



# **Dr. Erin M. Simon**

## **SUPERINTENDENT**

# **100-DAY**

## **ENTRY PLAN**

**Effective July 14, 2025  
Concludes October 22, 2025.**



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# BELLFLOWER UNIFIED SCHOOL DISTRICT CORE VALUES



## **Equity**

All students have equal access to quality staff, courses, activities, services, and resources based on their individual needs.

## **Achievement**

Teachers and staff have the knowledge, skills, expertise and resources to ensure continuous improvement for all students. Staff is focused on continuous evaluation and improvement of our programs and use data to make changes when needed.

## **Community**

Stakeholders work as a team to provide a respectful environment that fosters learning through positive relationships and engagement among students, adults, and our diverse community.



# BOARD OF EDUCATION



**Board President**  
**Amie Stewart**



**Board Vice President**  
**Mayra Garza**



**Board Clerk**  
**Brad Carihfield**



**Board Member**  
**Renita Armstrong**



**Board Member**  
**Maurina Cintron**







# **A Message from the Superintendent**

## **Dr. Erin M. Simon**

### **Bellflower Unified School District**

I am honored and humbled by the privilege of serving as your Superintendent. I am incredibly inspired by the students, employees, families, Board Members, and community partners who have welcomed me to Bellflower Unified School District with such warmth, sincerity, and hope.

In just my first week, I have already had the opportunity to visit schools and meet with incredible educators, support staff, and students. With every visit, I feel the joy, the commitment, and the deep sense of purpose that defines this community. The energy in our classrooms is undeniable, and I am here to build on that momentum, accelerating opportunities for all students to thrive, succeed, and reach their full academic, social, and emotional potential.

The Bellflower Unified Board of Education emphasizes equity, achievement, and community values that resonate with me, creating a solid foundation for our collaboration. My role is to enhance the impact of these values across all schools and departments, supporting our mission by refining systems, aligning resources, and optimizing our collective efforts to prepare students for a rapidly changing world.

I fully expect that the path forward will present both challenges and opportunities. However, no great school district evolves from good to great without courage, collaboration, and a willingness to commit to the work. This is especially true as we continue navigating the post-pandemic era, an era that demands creativity, care, and a steadfast commitment to recovery, restoration, and innovation.

This 100-Day Plan complements the work already underway across Bellflower Unified School District. It is structured around four strategic leadership tasks: Learn, Evaluate, Communicate, and Act. These actions are not isolated; they are shaped by the voices and experiences of our stakeholders and will serve as the foundation for Bellflower's next chapter of excellence. This plan will guide the development of a new long-term strategic vision for the district, one that reflects both the commitment to excellence of our students and the priorities of our community.

Now is the time for us to intensify our focus on what matters most: creating a system where every student is known, every voice is valued, and every school is ready. Through thoughtful engagement, purposeful collaboration, and data-informed decision-making, we can design learning environments where the impossible becomes the inevitable for every child in the Bellflower Unified School District.

One of the clearest lessons I've learned throughout my career is that when we lead with transparency, elevate student voice, and stay grounded in both purpose and possibility, even in the face of pushback, our community will rise to the moment. And together, we will create the future our children deserve.

My commitment to the Board, our students and families, our educators and staff, our labor partners, and the civic and community leaders who support this district is straightforward:

You can count on me to meet you wherever you are. I am listening.

And together, we will move the Bellflower Unified School District forward with purpose, with pride, and with a deep belief in what is possible.

I am grateful for this opportunity and look forward to the journey ahead.

With appreciation,

Dr. Erin M. Simon  
Superintendent, Bellflower Unified School District



# Pre-Entry Phase



**In the pre-entry phase, the Superintendent will undertake the following actions:**

- 1** **Schedule meetings with School Board Members and cabinet members to gain a deeper understanding of the Bellflower Unified School District community and Board priorities.**
- 2** **Develop a plan for parent and community engagement.**
- 3** **Review current Bellflower Unified School District plans and documents.**



# Purpose of the 100-Day Entry Plan



This plan is designed to ensure a smooth and thoughtful leadership transition while honoring the history, values, and voice of the Bellflower Unified School District community. It focuses on building relationships, assessing organizational health, listening authentically, and establishing a shared foundation for transformational leadership and outcomes.

## Strategic Tasks:

- **LEARN** – Understand the stakeholders, culture, and systems of Bellflower Unified School District
- **EVALUATE** – Identify key strengths, opportunities, and system-level gaps
- **COMMUNICATE** – Build transparent, two-way communication systems
- **ACT** – Launch early strategic moves to build momentum and coherence



# Learn:

## Listening to Understand



### Purpose:

Listening is a cornerstone of effective leadership. We are committed to actively engaging with the Bellflower Unified School District community to gain a deep understanding of its culture, values, and aspirations. In the months ahead, we will gather insights from a diverse range of stakeholders to pinpoint opportunities for elevating District operations and outcomes. These sessions will allow us to gain a clear perspective on existing challenges while collectively crafting a bold vision for student achievement. This collaborative input will be instrumental in shaping the Bellflower Unified School District Strategic Plan and/or Board priorities.

### Deliverables:

- Summary of themes from the Listening and Learning Tour
- Relationship-building that supports long-term collaboration

<b>Conduct a Comprehensive Listening and Learning Tour</b>	Initiate a thorough Listening and Learning Tour across all schools and departments to gather insights and feedback from various stakeholders. This tour may include structured sessions, focus groups, and open forums to encourage participation and ensure diverse voices are heard.
<b>Engage in 1:1 Meetings</b>	Schedule individual meetings with Board members, Cabinet members, school principals, union leaders, and key community partners. These discussions will focus on understanding their perspectives, challenges, and aspirations for the district.
<b>Plan a Strategic Board Study Session or Advance</b>	Organize a Board study session or advance, led by an experienced third-party facilitator. This event aims to strengthen the relationship between the board and the superintendent while collaboratively setting Board priorities and expectations. Suggested dates for the Board study sessions or advance include August 2025, October 2025, and January 2026.
<b>Connect with Parents and Community Organizations</b>	Facilitate meetings with key parent organizations, including the Parent-Teacher Association (PTA) Council, the District English Learner Advisory Committee (DELAC), and representatives from Special Education. This engagement will help foster parent involvement and strengthen communication channels.





# Learn: Listening to Understand



Continued...

<b>Schedule Collaborative Meetings</b>	Arrange regular meetings with leaders from the Bellflower Teachers Association (BTA), the California School Employees Association (CSEA), DELAC members, and community members. Additionally, engage with the Superintendent's Extended Cabinet to promote collaboration and transparency.
<b>Attend School and Community Events</b>	Actively participate in various school and community events to demonstrate approachability and commitment to public engagement. Make an effort to attend open houses, school performances, PTA meetings, and community events to maintain a visible presence in the community.
<b>Connect with Student Groups</b>	Schedule meetings with student organizations and governance bodies, such as student councils and clubs, to gather input on their experiences and perspectives. Encouraging student voice will help shape meaningful policies and initiatives.
<b>Engage with Civic and Community Leaders</b>	Develop relationships with local civic leaders and community stakeholders, including city council members, law enforcement officials, safety personnel, Chamber of Commerce members, and Rotary Club members. Additionally, connect with city managers, mayors, business leaders, religious representatives, and philanthropic organizations, such as the Kiwanis Club. Meetings with university faculty, county supervisors, and state senators and assembly members will also play a crucial role in building strong community partnerships.

# EVALUATE:

## Analyzing the Systems



### Purpose:

This phase involves a thorough, equity-centered review of district performance and operations, aimed at identifying effective practices and areas for improvement. We will analyze student performance data across the Bellflower Unified School District to assess equitable outcomes for all students. This data will be broken down by factors such as race/ethnicity, socioeconomic status, language proficiency, exceptional needs, and other critical characteristics to inform funding decisions, resource allocation, and future actions.

### Deliverables:

- 60-Day Strengths and Gaps Summary
- Internal mid-point reflection for Board and Cabinet
- Identify equity indicators to inform year-one priorities
- Facilities audit
- Fiscal audit

<b>Analyze Academic Achievement</b>	Examine detailed test score averages across different grade levels and demographics to identify trends in performance. Track changes in scores over time to observe patterns of improvement or decline, and analyze how students' learning rates evolve year to year through metrics.
<b>Analyze Instruction</b>	Investigate the availability and enrollment in advanced courses, as well as dual enrollment options with local colleges that allow high school students to earn college credits. Additionally, assess career technical education pathways that provide students with practical skills and certifications, and ensure that course offerings are not only rigorous but also culturally relevant and supportive of diverse student backgrounds.
<b>Review School Goals and Trends</b>	Analyze the Local Control Accountability Plan (LCAP) goals to ensure they align with student needs and community priorities. Assess attendance records for patterns of chronic absenteeism or truancy, and monitor enrollment trends to identify shifts in student populations or program effectiveness over time.
<b>Review Financial Health</b>	Analyze budget allocations, examining how funds are distributed across various programs and initiatives, and assess overall financial health through the evaluation of multi-year projections and trends in revenue sources. Additionally, review audit reports for any findings that may indicate financial mismanagement or areas for improvement.





# EVALUATE:

## Analyzing the Systems



Continued...

<b>Assess Special Programs:</b>	Evaluate the accessibility and effectiveness of Special Education services to ensure they meet the diverse needs of students. Investigate the support provided to English Learners through targeted programs, ensuring compliance with A-G requirements for college readiness, while reviewing the availability of Advanced Placement courses and Career Technical Education (CTE) opportunities. Additionally, assess the adequacy of mental health support services in promoting student well-being.
<b>Assess Departmental Collaboration:</b>	Examine the collaborative efforts between departments such as Human Resources, Information Technology, Curriculum and Instruction, Special Education, Transportation, Nutrition Services, and Operations to gauge how effectively they work together to support the school's mission. Look for evidence of joint initiatives that enhance student services and improve operational efficiency.
<b>School Infrastructure</b>	Update the Facilities Master Plan in detail to understand how the conditions of school facilities impact the learning environment. A review will be conducted to assess the adequacy of classrooms, laboratories, and extracurricular activity spaces, as well as the availability of modern equipment and technology that facilitate effective instruction and student engagement.
<b>Stability of Workforce</b>	Evaluate the stability and retention rates of the teaching, classified, and administrative workforce to understand the impact of staff turnover on student learning and school culture. Factors such as professional learning opportunities, mentorship programs, and overall job satisfaction among staff will be considered to assess the health of the workforce.



# COMMUNICATE:

## Building Clarity and Trust



### **Purpose: Internal Communications**

Trust is established through consistent, inclusive, and transparent communication. This phase prioritizes the creation of effective engagement structures, both internally and externally. Clear and regular communication between the Superintendent and the Board of Education is vital for efficient governance, accountability, and responsiveness to the school community. To facilitate this, the Superintendent will hold regular meetings with each board member to provide briefings and gather input. The following practices will be implemented at a minimum:

<b>Establish Regular Superintendent Updates</b>	Implement a structured schedule for monthly updates, starting with communications from the Superintendent to Board members, followed by distribution to staff and families. These updates will provide insights on district initiatives, student achievements, and upcoming events, fostering transparency and keeping all stakeholders informed.
<b>Quarterly Data and Progress Updates</b>	Conduct structured workshops with staff to thoroughly analyze and discuss key outcomes from recent initiatives. These sessions will include comprehensive presentations of data, enabling collaborative brainstorming on areas for improvement and strategies for future success.
<b>Frequent Informal Check-ins:</b>	Schedule regular, informal check-ins with individual board members to foster open communication and encourage feedback. These discussions will focus on ongoing projects, board member insights, and any potential concerns that may arise, ensuring that everyone remains aligned and engaged with the organization's mission, core values, and goals.





# COMMUNICATE:

## Building Clarity and Trust



### **Purpose: External Communications**

We aim to enhance our communication strategies by increasing our social media presence and promoting opportunities for dialogue with community members. To improve engagement, we will share inspiring news stories from various media outlets that reflect the diverse backgrounds of our students, staff, and families.

<b>Ensure Multilingual and Culturally Responsive Communication Tools</b>	Review and enhance existing communication tools to guarantee they are accessible in multiple languages and designed to meet the needs of our culturally diverse community. This includes leveraging technology to improve mobile access and ensuring that messaging is culturally sensitive and inclusive.
<b>Build a Communication Plan</b>	Develop a roadmap to ensure a clear, consistent, and timely flow of information among all stakeholders. This process will involve gathering feedback from stakeholders and ensuring the plan prioritizes timely and effective communication in emergencies and celebrations.
<b>Begin Redesign of Website and Digital Outreach Tools:</b>	Initiate the process of redesigning the district's website and digital outreach platforms to improve user experience. This will include updating the layout for better navigation, ensuring mobile compatibility, and integrating new features that enhance accessibility and engagement for all users.



# COMMUNICATE:

## Building Clarity and Trust



Continued...

<b>Begin Redesign of Website and Digital Outreach Tools:</b>	Initiate the process of redesigning the district's website and digital outreach platforms to improve user experience. This will include updating the layout for better navigation, ensuring mobile compatibility, and integrating new features that enhance accessibility and engagement for all users.
<b>Collaborate with the Public Information Officer (PIO)</b>	Work closely with the PIO to develop and refine key messaging strategies and branding efforts. This partnership will focus on creating cohesive and impactful communication that resonates with our diverse community and enhances the district's image.
<b>Increase Parent and Community Engagement</b>	Develop targeted strategies to boost parent and community participation. This includes expanding the district's social media presence and analyzing metrics such as reach, impressions, and engagement rates to understand our impact and optimize our approach.
<b>Launch the 'Bellflower Bright Spots' Campaign</b>	Initiate a campaign aimed at celebrating the achievements of students and staff within the district. This will involve spotlighting success stories through various channels, including board meetings, newsletters, social media, and community events, to inspire and foster a positive school culture.

### Deliverables:

- Draft Communications Plan
- Updated web presence and brand messaging
- Two-way feedback loops (surveys, forums, QR codes, listening tools)
- Bright Spots Campaign



# ACT: Leading with Purpose



## Purpose:

This final phase begins the transition from planning to action. It includes early wins that reflect the Board's core values and goals and initiate long-term strategic momentum.

## Deliverables:

- 100-Day Entry Plan Findings Report
- Year One Strategic Priorities Map
- Presentation to the Board and community with next steps

<b>Launch Superintendent's Parent and Student Advisory Councils</b>	Establish or reengage advisory councils composed of parents and students from diverse backgrounds to ensure representation and input on educational policies and practices. These councils will meet quarterly to discuss key issues, provide feedback, and collaborate on initiatives that enhance the academic experience.
<b>Identify and Implement 3 – 5 Early Action Initiatives</b>	5 Early Action Initiatives: Select and initiate 3 to 5 targeted projects within the first year to address immediate needs identified through surveys and stakeholder feedback.
<b>Align 2025–26 Budget Development to Instructional Priorities and Equity</b>	Carefully review and align the district's budget for the 2025–26 school year with instructional priorities that emphasize equity in education. This includes allocating resources based on the specific needs of schools to ensure all students have equal access to quality education.
<b>Begin the Strategic Planning Process with Inclusive Stakeholder Participation</b>	Launch a comprehensive strategic planning effort that invites input from a wide range of stakeholders, including teachers, parents, administrators, students, and community members. Host workshops and forums to gather insights and to collaboratively set long-term goals that reflect the collective vision for the district.





# ACT: Leading with Purpose



Continued...

<b>Develop and Implement</b>	A comprehensive national recruiting strategy specifically targeting hard-to-staff positions within our organization.
<b>Provide Ongoing Support and Resources</b>	Launch a comprehensive strategic planning effort that invites input from a wide range of stakeholders, including teachers, parents, administrators, students, and community members. Host workshops and forums to gather insights and to collaboratively set long-term goals that reflect the collective vision for the district.
<b>Recruit a Diverse Workforce</b>	Launch a comprehensive strategic planning effort that invites input from a wide range of stakeholders, including teachers, parents, administrators, students, and community members. Host workshops and forums to gather insights and to collaboratively set long-term goals that reflect the collective vision for the district.
<b>Share the Entry Plan Findings</b>	Compile and publicly disseminate a detailed report of the Entry Plan's findings, including key themes and areas for growth. The document will include a clear roadmap for Year One that outlines specific actions, timelines, and responsibilities to guide implementation.
<b>Plan a State of the District Event</b>	Compile and publicly disseminate a detailed report of the Entry Plan's findings, including key themes and areas for growth. The document will include a clear roadmap for Year One that outlines specific actions, timelines, and responsibilities to guide implementation.





# Outcome of the 100-Day Plan



**By Day 100, Bellflower Unified School District will have:**

- **A strong foundation of visibility from the Superintendent**
- **Clear understanding of system strengths and areas for growth**
- **Two-way communication structures that reflect transparency and care**
- **Early action initiatives that show alignment, equity, and momentum**
- **A shared foundation for building a multi-year strategic plan and/or board priorities**





**Every Student Known. Every Voice Valued. Every School Ready.**