



Brawley Elementary School District

Lighting the Way to the Future

FIVE YEAR

STRATEGIC PLAN

2026 - 2030

Board Approved: 02/10/2026

2026



613 Employees



3,774 Students



6 Schools

2027

2028

2029

2030

VISION:

Every Student Achieving, Everyone Accountable,
Everyone's Efforts Recognized and Valued

MISSION:

The Brawley Elementary School District will educate all students to achieve to their potential through quality instructional programs in a safe learning environment and with a relentless commitment to continuous academic improvement in collaboration with staff, parents, and community.

VALUES:

HIGH EXPECTATIONS: High expectations for performance and conduct on the part of all students and staff.

MEANINGFUL ENGAGEMENT: Meaningful engagement of staff, parents, families, and community to support our students' academic achievement.

GOOD STEWARDS: Be good stewards of our fiscal resources and District property.

We, the Brawley Elementary School District, hold ourselves accountable to:

STUDENTS FIRST: Place the interest of students first in every decision we make.

Board of Trustees



Cesar Guzman
TRUSTEE



Jose L. Barrera
TRUSTEE



Patricia Larios
TRUSTEE



Armando Padilla
TRUSTEE



Esther Sanchez-Banda
TRUSTEE

Executive Cabinet



Luis Panduro
SUPERINTENDENT



Terri Mason
**DIRECTOR OF
SPECIAL PROJECTS**



Cynthia Dickerson
**DIRECTOR OF
FISCAL SERVICES**



Mike Dickerson
**DIRECTOR OF MAINTENANCE,
OPERATIONS, &
TRANSPORTATION**

Administrative Services

	GOAL	OBJECTIVE	METRICS
Food Service, Wellness & Healthy Lifestyle	Transition to scratch cooking while promoting district-wide wellness and lifelong healthy habits.	<ul style="list-style-type: none"> • Visit other school district food service programs & obtain student body feedback • Transition to scratch cooking. • Wellness education integrated with health curriculum. • Healthy habits: movement challenges 	Increased meal participation, fruit/veggie servings, wellness engagement rates.
Safety & Security	Maintain a unified, transparent, and responsive safety culture.	<ul style="list-style-type: none"> • Implement Standard Response Protocol (SRP) training • Emphasize consistent communication with families and first responders • Enhance safety team operations and data-driven decisions • Annual protocol review and multi-agency drills 	100% staff trained; increased safety awareness survey results.
Information Technology & AI Integration	Prioritize AI training and integration while standardizing classroom technology.	<ul style="list-style-type: none"> • Launch district-wide AI awareness and professional development • Integrate AI tools into classroom instruction • Standardize classroom technology platforms • Build district-level IT and AI governance • Expand continuous innovation and tech equity 	Increase staff completion of AI training and achieve full standardization of district-approved classroom technology platforms.
Human Resources	Transform HR into a proactive, service-oriented department that supports, develops, and retains high-quality staff.	<ul style="list-style-type: none"> • Conduct HR workload and staffing assessments • Shift from task completion to service-oriented HR model • Implement employee engagement and recognition programs • Foster a culture of trust, collaboration and belonging • Expand leadership and professional development opportunities 	Retention rates, HR response time, staff satisfaction surveys.
Finance & Budget Communication	Maintain a balanced budget and ensure transparency while addressing declining enrollment.	<ul style="list-style-type: none"> • Improve financial transparency with quarterly updates • Develop multi-year models addressing declining enrollment • Implement cost-efficiency measures • Train leaders on budget literacy • Maintain balanced and adaptable budgets 	Maintain positive budget certification.

Maintenance, Operations, & Transportation

	GOAL	OBJECTIVE
Maintenance - Current Focus	Keep buildings healthy, comfortable, and functional through routine inspections, preventative maintenance, and responsive repairs	<ul style="list-style-type: none"> • HVAC • Electrical & Lighting • Water & Sewer Systems • Fire & Life Safety • Roofing • Accessibility
Capital Improvements	Enhance learning through modernized facilities, upgrading infrastructure, creating dynamic indoor/outdoor spaces and fortifying entry points district wide.	<ul style="list-style-type: none"> • TK Modernization • Security Camera Upgrades • Athletic Field Improvements • New Gym Construction • District Office Expansion • Security Upgrades
Maintenance Strategic Plan	Reduce failures and costs through predictive and preventive maintenance strategies, enhance safety compliance and modernization.	<ul style="list-style-type: none"> • Secure site main office entrances • Upgrade aging infrastructure • Replace aging roof systems • Modernize staff and student restrooms • Modernize and standardize classroom learning spaces • Improve ADA access and safe paths of travel
Funding the Vision	Continue seeking grants, modernization and hardship funds, developer fees, and other sources to complete critical projects	<ul style="list-style-type: none"> • Revenue Sources <ul style="list-style-type: none"> ◦ Local Competitive Grants ◦ Federal Competitive Grants ◦ State Competitive Grants • Donations
Operations- Current Focus	Ensure all buildings and grounds are clean, safe, and ready for daily use creating a healthy and inviting environment for students and staff.	<ul style="list-style-type: none"> • Continue to actively seek out grant opportunities that promote improvements to grounds and facilities • Support custodial efforts with scheduling, updates on new cleaning methods, equipment and safety training • Install automated irrigation systems in areas of need • Plan and implement projects that provide healthier landscaping and greener play areas
Transportation- Current Focus	Implement bus routes and provide safe, reliable transportation for students and staff	<ul style="list-style-type: none"> • Continue to maintain CHP Terminal compliance (bus fleet maintenance, bus driver compliance, record keeping, etc.) • Actively seek out grant opportunities that assist in replacing aging school buses and white fleet vehicles • Add infrastructure upgrades to support long-term electric fleet expansion • Strengthening training for bus drivers on supporting students and addressing behavior concerns



Educational Services (Part 1)

	GOAL	OBJECTIVE	METRICS
Academics	<p>Continue to increase DFS and ultimately percent proficient.</p> <ul style="list-style-type: none"> • English Language Arts (+4.61% proficient; +9.2 points DFS) • Mathematics (+2.77% proficient; +6.9 points DFS) • Science (+4.6% proficient; +3 points) • English Language Proficiency Indicator (+5.3% making progress) 	<ul style="list-style-type: none"> • Increase partnerships - high quality content & pedagogy training <ul style="list-style-type: none"> ◦ Early literacy and writing ◦ Math and science • Prioritize science instruction - all grades • Identification & implementation of benchmark assessments • Increase the joy of learning through special programs and increased engagement. 	<p>Survey data for instructional staff, Benchmark data collection, Student survey data</p>
English Learners & Migrant Services	<p>Provide ELs and Migrant students with engaging lessons that are culturally relevant and focused on gaining language proficiency through listening, speaking, reading and writing. Create sustainability despite potential loss of federal funding for student services.</p>	<ul style="list-style-type: none"> • Continue ongoing PD to implement engaging lessons that promote language proficiency • Focus on asset-based instruction • Identify and implement supplemental program that meets the needs of LTELs • Parent Center • LTELs- Know by Name 	<p>Teacher, student, and parent surveys, benchmark assessments, ELPAC results</p>
Special Education Identification Process	<p>To prevent over identification, create a system in which the MTSS model is utilized prior to referring students for special education (SST, small group instruction, Early Reading Intervention, etc.)</p>	<ul style="list-style-type: none"> • Revisit intervention protocols - site consistency • Ongoing training - SSTs/504s, small group instruction (reading foundations, number sense, EDI, de-escalation techniques, etc.) 	<p>Classroom observations, SST intervention history, ERI progress monitoring results, Special Education referrals submitted</p>
Co-Teaching/ Collaboration Model	<p>Build a sustainable model for inclusive practices, which includes co-teaching and the collaboration model</p>	<ul style="list-style-type: none"> • Continue to grow the Co-Teaching/Collaboration model at each site • Track student progress year-to-year • Go slow to go fast 	<p>Grades, benchmark and state testing results, staff and parent surveys, testimonies, videos</p>
Community Schools	<p>Create a sustainable model for all schools that will provide wraparound services to students and families (4 grants, 6 schools)</p>	<ul style="list-style-type: none"> • Continue seeking community partners to provide additional services <ul style="list-style-type: none"> ◦ Mental health ◦ Medical Care ◦ Donations to support 2 schools • Create a Parent Center <ul style="list-style-type: none"> ◦ Do laundry ◦ Get resources ◦ Attend training • Friendly competitions <ul style="list-style-type: none"> ◦ Increase enrollment + attendance • Interview Denise - Entravision 	<p>Student and parent surveys, attendance</p>

EDUCATIONAL SERVICES
 Elementary School District

Educational Services (Part 2)

GOAL

OBJECTIVE

METRICS

Student Services -SEL

Solidify PBIS structure/implementation at each site that is aligned to the the Behavior Matrix and the BESD Multi-Tiered System of Support

- Ongoing training for staff (all)
 - PBIS
 - Restorative Practices
 - Managing Behaviors
 - Social Emotional Learning
 - Organized recess activities

Staff surveys, PBIS referral data, suspension data, chronic absenteeism data.

Expanded Day Programs

GLOW Program

Provide students with a reason to come to school each day as they engage in academics and enrichment activities

- Continue growing the ASES program at each site
- Grow City of Brawley Partnership
 - Soccer
 - Boxing
 - E-Sports
 - and more
- Train GLOW staff to provide writing lessons
- Life Skills

Survey data from parents and students, attendance.

Special Programs

- CTE Courses - **Aligned w/ BUHS**
 - Graphic Design
 - Agriculture
 - Home Economics
 - Welding
 - Simulations
 - Environmental
- DLI recruitment & expansion
 - 5th grade
 - 6th grade - **PPMS**
 - Middle school Spanish courses
- Youth Cinema Project
- Music & Arts
- Junior/Peewee Explorer
- E-Sports



Superintendent's Message

A strong strategic plan provides direction, clarity, and purpose. It reflects who we are, what we value, and where we are going as a district. This five-year Strategic Plan represents our collective commitment to continuous improvement across Administrative Services, Maintenance, Operations and Transportation (MOT), and Educational Services, all in service of one central goal: doing what is best for students.

While plans like this are essential, it is ultimately our people who bring them to life. The dedicated educators, support staff, administrators, and leaders across our district make a difference every day in the lives of our students. Their care, professionalism, and commitment are the true foundation of our success. This plan honors their work and provides a roadmap to support them as they continue to grow, innovate, and serve.

Equally critical to our success are strong partnerships with families and the broader community. When parents and schools work together, students thrive. This strategic plan reflects our belief that collaboration, transparency, and shared responsibility are essential to achieving meaningful and lasting outcomes for our students.

As a district, we are committed to improving each and every year. Continuous improvement requires reflection, accountability, and a willingness to adapt, while never losing sight of our core purpose. This plan ensures that our decisions, resources, and efforts remain focused on what matters most: student learning, well-being, and success.

One of my goals as Superintendent is to bring stability and coherence to our district. Stability allows us to build trust, strengthen systems, and sustain progress over time. Central to this work is a strong partnership with our Governing Board. By working hand in hand, we are committed to ensuring effective governance, clear roles, and unified leadership that supports our schools and community.

This Strategic Plan is both a promise and a guide. It reflects our shared vision for the future and our responsibility to the students we serve today and tomorrow. Together, with our staff, families, board, and community, we will continue to move forward with purpose, integrity, and an unwavering commitment to excellence.

Luis C. Panduro

**CLEAR
DIRECTION**

**PROVIDE
SERVICES**

ACCOUNTABILITY

