

VISION 2027: Excellence for All!



Pleasant Valley School District



Acknowledgements

A special thanks is extended to the Board of Trustees for the Pleasant Valley School District for their leadership and support.

Patty Lerner, President
Bob Rust, Clerk
Beckie Cramer, Trustee
Pat FitzGerald, Trustee
Ron Speakman, Trustee

In addition, we would like to acknowledge the commitment and support of students, parents, families, community partners, teachers, support staff, and district leadership. It was through their engagement that this strategic plan was able to be developed and refined.

The Pleasant Valley School District strategic plan represents our guiding framework. It reflects our commitment to preparing 100% of its students for high school, college, and beyond. Through high expectations, excellence for all, and continuous improvement, PVSD will meet our goals and attain our vision. This plan outlines our strategic objectives and measures, and the initiatives that will drive this plan. The strategic plan is designed to engage all members of the PVSD community in a common vision that inspires its members toward collective action for the benefit of all students.



VISION

Excellence
for all

MISSION

The Pleasant Valley School District prepares 21st century learners who are responsible members of our global society.

CORE VALUES

- Student Centered
- Equity
- Teamwork
- Integrity
- Embracing and Celebrating Diversity

GOALS

1. Increase student academic achievement and academic engagement through a cohesive instructional program centered on high-quality instruction and support
2. Provide safe, supportive, and inclusive schools that foster a sense of belonging and connectedness for all students
3. Promote meaningful collaboration through clear and ongoing communication with opportunities for input and feedback
4. Allocate and monitor budget resources focusing on equity, transparency, and responsiveness to state fiscal conditions

Vision Statement

EXCELLENCE FOR ALL

Mission Statement

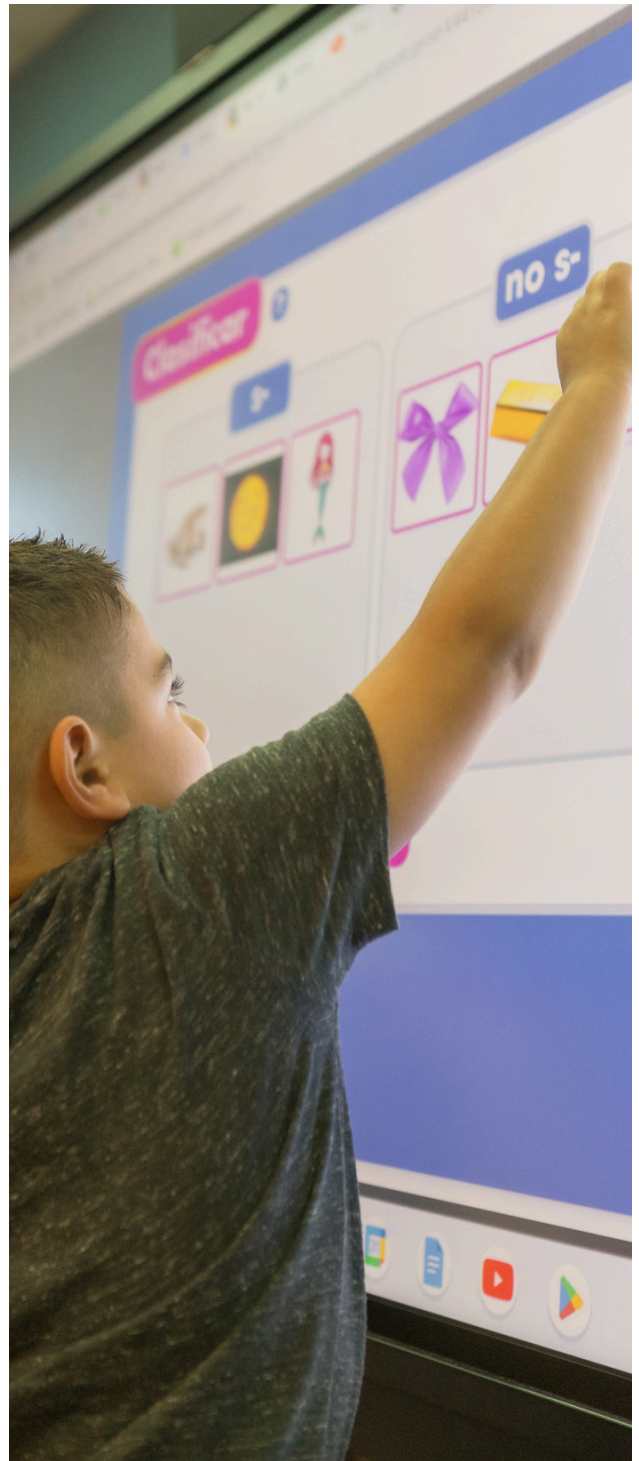
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Esteemed PVSD Community,

On behalf of the Pleasant Valley School District, I am honored to present our updated strategic plan, "Vision 2027: Excellence for All." It was my pleasure to collaborate with our teachers, staff, and students as part of the plan update process.

The PVSD vision guiding this strategic plan is based on the belief that our primary charge is to ensure that ALL students in the Pleasant Valley School District are prepared for the next phase of their academic journey, with the knowledge, skills, and emotional readiness for high school success. The creation of this plan will allow us to focus our efforts districtwide so that we are all working together towards the same goals.

"Vision 2027: Excellence for All" highlights our district's vision, goals, and core values that will prepare our students to become 21st century learners who are responsible members of our global society. The plan is organized by our ongoing goals, aligns to our LCAP actions and development cycle, and identifies specific strategies we will employ to meet our goals.

To attain these goals and continuously provide a high-quality education to our students will require a team effort. This updated plan organizes our efforts and properly poises us for the work we have ahead.

It is my privilege to serve as your Superintendent, and I look forward to collaborating with the district community to ensure each student excels in a nurturing setting.

Sincerely,

Dr. Danielle Cortés

SUPERINTENDENT OF SCHOOLS





Rationale

PVSD developed a strategic plan in 2017. The coronavirus pandemic that began in March of 2020 disrupted education worldwide and created enormous societal and economic changes that are still developing. The vision guiding this strategic plan was recommitted to in 2022 and again in 2024. It is based on the belief that our primary charge is to ensure that all students in the Pleasant Valley School District are prepared for the next phase of their academic journey, with the knowledge, skills, and dispositions for high school success. This vision of excellence for all informs the teaching and learning in our school district.

We are committed to supporting every student in acquiring deep academic knowledge and broad skills while fostering their resilience and grit. We will continue to be forward-thinking and strive for innovation, understanding that the future for which students are being prepared continues to evolve.

Accountability

The success of the PVSD Strategic Plan will depend on our ability to effectively address the academic and socio-emotional needs of all of our students. The goals guiding the work for the next three years will be realized by implementing strategies and measures that mark growth and progress. Alongside the district-developed goals will be the PVSD LCAP Actions. This state-required plan ensures a more comprehensive strategic plan. The strategies and measures will be reviewed regularly as part of our cycle of continuous inquiry and improvement, which will allow us to align our daily practices to our strategic actions.



Accountability Measures

Four accountability measures will be monitored and measured in the Pleasant Valley School District Strategic Plan. These markers represent the district's drivers in securing high levels of achievement for all our students:

- student achievement
- safe environments conducive to learning
- comprehensive and consistent communication
- fiscal stability



Cycle of Continuous Inquiry and Improvement

Through our cycle of continuous inquiry and improvement, we will create access points to implementing our strategic actions, measuring our growth and progress, and ultimately meeting our identified goals. The inquiry and improvement efforts will focus on advancing instruction at the classroom and district level, to create a culture of excellence. The cycle will also serve as a tool for reflection and celebration.

As we implement the strategic plan, our PVSD community engagement and contributions must be based on the belief that through collective action, we will continue to improve. This expectation will be framed by the district's core values, which include Student-Centeredness, Equity, Teamwork, Integrity, Embracing and Celebrating Diversity.

Strategic Planning

A comprehensive strategic planning process was used in the creation of the Pleasant Valley Strategic Plan in 2017. The strategic planning process was designed to answer four important questions. First, what do we want the plan to say about us? Second, how will we get there? Third, how will we know when we have arrived? And finally, how will we evaluate success within the three years as a result of our efforts within the strategic plan?

The goal of the update process in 2024 was to 1) engage the educational community in the review, planning, development, and implementation of the updated strategic plan aligned with the new Local Control Accountability Plan, 2) formalize and publish the PVSD three-year strategic plan, and 3) refine the course for our district with purposeful focus.

In alignment with the LCAP, strategic plan input was collected in survey data and meetings with parents and families, students, community members, certificated staff, classified staff, Leadership Team, advisories, and the PVSD Board of Education.

Like the LCAP, the strategic plan is a dynamic document intended to be reviewed and revised. The publication of the PVSD three-year strategic plan through a public document allows for the school district and the community to develop a collective understanding of the direction the school district will take over the next three years. In 2027 when the LCAP is set for full revision, we will review and revise the strategic plan to ensure full alignment in our work and guiding documents.





PVSD GOALS

The goals formalized by the plan development process in 2017 were reaffirmed through 2024. We refined the goals in alignment with the LCAP which will remain in place through 2027. All members of the PVSD community are charged with contributing to the collective action required to meet these goals through high expectations for all, creating a safe environment that is conducive to learning and achievement, maintaining a fiscally sound budget, and establishing and maintaining open and comprehensive lines of communications with all.

Goal One

INCREASE STUDENT ACADEMIC ACHIEVEMENT AND ACADEMIC ENGAGEMENT THROUGH A COHESIVE INSTRUCTIONAL PROGRAM CENTERED ON HIGH-QUALITY INSTRUCTION AND SUPPORT

To ensure that 100% of students in PVSD are prepared for high school, college, and beyond, we must have high expectations for every student and provide them with a high-quality education, resulting in a rigorous and comprehensive learning experience. Starting in preschool, PVSD students will participate in learning activities that develop their 21st century skills, including critical and creative thinking, collaboration, and communication that serve as the foundation for the rest of their lives. We believe that all PVSD students can reach their fullest potential. It is our duty to provide them the tools and support on their journey including a “right fit” educational program.

PVSD Commits To:

- PVSD will increase outcomes for all students and address performance gaps through engaging and challenging standards-aligned instruction and support through a variety of educational options
- Ongoing review of districtwide policies and procedures to ensure greater alignment and coherence in the development and implementation of district initiatives, programs, and practices across 100% of PVSD schools and departments
- Ensuring that 100% of students at PVSD have access to an electronic device
- Implementing a standardized professional development model across 100% of PVSD schools that reflects the district’s guideposts and supports the growth and development of certificated and classified staff



LCAP Alignment

This Goal aligns with LCAP Goal 1 Actions

- Provide standards-aligned learning materials
- Publisher training, standards training, workshops, site-arranged opportunities for teachers to observe one another, grade level leads
- Skills support and remediation opportunities (IXL, tutoring/homework, summer programs, intersession)
- Increase opportunities for co-teaching and inclusion and calibration of practices for related services staff, including training
- Theme work, middle school enrichment and intervention, elementary enrichment and intervention (What I Need Time), Dual Language Immersion, comprehensive support and improvement, incorporating arts into learning
- Data days through professional learning communities (sub release days to meet with principal)
- Instructional coaching and intervention supports (reading intervention content specialists)
- Gifted and Talented Education (GATE) supports (Testing of all students, GATE academies)
- English Learner Supports (content specialist, English Learner academies)
- Districtwide writing focus through calibration vertically and horizontally (grade above and below)
- Purchase technology devices, hardware, and software for students





LCAP Alignment

Strategies:

- a) Increase relevance, coherence, and innovation in instructional programming through a variety of district program offerings across the school district, based on adopted state standards and district curriculums
- b) Maintain sufficient technology devices to equitably provide student access
- c) Ensure highly-qualified staffing across all schools sites through effective recruitment, onboarding, orientation, and training
- d) Provide aligned, ongoing professional development to all staff to increase efficacy and capacity
- e) Challenge the bias and perceptions of staff and community regarding poverty, race, ethnicity, and achievement
- f) Refine districtwide plan for progress monitoring, intervention, and enrichment by using multiple sources of student data

Goal Two

PROVIDE SAFE, SUPPORTIVE, AND INCLUSIVE SCHOOLS THAT FOSTER A SENSE OF BELONGING AND CONNECTEDNESS FOR ALL STUDENTS

To ensure that 100% of students in PVSD are prepared for high school, college, and beyond, we must create an environment where all students feel safe, healthy, included, and connected. Supporting student learning goes beyond rigorous and comprehensive learning experiences. Addressing the socio-emotional needs of all students is critical to their success. While most support for students occurs in the classroom, integrated support is critical to addressing the needs of the whole child.

Our students' learning space must reflect healthy living. Clean environments give students a feeling of health and wellbeing. We believe that all PVSD students deserve spaces that are conducive to learning at high levels.

PVSD Commits To

- Safe, responsive, and inclusive learning environments
- Providing tiered, integrated student support services, as needed, to 100% of PVSD students
- Increasing family engagement across our schools and district each year by 15%
- Enhancing middle school connections through and Career and Technical Education courses
- Maintaining a formal districtwide co-curricular program including, but not limited to, athletic and intramural activities
- Conducting annual audits across 100% of PVSD campuses to evaluate quality of school and district facilities



LCAP Alignment

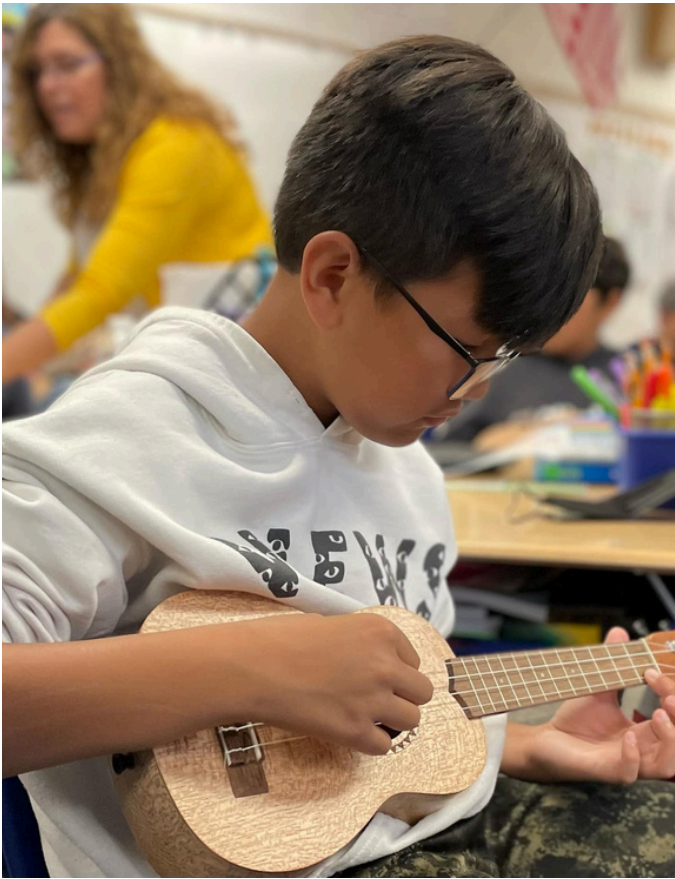
This Goal aligns with LCAP Goal 2 Actions

- Student belongingness and student voice activities (field trips, clubs, arts, music, student shadowing/interviews etc.)
- Social Emotional and Mental Health Supports (counselors, social workers)
- Additional positive behavior training and supports (assistant principals, campus supervisors)
- Engaging hands-on opportunities through Makerspaces
- Behavioral and cultural responsiveness professional learning
- Collaborative Success Team Process
- Transportation and attendance supports

Strategies:

- a) Create school environments that welcome, support, and include all students
- b) Teaching the knowledge, skills and practices to engage safely and responsibly in a digital environment
- c) Regularly review student attendance and behavior to provide tiered outreach, intervention, and support
- d) Fully implement Second Step curriculum, community circles, and positive behavior supports to meet the wide continuum of social/emotional needs
- e) Continue the implementation and monitoring of multi-tiered systems of support (MTSS) and inclusive practices with consistent protocols that are goal-based, action-oriented, and leverage student strengths to improve academic and behavior outcomes
- f) Provide facilities that are safe, clean, and healthy





Goal Three

PROMOTE MEANINGFUL COLLABORATION THROUGH CLEAR AND ONGOING COMMUNICATION WITH OPPORTUNITIES FOR INPUT AND FEEDBACK

To ensure the engagement of 100% of PVSD educational community members, we must provide relevant and timely information delivered in a user-friendly format, maintain two-way lines of communication, and create opportunities for reflection and feedback. We must utilize our resources for communicating with our community across new and existing media. From face-to-face conversations to our most sophisticated and available technologies, we must seek to broaden and deepen our reach across our district and its communities.

PVSD Commits To:

- Making district information readily available that is accessible, comprehensible, relevant, timely, and allows for continuous feedback
- Fostering a culture that is student-centered, service-oriented and assuming of best intentions
- Maintaining a variety of advisory structures for ongoing informational structures and feedback
- Using our communication strategy to continue to affirm our commitment to our PVSD mission and to showcase our incredible programs and opportunities for students

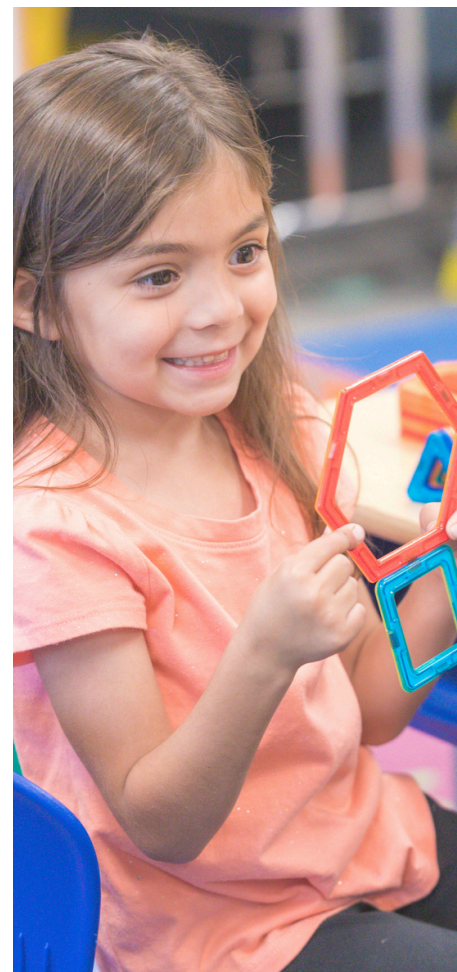
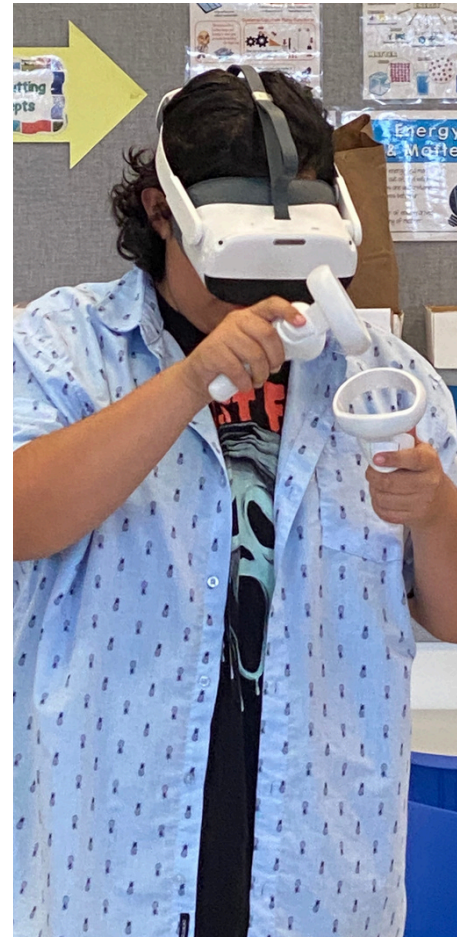
LCAP Alignment

This Goal aligns with LCAP Goal 3 Actions

- Expand the advisory model to ensure consultation with representative groups as decisions are considered
- Enlist the support of communication consultants and professional organizations to improve district communication efforts through social media and other means
- Provide a part-time family engagement coordinator to provide information, support, and resources principally directed at outreach for families of Foster Youth, English Learners, Low Income students, and students with diverse needs
 - Oversee parent engagement specialists at Title I-funded sites
 - Coordinate Parent University and other family engagement opportunities
- Increase access to translation services and informational materials (translator and translation/interpretation services)
- Provide information about educational options available to families, including articulation to high school
- Digital Library Supports

Strategies:

- a) Develop and implement a PVSD Communication Plan that creates greater alignment and coherence in district internal and external communication
- b) Increase family engagement through district and school site opportunities
- c) Increase community outreach and transparency using various media
- d) Streamline initial and annual enrollment processes
- e) Refine internal communication and provide consistent external communication including consistent follow-up
- f) Review, strengthen and grow community partnerships
- g) Refine avenues for two-way communication for all
- h) Celebrate school and district successes and provide relevant, timely information on websites
- i) Effectively market to strengthen the desirability of PVSD throughout the Camarillo community





Goal Four

ALLOCATE AND MONITOR BUDGET RESOURCES FOCUSING ON EQUITY, TRANSPARENCY, AND RESPONSIVENESS TO STATE FISCAL CONDITIONS

To ensure that 100% of students in PVSD have full access to an equitable and inclusive learning experience that prepares them for high school and beyond, we must be good stewards of our district resources. We must formulate a comprehensive, yet targeted, budget that is informed by our guideposts, the needs of students, and the expectations of our school and district communities. Our district budget must be guided by sound data that identifies where our students are in their progress and aligns resources to support them. The PVSD budget must be developed collaboratively and ensure quality input. We must be mindful of how we use our existing resources by reviewing district policies on expenditures related to all schools and departments, and identifying and implementing cost-savings measures. We must also seek to find additional revenue to support unfunded programs and services through grant writing and partnerships.

PVSD Commits To:

- Refining our districtwide budget development and management system that promotes good stewardship and forethought
- Engaging community partners to identify and access additional funding sources that can supplement district resources
- Aligning all PVSD funding priorities to established needs, as defined by our strategic plan
- Regularly identifying internal strengths and weaknesses and external opportunities (SWOT) and risks to evaluate our organizational position and assess our current and future potential
- Building and codifying systems and structures to provide explicit, documented resources which are readily available to all employees



LCAP Alignment

This Goal aligns with LCAP Goal 4 Actions:

- Budget training for departments and principals
- Family/parent education on LCFF
- Regular check-ins with departments and schools
- Business services personnel will allocate funding with equity, based on need

Strategies:

- a) Create a budget based on PVSD guideposts and student needs
- b) Actively seek additional funding opportunities and partnerships
- c) Increase efficiencies within PVSD through ongoing SWOT analysis
- d) Create procedural manuals for critical functions and operations
- e) Codify and monitor internal processes for enrollment as it relates to position control
- f) Fund equitably, not equally
- g) Support programming to attract and retain students
- h) Engaging community partners to identify and access additional funding sources that can supplement district
- i) Aligning all PVSD funding priorities to established needs, as defined by our strategic plan

NEXT STEPS: Implementing the Strategic Plan

A successful strategic planning process does not culminate with the publication of the strategic plan. Both short-term and long-term implementation requires the ability to operationalize each component of the strategic plan across each of the district goals. Ongoing progress monitoring is key to implementation.



Annual Updates and Ongoing Adjustments

The PVSD strategic plan will require annual review to ensure alignment and coherence within the guideposts and across strategic actions. The implementation plan evolves continuously as the work is planned, implemented, and evaluated.



**PLEASANT VALLEY SCHOOL DISTRICT BOARD
OF TRUSTEES**

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President

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SUPERINTENDENT OF SCHOOLS

Dr. Danielle Cortes

PLEASANT VALLEY SCHOOL DISTRICT OFFICE

600 Temple Avenue
Camarillo, California 93010
805-389-2100

Hours:
8am - 4:30pm Monday - Friday

www.PleasantValleySD.org