

GOLETA UNION SCHOOL DISTRICT

STRATEGIC PLAN IMPLEMENTATION 2017-2020 (School Year 2019-20)

"Powerful Instruction, Purposeful Individualization, Productive Partnerships, Solid Evidence of Student Success"

		<ul style="list-style-type: none">● Increase alignment between general education and special education programming● District committees meet regularly to support teachers with resources and updated instructional practices● Develop Dual Language Immersion Master Plan with DLI Task Force		
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3. STRATEGIC GOAL – 21st Century Learning Skills – Embedded Technology

Mission Statement:	The mission of the Goleta Union School District is to maximize academic, intellectual, and personal growth in order for each student to prosper in, and positively influence, a diverse and dynamic world.
Strategic Goal:	Provide a comprehensive course of study that fosters creativity, communication, collaboration, and critical thinking for all students.

District Goal: 21st Century Learning	Indicators	Measures	Responsible and Involved Persons	Professional Development/Resources Needed
<p>We will provide a comprehensive course of study that fosters creativity, communication, collaboration, and critical thinking for all students. <u>See also Resource Alignment.</u></p>	<ul style="list-style-type: none"> ● Use and apply 4Cs (creativity, collaboration, critical-thinking, and communication) in the classroom and in the computer lab, supported by appropriate technology ● Teacher Technology Lead Committee Meetings ● Specialist schedules ● Access to digital technology 	<ul style="list-style-type: none"> ● Complete District-Wide integrated educational technology and IT plan ● Teacher Technology Leads will focus on innovation to develop proposal for District-wide STEM/STEAM lab curriculum and resources ● Maintain robust specialist programs for science, art, music, computer/STEM, and PE. ● Continue implementation of technology refresh plan. Research and identify best plan for devices moving forward - consider one platform (iPads or Chromebooks) for TK-6 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Asst Supt of Instructional Services ● Assistant Superintendent of Human Resources ● Assistant Superintendent of Fiscal Services ● Director of Instructional Services ● Director of IT 	<ul style="list-style-type: none"> ● Funds to replace aging digital devices and software ● Funds for students to participate in specialists' programs ● Funding for Technology Teacher Lead Committee

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4. STRATEGIC GOAL – Effective Learning Environments

Mission Statement:	The mission of the Goleta Union School District is to maximize academic, intellectual, and personal growth in order for each student to prosper in, and positively influence, a diverse and dynamic world.
Strategic Goals:	Learning Environments: Provide effective learning environments.

District Goal: Effective Environment	Indicators	Measures	Responsible and Involved Persons	Professional Development/Resources Needed
We will provide effective learning environments.	<ul style="list-style-type: none"> ● Identify obstacles to equity and develop a plan to mitigate them ● Student access to instructional materials ● Teacher access to instructional materials ● Implement summer intervention and enrichment program 	<ul style="list-style-type: none"> ● Complete a plan for equitable access to learning ● Maintain 100% student access to aligned instructional materials ● Maintain 100% teacher access to aligned instructional materials ● Summer School attendance and perception surveys 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent ● Assistant Superintendent of Human Resources ● Assistant Superintendent Instructional Services 	<ul style="list-style-type: none"> ● Funds for five-day Summer Institute ● Possible release time for staff ● Meeting time ● Possible travel to observe programs at other schools, out of district ● Funds for summer school

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District Goal: Safety	Indicators	Measures	Responsible and Involved Persons	Professional Development/Resources Needed
We will provide effective learning environments	<ul style="list-style-type: none"> ● Decreased suspension rate for all students and student subgroup ● Expulsion rate ● Student survey perception data ● Memorialize a written plan for reduction of out-of-school suspensions and development of alternatives to suspension 	<ul style="list-style-type: none"> ● Strive for very low rates for all students and address any disparity by student group to improve less than very low rates ● Maintain zero expulsion rate ● Increase positive response rates on items related to safety and school connectedness ● Completed plan 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Principals 	<ul style="list-style-type: none"> ● PD for teachers to support behavioral needs ● PD for yard supervisors to support behavioral needs
We will maintain and refine our safe, healthy, and secure school environments through review and revision and implementation of school safety plans.	<ul style="list-style-type: none"> ● Conduct safety committee meetings ● Continue to improve and update safe school plan templates ● Continue to improve and update emergency systems districtwide 	<ul style="list-style-type: none"> ● Meeting agendas, safety committee will help to establish district safety goals and priorities ● Implement new template for the use of all schools in the fall ● Devise a plan and outcomes for the next round of meetings with the district-wide safety subcommittees 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Superintendent of Fiscal Services ● Principals 	<ul style="list-style-type: none"> ● Meeting time ● Funds to support safety and emergency supplies and equipment

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	<ul style="list-style-type: none">● Continue to improve procedures for districtwide emergency drill	<ul style="list-style-type: none">● At least one district-wide emergency drill will be conducted annually		
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District Goal: Wellness	Indicators	Measures	Responsible and Involved Persons	Professional Development/ Resources Needed
We will provide effective learning environments.	<ul style="list-style-type: none"> Support student and staff wellness through ongoing district wellness policies and programs Students will engage in physical education 100 minutes/week Identify current practices for health education across the district 	<ul style="list-style-type: none"> Schedule appropriate training opportunities for staff awareness and training Schedules of PE time Collect health education data from principals/teachers 	<ul style="list-style-type: none"> Superintendent Assistant Superintendent of Instructional Services Director of Instructional Services Nurses Principals Wellness Committee 	<ul style="list-style-type: none"> Appropriate wellness training. PD for PE Teachers 2x/year for curriculum and assessment training
We will expand resources and training to address bullying and other inappropriate student behaviors.	<ul style="list-style-type: none"> Implement district-wide social emotional curriculum (Second Step) Training and implementation of Inner Explorer Mindfulness program Develop a GUSD training on behavior strategies for teachers or site teams 	<ul style="list-style-type: none"> Site schedules of 2nd Step implementation, principal reflections Pre and Post data collection and analysis from Mindfulness implementation. Training attendance rosters 	<ul style="list-style-type: none"> Superintendent Deputy Superintendent of Pupil Services Assistant Superintendent of Instructional Services Director of Instructional Services Principals 	<ul style="list-style-type: none"> Continued training and measure outcomes on Social Emotional Learning Curriculum Ongoing implementation of Mindfulness Pilot with a minimum of four schools Ongoing support from principals, school psychologists for Second Step

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				<ul style="list-style-type: none">• Additional training with behavior strategies
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District Goal: Facilities	Indicators	Measures	Responsible and Involved Persons	Professional Development/ Resources Needed
We will provide effective learning environments.	<ul style="list-style-type: none"> ● Ongoing maintenance of facilities 	<ul style="list-style-type: none"> ● Continue to contribute to GUSD Deferred Maintenance Fund in annual budget to maintain a reserve for large unanticipated repairs ● Complete deferred maintenance projects as identified in condition surveys (roofing, asphalt, playgrounds) ● Continue to contribute to Routine Restricted Maintenance (RRM) from the General Fund to support districtwide maintenance provided by MOT 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Supt Fiscal Services ● Director of MOT 	<ul style="list-style-type: none"> ● General Fund transfer to Deferred Maintenance Fund ● Contribution to Routine Restricted Maintenance
We will continue the planning process for updating, upgrading, and repairing our facilities.	<ul style="list-style-type: none"> ● Continue to engage consultant to facilitate the development of education specifications process ● Continue to engage architect to develop facilities master plan ● Modernization of all GUSD sites, including 	<ul style="list-style-type: none"> ● Completed educational specifications plan ● Complete facilities master plan that incorporates education specifications ● Prioritization of projects and timeline for completion 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Supt Fiscal Services ● Assistant Superintendent Instructional Services 	<ul style="list-style-type: none"> ● Capital Reserve Funds for educational specification and Facilities Master Plan processes ● Meeting time ● Consider facilities bond and state facilities ● Capital Reserve funds from Developer Fees

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	<p>administration and maintenance facilities</p> <ul style="list-style-type: none"> ● Modernization project to Upgrade/replace fire alarm systems at all GUSD sites including the District Office ● Plan for modernization project to replace intercom, clocks and bells systems at all school sites ● Continue to plan for technology capacity by improving infrastructure whenever feasible as a part of other maintenance projects 	<ul style="list-style-type: none"> ● Completed fire alarm system upgrades at all sites ● Intercom, clocks, bell systems plan ● Technology infrastructure plan 	<ul style="list-style-type: none"> ● Director of MOT ● Stakeholder Committee ● Consultant for Ed Specs process ● Architects 	<ul style="list-style-type: none"> ● Deferred Maintenance Funds ● General Fund support through MOT and IT staffing support
<p>We will address space needs due to increasing enrollment at impacted sites</p>	<ul style="list-style-type: none"> ● Assess needs for additional learning spaces and consider modular classroom and bathroom installations as needed ● Utilize expertise of architects to assist with complex space need issues ● Demographic study of enrollment to include housing developments and birth rates 	<ul style="list-style-type: none"> ● Plan for and install relocatable classrooms and bathrooms at Kellogg school to relieve significant space need pressure ● Continue to assess space needs and work with architect for solutions at space impacted sites ● Engage demographer to complete a thorough and in-depth demographic enrollment study 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Supt Fiscal Services ● Director of MOT ● Demographer 	<ul style="list-style-type: none"> ● Capital Reserve Fund - Developer Fees
<p>We will maintain commitment to efficient, timely, facilities and grounds maintenance employing sustainable practices, including renewable energy sources where possible.</p>	<ul style="list-style-type: none"> ● Continue to maintain energy management focus in any facilities planning efforts ● Include renewable energy and sustainability language in the Facilities Master Plan 	<ul style="list-style-type: none"> ● Continue to research opportunities for funding, discounts, and rebates for solar initiatives ● Facilities master plan to identify initiatives available for energy efficiency solutions and costs for sustainable grounds and facilities 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Supt Fiscal Services ● Director of MOT 	<ul style="list-style-type: none"> ● Funds for long range facilities planning ● Prop. 39 Funds for new LED lighting

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District Goal: Human Resources	Indicators	Measures	Responsible and Involved Persons	Professional Development/ Resources Needed
We will recruit, employ and induct highly qualified teachers, leaders, and support staff.	<ul style="list-style-type: none"> ● Teacher recruitment and professional development ● Appropriate teacher assignments as per new State Assignment Accountability System (CalSAAS) ● Administrator recruitment and professional development ● Substitute teacher recruitment and professional development ● New principal leadership meetings 	<ul style="list-style-type: none"> ● Teacher induction and coaching participation ● Maintain 100% assignment rate as per new State Assignment Accountability System (CalSAAS) ● Administrator induction and managerial coaching participation ● Arrange ongoing substitute intake sessions to continue to develop a deep substitute pool ● Monthly meeting agendas 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent of Human Resources ● Assistant Superintendent of Instruction ● Directors ● Principals 	<ul style="list-style-type: none"> ● Recruitment and negotiations ● Substitute recruitment and training ● Funds for teacher induction and coaching participation. ● Funds for administrator induction and managerial coaching participation ● Training for State Assignment Accountability System (CalSAAS) Implementation
We will train and retain highly qualified teachers, leaders and support staff.	<ul style="list-style-type: none"> ● New hire orientation and new teacher workshops ● Administrator professional development ● Teacher retention ● Administrator retention 	<ul style="list-style-type: none"> ● Orientation agendas/attendance and in logs ● Schedules/agendas/handouts/attendance & in logs for leadership professional development sessions ● Teacher induction and coaching participation ● Administrator induction and managerial coaching participation 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent of Human Resources ● Assistant Superintendent of Instruction ● Directors ● Principals 	<ul style="list-style-type: none"> ● Funds for new hire orientation ● Funds for professional development

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	<ul style="list-style-type: none"> ● Partnerships with local universities 	<ul style="list-style-type: none"> ● MOUs with partner universities; copies of literature distributed to teachers and leaders on advanced degree programs and academies 		
<p>We will recruit and hire an ethnically diverse certificated and leadership staff that represents the growing diversity of the community.</p>	<ul style="list-style-type: none"> ● Continue efforts to recruit teachers and leaders at colleges/universities that attract candidates from traditionally underrepresented groups while maintaining high standards of employee competence 	<ul style="list-style-type: none"> ● Attendance at college/recruitment fairs that enroll traditionally underrepresented candidates that reflect GUSD’s community’s diversity <ul style="list-style-type: none"> ○ Recruitment schedule/flyer completed and distributed to colleges/universities 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent of Human Resources ● Assistant Superintendent of Instruction ● Directors ● Principals 	<ul style="list-style-type: none"> ● Funds for out of area travel ● CALSA membership for administrators

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5. COMMUNITY INVOLVEMENT

Mission Statement:	The mission of the Goleta Union School District is to maximize academic, intellectual, and personal growth in order for each student to prosper in, and positively influence, a diverse and dynamic world.
Strategic Goal:	Value Community Involvement and Local Control: Student learning is supported to the greatest extent possible by locally generated resources and controlled by community governance through the elected Board of Trustees.

District Goal: Community Involvement	Indicators	Measures	Responsible and Involved Persons	Professional Development/ Resources Needed
We will value and encourage community involvement and local control.	<ul style="list-style-type: none"> ● Parent and Community participation in District Advisory Committee (DAC), District English Language Advisory Committee (DELAC), site Parent-Teacher Association (PTA) and English Language Advisory Committee (ELAC), School Site Council (SSC), and Parent Gifted Education Services Committee (GES) ● Continue parent education including gifted education workshops, using technology, and parenting education ● Continue development of chronic absentee plan to address specific student groups through parent outreach 	<ul style="list-style-type: none"> ● Agendas and attendance at meetings ● Agendas and attendance at parent trainings ● Completed chronic absentee plan, Reduced absenteeism 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Superintendent of Instructional Services ● Director of Instructional Services ● Principals ● @Afterschool Coordinator 	<ul style="list-style-type: none"> ● Funds to provide 3.0 FTEs of community liaison support to serve Spanish-speaking families and 1.0 FTE licensed clinical school social worker ● Funds to support IVYP Family Advocate ● Provide .43 FTE district translator for Spanish translation of district communication, IEP translation, and periodic live interpretation responsibilities ● Funds for parent education workshops and trainings

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	<ul style="list-style-type: none"> ● Continue to collect local parent and staff perception survey data ● @Afterschool programming to support working families 	<ul style="list-style-type: none"> ● Review of data collected ● @Afterschool enrollment data 		
<p>We will encourage active parent involvement in district and site advisory opportunities, PTA participation, and direct support for student learning at school and at home.</p>	<ul style="list-style-type: none"> ● Parent/community participation on district committees 	<ul style="list-style-type: none"> ● Committee meeting sign-in sheets 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Superintendent of Instructional Services ● Director of Instructional Services ● Principals ● Community Liaisons ● Translator 	<ul style="list-style-type: none"> ● Funds to support parent participation, such as translators ● Funds for meeting supplies
<p>We will offer and encourage opportunities for parent training and education in areas of literacy, technology, advocacy, health, and other high interest topics.</p>	<ul style="list-style-type: none"> ● Parent education opportunities offered through Gifted Services Workshops, Joint ELAC trainings, Wellness Summit, Information presented at District meetings (DAC, DELAC) and Site Meetings (PTA, SSC, ELAC) ● Include in parent survey questions to parents about what type of further education/workshop would be desired ● Community partnerships to provide parent education 	<ul style="list-style-type: none"> ● Attendance at workshops and district/site meetings ● Conduct and communicate parent survey ● Attendance at workshops/parent education events 	<ul style="list-style-type: none"> ● Same as above 	<ul style="list-style-type: none"> ● Funds to support external parent workshops ● Fliers for communication

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	opportunities (Computers for Families, Padres Unidos, etc.)			
We will encourage and publicly recognize partnerships with local institutions of higher learning, businesses, and organizations.	<ul style="list-style-type: none"> ● Partnerships with public agencies: <ul style="list-style-type: none"> ○ City of Goleta ○ County of Santa Barbara ○ Santa Barbara County Education Office ○ Partners in Education ○ Santa Barbara County Sheriff's Department ○ Santa Barbara County Fire Department ○ UCSB ○ SBUSD and other Partner School Districts ● Partnerships with private/nonprofit agencies: <ul style="list-style-type: none"> ○ Goleta Education Foundation ○ United Way ○ Bower Foundation ○ Isla Vista Youth Projects ○ CALM ○ Noontime Rotary Club of Goleta ○ Explore Ecology ○ Padres Unidos ○ Coalition for Sustainable Transportation (COAST) ○ SB Special Olympics 	<ul style="list-style-type: none"> ● Participation in Partner meetings and events ● Crossing guard agreement with City of Goleta ● Partner recognition at GUSD Board meeting 	<ul style="list-style-type: none"> ● Cabinet ● Principals 	<ul style="list-style-type: none"> ● Time for meetings ● Supplies ● Training

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District Goal: Local Resources	Indicators	Measures	Responsible and Involved Persons	Professional Development/ Resources Needed
We will value and encourage community involvement and local control.	<ul style="list-style-type: none"> ● Presentation of local community services for medical, health, parenting and learning resources 	<ul style="list-style-type: none"> ● Reports on local events held throughout the district and community such as: <ul style="list-style-type: none"> ○ Operation School Bell ○ See and Smile events ○ Parent support / training seminars and individual meetings 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Superintendent of Fiscal Services 	<ul style="list-style-type: none"> ● Meeting time with parents ● Funding for Licensed School Social Worker and community liaisons

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6. Resource Alignment

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Resource Alignment: Financial	Indicators	Measures	Responsible and Involved Persons	Professional Development/Resources Needed
We will ensure that funds and budget resources are aligned with district goals to remain fiscally solvent and provide high quality services.	<ul style="list-style-type: none"> ● Complete annual update of budget assumptions document along with a budget calendar to be presented to the board annually for approval ● Periodic interim budgets completed timely ● Ensure budget is in alignment with LCAP actions and strategic plan each year ● Continue to support staff professional development ● Continue to fund intervention, MTSS, PLC and all district initiatives 	<ul style="list-style-type: none"> ● Annual Budget Calendar and Budget Assumptions ● Interim reports and financial statement at end of the year ● Budget alignment with LCAP coordinated during LCAP development process; LCAP Document approved by Board of Trustees passes SBCEO –SBAS financial review ● Staff development across the district, opportunities for training teachers/staff/leadership ● Budget to reflect funding of such initiatives 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent of Pupil Services ● Assistant Superintendent of Fiscal Services ● Assistant Superintendent Instructional Services ● Director of Food Services 	<ul style="list-style-type: none"> ● Local, Federal, and State funding for interventions, instructional materials, technology, and staff development ● Funds for professional development, collaboration, instructional materials, technology

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<p>Align Federal Funding allocations with priorities set in LCAP goals and actions to support supplemental initiatives for EL and SED students.</p>	<ul style="list-style-type: none"> ● Allocate Federal Funds (Title I and Title III) to school sites and Instructional Services by unduplicated student count as reported in the CONAPP ● Federal Monitoring- 2018-19 and 2019-20 school years 	<ul style="list-style-type: none"> ● Track budgets by school site and in the CONAPP to ensure Federal funds are being spent properly and aligned with LCAP goals and actions ● Complete scheduled Federal Monitoring process with CDE to ensure GUSD compliance of use of federal funds 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent Fiscal Services ● Assistant Superintendent Instructional Services ● Principals 	<ul style="list-style-type: none"> ● Federal Funding tracked by Restricted Resource Codes
<p>Provide school site funding to support board priorities for CORE programs of science, technology, PE, art, and music.</p>	<ul style="list-style-type: none"> ● Allocate funds to each school site based on student enrollment to support CORE learning programs (Science, Technology, PE, Art, Music) 	<ul style="list-style-type: none"> ● Track budget allocations by school site in the ESCAPE system to monitor spending in CORE budget areas 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent Fiscal Services ● Principals 	<ul style="list-style-type: none"> ● Unrestricted General Funds used for CORE budget allocations
<p>Continue to make contributions to the Deferred Maintenance Fund for facilities maintenance and repair.</p>	<ul style="list-style-type: none"> ● A transfer from the Unrestricted General Fund to the Deferred Maintenance Fund is included in each budget and will be made annually 	<ul style="list-style-type: none"> ● The GUSD Unrestricted General Fund Budget will include a transfer amount of \$225,000 to the Deferred Maintenance Fund 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent Fiscal Services 	<ul style="list-style-type: none"> ● Unrestricted General Funds used for Deferred Maintenance
<p>We will continue to fund the school garden programs.</p>	<ul style="list-style-type: none"> ● Renew the MOU with Explore Ecology annually to administer the garden education programs at all GUSD schools 	<ul style="list-style-type: none"> ● Increase district contribution to cover reduction of the Sage Grant to Title I schools ● Present MOU with Explore Ecology to GUSD Trustees for approval of increased funding 	<ul style="list-style-type: none"> ● Superintendent ● Assistant Superintendent Fiscal Services ● Principals 	<ul style="list-style-type: none"> ● Unrestricted General Funds

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Resource Alignment: <i>Technology</i>	Indicators	Measures	Responsible and Involved Persons	Professional Development/Resources Needed
We will enhance and support the integration of technology as a tool for learning in every classroom in the district and utilize technology throughout the organization to improve operations.	<ul style="list-style-type: none"> ● Continue Synergy Student Information System implementation ● Review data management options that are compatible with Synergy ● Implement GAMUT Online Agenda program ● Frontline and URM implementation for digitized records ● Explore options to digitize pupil records ● Implement and train all staff on SIRAS - new IEP Software ● Implement ELlevation, a digital progress monitoring tool for English learner progress towards reclassification 	<ul style="list-style-type: none"> ● Teachers produce report cards, School Sites enroll new students ● Recommendation to Cabinet ● Staff and trustees will be able to use GAMUT online agenda program ● Current personnel records will be digitized and new personnel records will be digitized ● Present process for digitizing current pupil records at Cabinet <ul style="list-style-type: none"> ○ Address Board Policy for Student Records ● Teachers will produce all student IEPs on SIRAS, converting from the prior program by June 30, 2020 ● ELlevation reports for accurate reclassification of students 	<ul style="list-style-type: none"> ● Superintendent ● Deputy Superintendent ● Assistant Superintendent of Instructional Services ● Assistant Superintendent of Human Resources ● Assistant Superintendent of Fiscal Services ● Director of Instructional Services ● Director of IT ● TTL Committee ● Data Analyst ● Principals ● Teacher Technology Leads Committee 	<ul style="list-style-type: none"> ● Meeting/planning time ● Training ● Training for Frontline Implementation at all Levels ● Funds for Frontline and URM ● Funds for Synergy ● Funds for ELlevation ● Meeting/Planning/training time for all Special Education staff ● One-time funds for student device refresh.

GOLETA UNION SCHOOL DISTRICT

STRATEGIC PLAN IMPLEMENTATION 2017-2020 (School Year 2019-20)

“Powerful Instruction, Purposeful Individualization, Productive Partnerships, Solid Evidence of Student Success”

	<ul style="list-style-type: none">● Student device refresh	<ul style="list-style-type: none">● Replace one grade level of Chromebooks at every school site and push new devices into third grade classes		
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