

*Above all, education.*

# LOMA PRIETA

JOINT UNION ELEMENTARY SCHOOL DISTRICT

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## 2007-2010 Three-Year Plan Extended through 2011

***Board of Trustees:***

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## **District Summary**

The Loma Prieta Joint Union School District is located on the summit of the Santa Cruz Mountains, between San Jose and Santa Cruz, California, about 15-20 minutes from each via Highway 17. It is a district of approximately 48 square miles nestled in a beautiful redwood forest steeped in local history.

The Loma Prieta Joint Union Elementary School District (Loma Prieta JUESD) was formed in 1949, with about 100 students. Four schools from two counties (Santa Clara and Santa Cruz) joined together; Burrell School, Summit School, Highland School and Hester Creek School. The community passed a bond in the early 1970's and in 1974 the school split forming a separate middle school named C. T. English. The community, added a large community center building that includes a gym, and several rooms which opened in 1988. In early 1989, looking to renovate and update the now aging Loma Elementary School, trenching occurred that found many fissures below the school grounds. Portables were being set up and some classrooms had actually already moved in when the Loma Prieta Earthquake hit October 17, 1989. Significant damage accelerated the move and all students were eventually in portables while a new Elementary school was built. That project was completed and celebrated on October 17<sup>th</sup>, 1994. Due to increasing deterioration and prior earthquake damage, the public passed Measure K and a new C. T. English Middle School was completed, opening on October 17<sup>th</sup> 2006.

The district now educates approximately 410 K-8 students in two distinct programs at Loma Prieta Elementary School (K-5) and C.T. English Middle School (6-8). Our district is noted for high academic achievement. On the Stanford Testing and Reporting Program (STAR), students regularly score in the top 10% of the state. On the 2006-2007 Academic Performance Index (API), C.T. English received a score of 923, and Loma Elementary received 897. These scores place us among the top in the state, Santa Clara County, and compared to similar schools.

We also value achievement beyond academics. Loma Prieta District is one of the highest-ranked health-fitness schools in Santa Clara and Santa Cruz counties, and in the state. We encourage participation in our local Theatre in the Mountains productions and advocate enrichment programs throughout our community.

Our community has a rich history of valuing and supporting public education. We live in an area that recognizes and honors the important role successful schools play in building a successful community. Loma Prieta's community members have repeatedly displayed the intensity of their commitment with passage of local bond measures and parcel taxes, ongoing support of the school support organizations' fund raising programs, and high volunteerism. Our residents are always ready to devote their time, energy, and resources for the welfare of the students and the community.

## **Development of Three-Year Plan**

Knowing that the previous plan was coming to an end, the Loma Prieta School Board and the Superintendent embarked on a process to develop a Three-Year Plan for 2007-2010. We were determined to have all of the key stakeholders involved in giving us valuable input into the direction of our school and the goals for us to strive towards as a district.

We began with surveying the students, staff and parents about all areas in the Loma Prieta District. The results were shared in an open Study Session in May 2007. We met with a facilitator from the California School Boards Association (CSBA) and identified six key focus areas: Academic Achievement, Financial Stability, Human Resources, Communications & Community Outreach, Student Services & Support, and Facilities. We continued to gather further input by holding public forums. The first public forum was with the parents and community in May 2007, and a second one with district teachers and staff in June 2007. We studied plans from other successful school districts. Again we met with an expert from CSBA and developed the specifics and details to achieve our key goal of "Above all, Education".

In October 2007, the Board adopted a plan that is designed to achieve our goals and to give strategic direction to District operations during the next three years. It is a document not only for our administration, but for every member of our staff. In light of the direction the School Board is taking to enact Shared Governance and Collective Decision Making, we can be proud that everyone involved - parents, teachers, administrators, support staff, and students - had their voices heard in the development of the plan.

As we move forward with our Three-Year Plan, we will continuously need to discuss our challenges and balance our resources with our priorities. Some of the Goals and Objectives/Actions will happen immediately, and others may take the entire three-years to implement. We will need to be mindful of our differences, face our challenges together, and be proud of our accomplishments. It truly takes a mountain to raise and educate our children.

## **Student Achievement**

***Goal: Provide a rigorous, intellectually challenging, and developmentally appropriate, standards-based instructional program for each child.***

Objectives/Actions:

- 1) Increase student proficiency on standardized testing assessments. The majority of grade levels (2<sup>nd</sup> through 8<sup>th</sup>) have achieved the district's targeted percentile of 80% proficient or above in Language Arts and Math. These grade levels will have a targeted growth of 2% per year for the next three years. Any grade level that is not at the 80% proficient or above level will have a specified plan in place to achieve the district's target for the following year.
- 2) Each year, develop an Instructional Improvement Plan identifying areas for academic enhancement. Plans shall be submitted to the School Board with recommendations for intervention and in conjunction with School Site Councils.
- 3) Develop a plan, including an assessment of rigor, to increase the percentage of students qualifying for advanced placement classes. Report yearly to the School Board, the number of students qualified for Honors English, History, Biology, and Geometry.
- 4) In alignment with the California Teaching Standards, develop a standard of excellence for each grade level that is focused on defined student achievement outcomes, delivery of instruction and professional development.
- 5) Schools will have in place identified interventions and effective research based practices to support all learners performing at basic or below proficiency levels on standardized tests.

***Goal: Develop and support a creative and dynamic learning environment that motivates, inspires and challenges students.***

Objectives/Actions:

- 1) Develop, expand and continue integration of enrichment programs such as music, visual and performing arts into the classroom.
- 2) Recognizing that each of our students is gifted and talented, ensure that all students receive instruction that supports higher level thinking skills. Infuse higher level instructional strategies throughout student curricula, staff training and development.

- 3) Implement a collaborative technological initiative that supports the appropriate integration of technology in instruction. Investigate the usage of best practices in the area of technology.

***Goal: Provide a program of Free and Appropriate Public Education (FAPE) for students with special needs.***

Objectives/Actions:

1. Provide services utilizing an inclusive model in the least restrictive environment for all students to achieve their highest potential.
2. Develop a working environment of mutual respect with parents and members of the school throughout the entire special education process.
3. Monitor and assess programs and services for students with special needs.

## **Financial Stability**

*Goal: Promote and maintain fiscal stability by optimizing the management of financial resources and district assets.*

Objectives/Actions:

- 1) Develop and approve a balanced budget that ensures that district resources are aligned with educational priorities as defined in the three-year plan.
- 2) Due to fiscal uncertainties regarding basic aid and special education expenses, the district will begin to build reserves that exceed the state minimum requirements, provided that academic excellence remains our top priority.
- 3) Address declining enrollment issues regarding the middle school. Assess financial and educational reconfiguration options that continue to focus on successful student achievement.

*Goal: Investigate and identify funding opportunities within and outside the school district.*

Objectives/Actions:

- 1) Plan and execute steps to renew the local Parcel Tax.
- 2) Investigate and identify funding opportunities through grants and foundations.
- 3) Collaborate and create strong partnerships with organizations such as Loma Prieta Education Fund, Loma Prieta Community Foundation, Kids and Company, Loma Prieta Home & School Club, and C.T. English Home & School Club. Recognize organizations for their support and funding of core and enhanced district programs.

## **Human Resources**

***Goal: Develop and promote individual and collective leadership capacity throughout the District.***

Objectives/Actions:

- 1) Develop and implement a plan of Shared Governance and Collective Decision Making throughout all levels of the educational organization.
- 2) Collaborate with representatives of employee groups to develop agreements that support fiscal solvency and excellent student academic achievement, including developing priorities and action plans.
- 3) Provide opportunities for staff members to gain leadership skills and to embrace leadership opportunities.

***Goal: Foster a culture of on-going employee professional development to set and maintain high expectations and support for all staff in order to meet the needs of all students.***

Objectives/Actions:

- 1) Develop a K-8 staff development plan that aligns with the goals of the current three-year plan.
- 2) Ensure that instructional staff has the opportunity to develop the skills necessary to meet the academic needs of all students.
- 3) Provide staff development training strategies which will provide a creative and dynamic learning environment that motivates and inspires our students.

***Goal: Attract, develop, and retain well-qualified employees throughout the district.***

Objectives/Actions:

- 1) Establish a culture of accountability through professional competence by fostering high standards of honesty, integrity, trust, and openness.
- 2) Define standards and best practices in all functional areas. Include clear job descriptions at each staffing level. Implement evaluation processes for all employees.

- 3) Honor and recognize outstanding employees.
- 4) Provide exit interviews for employees leaving our district and periodic employee surveys in order to gather important information and understanding of ways to continuously improve employee satisfaction.
- 5) Retain, recruit and hire highly qualified, competent and enthusiastic staff.

## **Communications & Community Outreach**

***Goal: Provide vehicles for timely and effective two-way communication between the district, students, parents and the community.***

Objectives/Actions:

- 1) Implement communication tools that improve the sharing of information between the staff and parents, administration and staff, and the district and community.
- 2) Continue to survey students and parents on an established time line to seek input on how to continuously improve the learning and teaching environments.
- 3) Educate staff, parents, and the community about the direction of the district, scope of resources and uses, and priorities to create effective buy-in and understanding of district decisions.
- 4) Provide on-going and improved communication to students and parents regarding requirements at each grade level, requirements for high school articulation, and how choices made today can affect students entering college.

***Goal: Develop and strengthen parent and community support of district goals and encourage involvement in the educational process.***

Objectives/Actions:

- 1) Increase and improve partnerships with community groups including, but not limited to, Loma Public Education Foundation, Loma Prieta Community Foundation, Home & School Clubs, organized clubs, and local businesses to maximize mutual interests.
- 2) Collaborate with parents, community members, and organizations to increase involvement in school activities and to participate in the decision-making process.
- 3) Provide a friendly and welcoming campus environment for families and visitors. Encourage parental and community involvement on school grounds.

## **Student Services & Support**

***Goal: Foster a positive school climate that emphasizes the values of personal responsibility, integrity, respect, and kindness towards one another.***

Objectives/Actions:

- 1) Develop character education programs and strategies to help students respect themselves and others, to value differences, and to interact with others in considerate and healthy ways.
- 2) Communicate and publish expectations to students and parents to encourage good citizenship, character development, and strong values inside and outside the classroom.
- 3) Create a positive learning environment by implementing programs that develop life skills, collaborative leadership, mentorship capabilities, and a love of learning.

***Goal: Implement a consistent discipline action plan that embraces respect for self, others, and property.***

Objectives/Actions:

- 1) Define expectations with staff in the area of disciplinary agreements and appropriate levels for intervention.
- 2) Communicate and publish expectations and consequences of student behavior to staff, students and parents.
- 3) Develop and implement ways to recognize and celebrate outstanding student behavior.

***Goal: Provide students with a quality extended day care program for before and after school care.***

Objectives/Actions:

- 1) Provide a safe, clean, and stimulating facility for students to thrive in while participating in the extended day care program.
- 2) Develop a standardized program that incorporates the district's values and discipline plan to foster a positive environment.

- 3) Develop programs and activities that are interactive, age appropriate, engaging, and educational. Provide programs and opportunities for academic assistance.
- 4) Ensure employees have the skills and training necessary to provide for the physical and intellectual well being of students.

***Goal: Expand learning opportunities for students by providing before and after school enrichment programs.***

Objectives/Actions:

- 1) Working with staff and outside organizations, develop and offer programs that give students the opportunity to pursue interests, both academic and non-academic.
- 2) Provide sports programs that emphasize the benefit of physical exercise, team values, and individual achievement.
- 3) Encourage an appreciation of the arts by offering programs that allow students to expand their creative capabilities and talents.
- 4) Continue to develop and provide educational programs that give students the opportunity to learn beyond grade level standards. Provide curriculum choices that engage the mind and foster a lifelong love of learning.

## **Facilities**

*Goal: Provide safe, clean, and educationally appropriate facilities that meet the needs of all students in our K-8 district.*

Objectives/Actions:

- 1) Develop a five-year facilities plan that meets the needs of our district, is fiscally responsible, and identifies maintenance issues.
- 2) Ensure School Safety Plan is current, updated yearly, and staff is trained on emergency procedures.
- 3) Develop strategies that encourage all employees, community members and students to take pride in the appearance and cleanliness of our schools.

*Goal: Understanding that the school grounds are a major focus of our community, we will encourage and make available compatible arrangements with the community members for use of district buildings and grounds.*

Objectives/Actions:

- 1) Maintain a healthy relationship and Memo of Understanding (MOU) agreement with Loma Prieta Community Foundation.
- 2) Initiate community involvement, inviting community groups the opportunity to use school facilities.