

# STRATEGIC PLAN

2022 - 2027



**SAN MATEO-FOSTER CITY  
SCHOOL DISTRICT**

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## MESSAGE FROM BOARD PRESIDENT ALISON PROCTOR

It has been an honor to see the fantastic work the San Mateo-Foster City School District Strategic Plan Committee has done to create this roadmap for 2022-2027. I am grateful for the continued support and dedication from our parents, teachers, staff, district leaders, and community members.

Our students deserve a well-rounded education driven by a plan that helps guide our teachers, staff, site leaders, and district leaders. With our plan, we aim to ensure student growth in academics, social-emotional learning, and equity. This plan will unify all efforts to keep us on-track in achieving these goals.

We launch this Strategic Plan confident in our community and families, proud of our commitment to wellness, achievement, and equitable education for our students.



## MESSAGE FROM SUPERINTENDENT DIEGO R. OCHOA

It has been my honor to engage with staff, families, and district partners in developing the 2022-2027 Strategic Plan. The team of individuals who contributed to this plan remain focused on ensuring a high-quality and equitable education for our students. Much discussion and planning addressed the issue of closing the achievement gap while partnering with our families and community to support all students in achieving their full academic, social, and emotional potential.

Increasing PK-8 Achievement & Closing the Achievement Gap  
Reducing Inequitable Outcomes  
Student & Staff Wellness

We will remain committed to ensuring that the San Mateo-Foster City School District educates, inspires and empowers every student in every school every day to live, lead and learn with integrity and joy.

I look forward to all that we will accomplish together as a community!



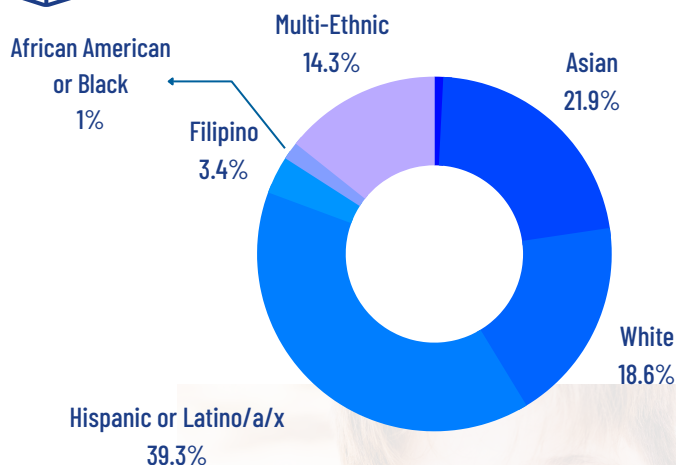
# OUR DISTRICT



SAN MATEO-  
FOSTER CITY  
SCHOOL DISTRICT



**10,458 students**



**52% English Only**

**23% English Learners**

**31% Socio-Economically Disadvantaged**

**15% Students with Special Needs**



**50 Languages Spoken**

English

Spanish

Chinese

Portuguese

Tagalog

Arabic

French

Tamil

Korean

Greek

Hindi

Russian

Japanese

Urdu

and many more

**1,193 ON OUR TEAM**



**575 Teachers**



**525 Classified Staff**



**50 Administrators**



**48 Pupil Services**

Source: Ed-Data.org

## OUR VISION

The San Mateo-Foster City School District educates, inspires and empowers every student in every school every day to live, lead and learn with integrity and joy.

## OUR MISSION

The San Mateo-Foster City School District provides rigorous, high quality and equitable education while partnering with our families and community to support all students to achieve their full academic, social and emotional potential.



**21 Schools**



**\$170M Annual Budget**



**\$500M in School Bond Projects**



**1:1 Chromebooks**



**Avg 21:1 Pupil/Teacher Ratio**



**23 Preschool Classrooms**

## EXECUTIVE CABINET

DIEGO OCHOA, SUPERINTENDENT

PATRICK GAFFNEY, DEPUTY SUPERINTENDENT/CBO

DIANA TAVARES, ASSISTANT SUPERINTENDENT

DAVID CHAMBLISS, ASSISTANT SUPERINTENDENT

DENNIS HILLS, ASSISTANT SUPERINTENDENT

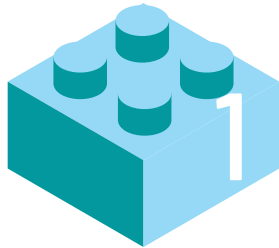


# 5

# BUILDING BLOCKS

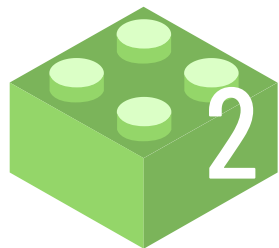


*Our 5 Building Blocks serve as a structure for developing action plan goals. They are deeply embedded in all of our strategies, actions, practices, programs and processes. If we remain committed to these building blocks, we will achieve all our Strategic Plan goals.*



## Family & Community Engagement

Our commitment is to create a culture in which parents, school staff, and community partners work together to facilitate student growth before, during, and after the school day.



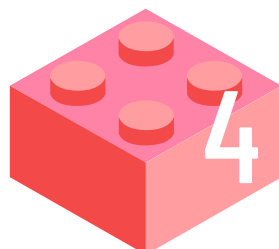
## Professional Development

Strategic Plan goal attainment is deeply connected to providing our classified, certificated, and administrative staff with the research-based professional growth they need and deserve.



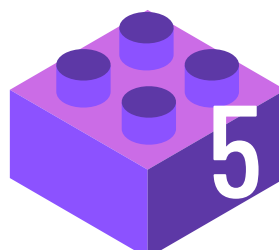
## Data-Informed Decision Making

As a high-performing school district, our focus will be creating systems of data-driven decision-making. Every aspect of our work will connect to a process of identifying data, collecting data, analyzing data, and using data to improve.



## Shared Leadership

The work of guiding programs and schools is not done in isolation. Shared leadership will allow us to tap into the skills and background of all our stakeholders, regardless of language, race, income, positional authority, or access.



## Responsible Fiscal Support

Sustainability is a key component of any Strategic Plan and ours will be bolstered by thoughtful, well-reasoned fiscal strategies. We will not over-spend or under-resource our goal strategies.



# STRATEGIC PLAN TIMELINE

## INITIATION OF PROCESS

**On August 12, 2021**, the San Mateo-Foster City School District Board of Trustees approved the consultative contract with the California School Boards Association, to begin the process of developing a new strategic plan.

## STRATEGIC PLANNING COMMITTEE MEETINGS

**On August 18, 2021**, the district held its first strategic planning meeting at the district office. The district invited a group of 40 diverse stakeholders tasked with this project comprising of parents, administrators, community members, partner organizations, and district leaders. The event was facilitated by the CSBA consultant Sepideh Yeoh. During the 4-hour session, the committee discussed potential new goal language for the strategic plan.

**September 9 & 30, 2021:** The committee convened to discuss and interrogate the district's mission, vision, and values. Members also engaged in rigorous data analysis focusing especially on achievement gaps.

**November 4 & December 16, 2021:** The committee convened to identify the district's greatest strengths and weaknesses. The work culminated in the creation of a recommendation for goals document that was submitted to the Board of Trustees.

## SCHOOL BOARD GOAL ADOPTION PROCESS

**On February 2, 2022**, the San Mateo-Foster City School District Board of Trustees held a special board meeting to review all of the collective work from the strategic planning group.

**Goal 1:** Create learning opportunities for ALL Pre-K through 8th students resulting in closing the achievement gap and culminating in personal and academic success in high school and beyond.

**Goal 2:** Reduce inequitable outcomes for ALL students and staff by prioritizing equity, access, & inclusion.

**Goal 3:** Provide a safe, caring, nurturing, and culturally responsive environment for ALL students to meet the needs of the whole child.

**On February 10, 2022** The Board of Trustees adopted strategic planning goals and directed the Superintendent Diego R. Ochoa to convene strategic planning sub-committees to create detailed plans related to the three goal areas.

## SUBCOMMITTEES CREATE DETAILED PLANS LEADING TO BOARD APPROVAL

Over the course of 8 weeks, more than fifty stakeholders engaged with Superintendent Diego R. Ochoa in the process of creating detailed actions/strategies aligned to the district's achievement, equity, and wellness goals. **On June 9, 2022** the San Mateo-Foster City School District Board of Trustees adopted the SMFCSD Strategic Plan for 2022-2027.



**Equity Goal**

- Addressing unequal discipline
- Culturally responsive curriculum & practices
- Equity analysis & accountability for outcomes
- Inclusion for children with special needs
- Staffing equity

**Wellness Goal**

- Creating district-wide...
- Systems of Support...
- Student & Staff...
- SEL & Safe S...
- LGBTQ Sur...

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**SUBCOMMITTEES**

- Student monitoring & data...
- language arts...
- Language development...

Each sub-committee was invited to attend 2 - 3 meetings with Superintendent Ochoa to collaboratively discuss actions, strategies, goals, and measures. Each session included 3 hours of deep discussions on each topic. Meetings explored the goals within their topic to come up with strategies the district would incorporate into the Strategic Plan.





# KEY STRATEGIES



## ACHIEVEMENT GOAL



## ACHIEVEMENT STRATEGIES

1

Create learning opportunities for ALL Pre-K through 8th students resulting in closing the achievement gap and culminating in personal and academic success in high school and beyond.

- Provide annual professional development from 2022-2027 focusing on early literacy, math, ELD, classroom instructional models, and science.
- Implement district-wide system of data collection, review, analysis, and reporting to drive instructional change.
- Implement districtwide math instructional coaching model focusing on intensive supports in grades 3 & 7-8 in 2022-2023.
- Implement Cultivating Linguistic Awareness for Voice and Equity in Schools (CLAVES) serving upper elementary English learners to develop strong language and literacy skills.



## EQUITY GOAL



## EQUITY STRATEGIES

2

Reduce inequitable outcomes for ALL students and staff by prioritizing equity, access, & inclusion.

- Implement district-wide system of data collection, review, analysis, and reporting to investigate instances of inequity related to programs.
- Implement districtwide School Discipline Matrix resulting in increased restorative responses to school behavior.
- Convene districtwide Inclusion Task Force responsible for evaluating data, reviewing research and recommending districtwide strategies for implementation in 2023-2024.
- Convene districtwide Culturally Responsive Curriculum and Practices Task Force responsible for evaluating data, reviewing research and recommending districtwide strategies for implementation in 2023-2024.



## WELLNESS GOAL



## WELLNESS STRATEGIES

3

Provide a safe, caring, nurturing, and culturally responsive environment for all students to meet the needs of the whole child.

- Create District Social Worker positions to remove barriers to learning and address issues that may affect the well-being of the student, both in and out of the school environment.
- Create spaces at sites for students and staff to serve as Wellness Centers.
- Staff training in trauma informed care and restorative practices.
- Wrap-around services (social, medical, mental) for Newcomer students.



# GOALS & MEASURES



## ACHIEVEMENT GOAL



## ACHIEVEMENT MEASURES

1

Create learning opportunities for ALL Pre-K through 8th students resulting in closing the achievement gap and culminating in personal and academic success in high school and beyond.

- Monitor and respond to internal formative assessment data in grades TK-8, including a systemwide dyslexia screener.
- Analyze and report on CAASPP English and Math test results, with a focus on responding to achievement gaps.
- Analyze ELPAC Reclassification Data across sites, with an emphasis on reducing the prevalence of Long-Term English Learners.
- Analyze CAST results by school site and sub group.



## EQUITY GOAL



## EQUITY MEASURES

2

Reduce inequitable outcomes for ALL students and staff by prioritizing equity, access, & inclusion.

- Analyze and report on CAASPP English and Math test results, with a focus on responding to achievement gaps.
- Collect, analyze, and report student discipline data on a quarterly basis with an emphasis on increasing restorative strategies.
- Administer annual Inclusion Survey instrument with a focus on increasing access to the least restrictive environment.
- Analyze and report on Annual Equity Survey data.



## WELLNESS GOAL



## WELLNESS MEASURES

3

Provide a safe, caring, nurturing, and culturally responsive environment for all students to meet the needs of the whole child.

- An annual analysis student mental health services referrals and services rendered.
- An annual analysis of the detailed California Healthy Kids Survey student and parent results.
- An annual analysis of student attendance rates.
- An annual analysis of district-created social/emotional wellness staff/student survey results.



# Live



*"I want my students to be change-makers who focus on growth."*

-SMFCSD Strategic Planning Committee  
Member

# Lead

*"I am excited about the H.O.P.E. Uniforms Program and the meaningful impact it has on the environment and on the families."*

-Bayside Academy Student



# Learn



*"In SMFCSD we expect every student to communicate, collaborate, and learn responsibly."*

-SMFCSD Strategic Planning Committee  
Member





# JOIN THE CONVERSATION!



[www.smfcsd.net](http://www.smfcsd.net)



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[@SMFCSD](https://twitter.com/SMFCSD)



[San Mateo-Foster City School District](https://www.youtube.com/SanMateoFosterCitySchoolDistrict)



[San Mateo-Foster City School District](https://www.linkedin.com/company/SanMateoFosterCitySchoolDistrict)

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# ACKNOWLEDGEMENTS

Special thanks to the members of the Strategic Plan Committee who contributed to this plan, shared their talents with us in creating this document. Strategic Plan Committee Members included:

## STRATEGIC PLAN TEAM

Amanda Driscoll	Jadelyn Chang	Kenyetta Cook	Ruth Aguiniga
Annie Tsai	Janine Wrightson	Kirstie Briones	Stephanie Fraumeni
Cristina Blanco	Eugina Kitsios	Kristy La Carrubba	Sue Wieser
Cristina Haley	Jenel Lim	Larissa Kenny	Travis Callan
Dale Rogers-Eilers	Jenny Lionberger	Lisa Fahey	
Dr. Christian Rubalcaba	Jessie Blundell	Lynn Cooper	
Dr. Margaret Heredia	John Cosmos	Meghann McIntyre	
Dr. Marcella McCollum	John Harrison	Patrick Gaffney	
Dr. Randi Paynter	Julie MacArthur	Priti Jaiswal	
Eleni Maynard	Kathy Pratt	Rachelle Crawford	

## SUBCOMMITTEES

Amanda Driscoll	David Chambliss	John Harrison	Priti Jaiswal
Amy Fickenscher	Dennis Hills	Kathy Pratt	Dr. Randi Paynter
Cameron Lewis	Dr. Marcella McCollum	Kenyetta Cook	Ruth Aguiniga
Dr. Christian Rubalcaba	Dr. Margaret Heredia	Larissa Kenny	Stephanie Fraumeni
Cristina Blanco	Eleni Maynard	Lisa Fahey	Suzi Riley
Cristina Haley	Eugenia Kitsios	Lynn Cooper	Travis Callan
Dale Rogers-Eilers	John Cosmos	Pamela Bartfield	Patrick Gaffney

## FACILITATORS & SUPPORT STAFF

Tatiana Sandoval      Diego Perez      Sepideh Yeoh      Diego R. Ochoa

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