funding Annually \$1.2 - \$1.6M from the General Fund	Evaluate projects completed	Annually
2. Establish estimated costs	M & O, and Facilities	Executive Director of Construction and Facilities Bond Manager Vendors	Time	Evaluate whether projects are completed on time and within budget	On-going as projects are completed
3. Identify funding source	Business Office M & O and Facilities	Chief Business Official Executive Director of Construction and Facilities Bond Manager	Time and departmental collaboration	Each priority project will have a funding source within an established budget	On-going as projects are completed
4. Implement procurement process	M & O Facilities Business Office	Executive Director of Construction and Facilities	Time and departmental collaboration	Securing goods and services within the	On-going as projects are completed



		Bond Manager Director of Purchasing		Public Contract Code	
5. Present projects to the Board of Education for approval.	M & O Facilities Business Office	Executive Director of Construction and Facilities Bond Manager Director of Purchasing	Time and departmental collaboration	Projects are presented timely to the Board of Education with concise description of work to be completed and identification of a funding source.	On-going as projects are completed



Construction and Facilities

Overall Three Year Goal - 2020-2023: Plan, construct and modernize historical school sites in a manner that achieves BHUSD’s Mission and Vision statements and provides school buildings in accordance with the educational specifications of the District.

2020-2021 Objective: Continue implementing the District’s Master Plan with an aggressive building schedule.					
2020-2021 Action Plan: Establish a guaranteed maximum price for the modernization of BHHS and El Rodeo School utilizing the Lease/Leaseback (LLB) project delivery method and execute the LLB contracts; continue design work as defined in the Master Plan. Open buildings B1 and B2 later part of 2020/2021 school year. Continue construction and modernization work at El Rodeo ES planning for a 2023 re-opening.					
Funding: Measure E and Measure BH					
Responsible Individual: Wade Roach					
ACTION	DEPARTMENT	WHO’S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Continue with constructability reviews and pursue market price for work.	M & O Facilities	Bond Manager Facilities SubCommittee CAC Executive Director of Construction and Facilities Lease/leaseback contractor	Time and Bond Funds	Projects are presented to the Board of Education at market price Performance Audit	On-going as projects are presented Annually
2. Continue to work toward developing plans to be submitted to the Division of State Architect for	M & O Facilities	Bond Manager Executive Director of Construction and Facilities District Architects	Time and departmental collaboration with vendors	Progress on designs is evaluated for submission to DSA	On-going as projects are presented



remaining projects on the Master Plan		Division of State Architect Principals			
3. Open and reestablish classrooms and learning venues in BHHS buildings B1 and B2	M & O Facilities District Office BHHS Administration	Bond Manager Executive Director of Construction and Facilities Cabinet, Site Administration	Time and departmental collaboration Bond Funds for Furniture, Fixtures and Equipment	Classes and events held in B1 and B2 at BHHS	April - June 2021
4. Open the modernized El Rodeo Elementary School	M & O Facilities District Office El Rodeo Elementary Administration	Bond Manager Executive Director of Construction and Facilities Cabinet, Site Administration	Time and departmental collaboration Bond Funds for Furniture, Fixtures and Equipment	Opening of El Rodeo Elementary School grades TK-5	May - August 2023



Technology

Overall Three Year Goal - 2020-2023: Implement a systems approach to technology practices with a focus on stakeholder support, fiscal planning and project roadmaps.

2020-2021 Objective: Implement a framework for District technology aligned to BHUSD operational and instructional goals and objectives					
2021-2023 Objective: Build capacity for interdepartmental cooperation and operational excellence inclusive of monitoring cloud administration of building and security operations systems such as security cameras, HVAC systems, fire alarms and VOIP telephony.					
2020-2021 Action Plan: Review and update technology job descriptions and implement business practices for consistent service and support to schools and departments.					
Funding: See District Culture: Engagement, Collaboration & Clarity & General Fund Technology Budget					
Responsible Individual: David Damico					
ACTION	DEPARTMENT	WHO'S INVOLVED	RESOURCES NEEDED	ACCOUNTABILITY (Product)	EFFECTIVE DATE
1. Review and update current IT job descriptions to reflect modern IT operational needs and business requirements	Information Technology Human Resources	Assist. Sup HR Exec. Dir Technology OTBS consultant	Budget for reclass consultancy (Included in District comprehensive reclass)	Updated job descriptions OTBS will approve	June 2021
2. Implement business practices through department wide training as	Technology	Exec. Director Technology	Professional development funding and materials for business	Completion of business practice training for: inventory management	June 2021



<p>evidenced by documented processes and procedures, position and purchasing controls, and department wide systems training</p>			<p>practices training</p>	<p>Remote access and support</p> <p>Help desk</p> <p>Device management and deployment</p> <p>Network procedures and policies</p> <p>Department purchasing</p>	
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Monitoring and Accountability

In order to keep the Strategic Plan current it must be viewed as a process as well as a task. Critical to the success of any Strategic Plan is appointing an administrator who can lead the implementation of the Strategic Plan and monitor its success. *It is equally important to assign each Action Plan and related tasks to a group of staff members who update the Superintendent as to the progress of each Action Plan on a regular schedule.*

Strategic Planning is a thinking, talking, thinking again and then acting-on process. It is important to schedule on-going review sessions monthly, making necessary changes due to changing situations, completed action plans or State of California direction. Once these sessions have been established, it is important to complete a yearly audit of the plan. This can be accomplished by reviewing the three year Goal and one year Objectives to ensure they are still current, looking at the key indicators for each Action Plan to determine the success of the particular Action Plan, and studying the financials for each Action Plan for alignment with what was to be accomplished. This review of pertinent data will give everyone a sense of the success of the Strategic Plan.

The Strategic Plan is not just for the District personnel, however. It is critical to get the word out to the community and District partners as to its success. This means frequent updates of progress are broadcast in multiple platforms and celebrations occur for completion of the parts of the Action Plan.

Remember that the programs and services that are provided by the Action Plans are more important than the document itself, so be sure to focus on the implementation details, involve new members and broadcast results.



The District personnel and Board of Education Members will be prepared to reinvent and revise by using the following meetings and committees to review progress and needed updates or deletions:

Weekly	BiWeekly	Monthly	Quarterly	Semi-Annually
1. Cabinet Meeting	1. Leadership Team Meeting	1. Board of Education Meeting	1. PTA President/ 2. Council Meeting	1. District English Learner Advisory
2. Facilities Subcommittee		2. Instructional Leadership Team	2. Site Councils	
		3. School Staff Meetings	3. Citizen's Bond Oversight Committee	
		4. Secondary Education Council		
		5. Finance Committee		
		6. Local Control and Accountability Plan (LCAP)		
		7. Local Control Funding Formula (LCFF)		
		8. Special Education Local Plan Area (SELPA)		
		9. Beverly Hills Education Foundation		

- Board of Education Study Sessions - As needed
- Western Association of Schools and Colleges - Progress Monitoring