



Academic Excellence
in a Caring Community

Kentfield School District

STRATEGIC PLAN

2007-2010

Board Approved May 13, 2008

KENTFIELD SCHOOL DISTRICT

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

2007-2008 • 2008-2009 • 2009-2010

Key Messages

- Academic Achievement
- Character Education
- Effective Leadership
- Fiscal Health

Implementation Schedule Planning Committee

Sally Peck, Bacich Principal Holly Edde, Bacich Assistant Principal Jerene Donovan, Bacich Teacher Lee Jonsson, Parent	Skip Kniesche, Kent Principal Jenny Walsh, Kent Assistant Principal Alison Griffin, Kent Teacher Leslie Canin, Kent Teacher Marlies Zeisler, Parent	Juli Kauffman, Trustee Andee Abramson, Special Ed Director Bob Caine, Superintendent Jim Brown, Consultant
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Plan Approval, Review, and Distribution Timeline

March 31, 2008	Final Implementation Planning Committee Meeting
April 15, 2008	Board Workshop
May 13, 2008	Board Approval
May 23, 2008	Review with Staff
June 1, 2008	Distribution to Stakeholders

- **Initiative A: Increase emphasis on natural curiosity, critical thinking and active engagement in learning.....**
 - **Step 1:** Provide staff development opportunities in targeted areas: differentiated instruction, planning for field trips and other extended learning opportunities, Schools Attuned project based instruction and Vanguard
 - **Step 2:** Expand external opportunities for students outside the classroom: grade level minutes reflecting opportunities such as field trips, lunch clubs, community service and assemblies

- **Initiative B: Evaluate and refine student assessment to effectively guide classroom instruction and curriculum development.....**
 - **Step 1** Define and align essential standards and skills by subject area across each grade level: principal to meet with curriculum chairs to give standards for each curriculum area, in curriculum groups teachers to select essential standards by trimester, in grade level groups teachers to discuss and determine student’s abilities as a learner (what they should look like and what skills they should have at the end of the school year), after selecting essential standards, “singleton teachers” to meet with colleagues from neighboring schools to discuss their selection.
 - **Step 2** Align student assessments with essential skills and standards: develop common formative assessments by trimester to coincide with essential standards
 - **Step 3** Utilize Data Director to coordinate assessment information: may include formative assessments by trimester to be scanned and entered into Data Director and reports generated by Data Director sent home showing how students did on essential standards along with progress reports from PowerSchool

- **Initiative C: Expand intervention and support for students who are struggling at school (academic and emotional).....**
 - **Step 1** Review systems we have in place for identifying, serving and supporting students who are struggling at school and compare these to other successful practices: staff development (PLC), conferences, contact other schools, educational journals, develop response to intervention strategies aligned to State and federal law
 - **Step 2** Implement successful practices for effective academic and emotional support: staff development
 - **Step 3** Develop comprehensive approach to enhance partnerships among parents, teachers and counselors to meet the needs of struggling students: parent education, increase in communication

- **Initiative D:** **Provide appropriate learning opportunities for students needing additional challenge**
 - **Step 1** Review, identify and implement successful practices to support students who could benefit from additional challenge with a focus on student engagement and extended learning opportunities: classroom sharing, contact with other schools, staff development (differentiated instruction)

- **Initiative E:** **Support effective professional development opportunities to enhance student learning.....**
 - **Step 1** Summarize current District Staff Development Plan: create matrix listing opportunities in April. Complete survey in May. Finalize report in September
 - **Step 2** Develop and implement a comprehensive Staff Development Plan to implement Strategic Plan Goals and Initiatives and other priorities including: Use of Technology, Math, Adoption, English/Language Arts Adoption, Professional Learning Communities and Individual Growth Plans: Staff Development Participation

GOAL ONE

Promote Academic Achievement by Challenging and Supporting All Students with Attention to Different Needs and Learning Styles

Leading Indicators:

1. Professional Development:
 - a. Participation Rates in Key Professional Development Activities
 - b. District/School Professional Development Opportunities
 - c. Individual Professional Growth Activities
2. Grade Level and Between Level Articulation:
 - a. Participation in Grade Level Articulation Meetings
 - b. Participation in Between Level Articulation Meetings
3. Student Engagement in Learning:
 - a. (Indicators to be Developed)
4. Opportunities for Parent Teacher Communication:
 - a. At Elementary – Parent Teacher conferences
 - b. At Middle School – Conferences and Other Communications, e.g., Web Site Grade Reporting, Assignment Completion, etc.

Trailing Indicators:

1. Students Meeting State Standards: (Disaggregated by SES, ELL)
 - a. Percent Meeting Standards
 - b. Percent Exceeding Standards
 - c. Percent Moving Upward; e.g., From Basic to Proficient (Upward and Downward)
2. High School Achievement:
 - a. Percent Completing Ninth Grade at 3.0 GPA or Better
 - b. Percent Passing High School Exit Exam: Grades 10, 11 and 12
 - c. Percent With 600 or Better on SAT; Math and Verbal
 - d. Percent Graduating with 3.0 GPA or Better
 - e. Graduation Rate for Kentfield Students that Attend Redwood High School
3. Identify 10 Benchmark Districts and Develop Indicators to Measure (Needs further discussion)

Kentfield School District Strategic Action Plan Update

Goal Number: 1 Initiative: A - E Update:

GOAL ONE: Promote Academic Achievement by Challenging and Supporting All Students with Attention to Different Needs and Learning Styles

Initiative A: Increase emphasis on natural curiosity, critical thinking and active engagement in learning

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Provide staff development opportunities in targeted areas	Superintendent Principals	Differentiated instruction, planning for field trips and other extended learning opportunities, Schools Attuned project based instruction and Vanguard	Budget allocations for staff development, substitutes, conferences	9/1/2007- 6/30/2010	Number of staff participating
2	Expanding external opportunities for students outside the classroom	Principal(s)/Grade Level Coordinators	Grade level minutes reflecting opportunities such as field trips, lunch clubs, community service and assemblies	Grade Level Coordinators; parent field trip donations; PTA funding; some District support TBD	9/1/2007- 6/30/2010	Number of students participating

Initiative B: Evaluate and refine student assessment to effectively guide classroom instruction and curriculum development

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Define and align essential standards and skills by subject area across each grade level	Principals, Grade Level Teams, Curriculum Teams	<ul style="list-style-type: none"> • Principal to meet with curriculum chairs to give standards for each curriculum area • In curriculum groups-teachers to select 10-12 essential standards by trimester • In grade level groups-teachers to discuss and determine students' abilities as a learner (what they should look like and what skills they should have at the end of the school year) <p>After selecting essential standards, "singleton teachers" to meet with colleagues from neighboring schools to discuss their selection</p>	Curriculum meetings and Release Time for Staff	Elementary June 2008, Middle June 2009	Completed document by curriculum and grade level
2	Align student assessments with essential skills and standards	Principals/Grade level/ Curriculum Groups	Develop common formative assessments by trimester to coincide with the essential standards	Curriculum meetings and release time	January to December 2009	Completed assessments; elementary report card

3	Utilize Data Director to coordinate assessment information	Principals/Grade Level Teams/ Curriculum Groups	Benchmarks/Progress Reports may include formative assessments by trimester to be scanned and entered into Data Director, and reports generated by Data Director send home showing how students did on essential standards along with progress reports from PowerSchool	Admin. Training for Data Director, hire Assessment Director/Power School	September 2007 to June 2010	Completed reports
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Initiative C: Expand intervention and support for students who are struggling at school (academic and emotional).

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Review systems we have in place for identifying serving and supporting students who are struggling at school and compare these to other successful practices	Principals, Director of Special Education, Superintendent, Counselors, Guidance Team (Kent), Grade Level Team (Bacich)	Staff development (PLC), conferences, contact other schools, educational journals; develop response to intervention strategies aligned to State and federal law	Professional development, release time	2008-2009	Board presentation of successful practices and pyramid of interventions
2	Implement successful practices for effective academic and emotional support	Principals, Counselors/Psychologist, Resource Staff, Superintendent, Director of Special Education	Staff development	Funding to be determined	2009-2010	Increase in student performance (assessments/STAR): Reduction in number of students referred to special education
3	Develop comprehensive approach to enhance partnerships among parents, teachers, and counselors to meet the needs of struggling students	Counselors/Psychologist, Resource Staff, Superintendent, Director of Special Education, Teachers	Parent education, increase in communication	Parent education funding	Through 2010	Improved student performance and increased parent satisfaction

Initiative D: Provide appropriate learning opportunities for students needing additional challenge.

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Review, identify and implement successful practices to support students who could benefit from additional challenge with a focus on student engagement and extended learning opportunities.	Principals and Teachers	Staff development	Meeting time, release time	2009-2010	Board report on successful practices and recommendations

Initiative E: Support effective professional development opportunities to enhance student learning

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Summarize current District Staff Development Plan	Superintendent with support from Admin Team	Create matrix listing opportunities in April. Complete survey in May, Finalize report in September	One to Three Meetings of Superintendent and Admin Team, Staff Survey Time, Incidental Supplies	September 2008	Completion of Report and Review by Board
2	Develop and implement a comprehensive Staff Development Plan to implement Strategic Plan Goals and Initiatives and other priorities including: Use of Technology, Math Adoption, English/Language Arts Adoption, Professional Learning Communities and Individual Growth Plans	Superintendent, Admin team, Grade Level Coordinators, K-8 Curriculum Co-Chairs	Staff Development participation	Release time for teachers (10-15 days), Admin time (5 days)	October 2008-June 2010	Board Approval of Plan

GOAL TWO

Strengthen our School Community's Culture of Character with a Focus on Trust and Respect to Ensure Success for all Students

Trailing Indicators:

1. Number/causes of student suspensions – Annual Report
2. Honors and Recognitions for Positive Character Related Activities
3. Results of climate surveys

Leading Indicators:

1. Evidence of the Six Pillars in Classrooms, Schools and Community
2. Participation in parents/staff programs in Character Education training
3. Number/cause of student disciplinary referrals from classroom to office by grade level
4. School level activities involving contributions to sustainable global environment
5. Meeting Character Education Quality Standards
6. Student participation in community service activities
7. Participation in Parent Education Programs

**Kentfield School District
Strategic Action Plan Update**

**Goal Number: 2
Initiative: A-C
Update**

GOAL TWO: Strengthen our School Community's Culture of Character with a Focus on Trust and Respect to Ensure Success for all Students

Initiative A: Build respectful and trusting relationships within the school community based upon integrity and caring

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Integrate the Six Pillars into the curriculum and assess implementation of the Character Education program.	Teachers and school staff, CARE Committee	Classroom activities, assemblies, monthly CARE and regular class meetings	Staff development, classroom planning, committee and staff time	2007-2010	Student (grades 4-8) and staff self-assessments, Quality Standards (CEP), Student Climate Survey (grades 5-8)
2	Identify and publicize character building activities in school and community in which students and parents are encouraged to participate	Principal(s)/Grade Level Coordinators	Communications (Kentfield Connections, School Staff bulletins, teacher news letters, email and voice mail)	PTA Parent Ed funding	2007-2010	Parent attendance, student participation

Initiative B: Consistently clarify and effectively communicate roles and expectations for students, parents, teachers, administrators and board members

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Develop and formally adopt District Codes of Ethics for District Students, staff, parents, administrators and Board involving each group to develop for inclusion in the District Policy Book	Superintendent, Teachers	Meetings with each group to review drafts	Research and meeting time	2008-2009	Approved by Board of Trustees in June, 2009
2	Implement, with involvement of staff and stakeholders, policies and protocols to guide: <ul style="list-style-type: none"> • Student code of conduct and school disciplinary plans and procedures • Parent and staff communications and concerns • Superintendent, Board, administrators, staff, parent communications • Updated version of the Complaints procedure 	Board of Trustees, Superintendent, Administrative Team, Association Representative	Workshops with staff and parents	Staff time	2008-2009	Approval of policies and protocols
3	Clarify and adjust, as needed, processes to obtain feedback from different stakeholders to provide for continuous improvement	Communications Committee	Approval of surveys by the Board of Trustees, Communication Committee's meeting notes	Survey development and administration costs - TBD	2007-2010	Results reviewed by appropriate stakeholder groups

4	Use school events and other communication opportunities as a means of clarifying and reinforcing expectations regarding roles and responsibilities of all parties	Planning time	Kentfield Connections, FAX, Bulletin, Back to School Night, parent education sessions, class newsletters	Planning time	2007-2010	Stakeholders report clear expectations
5	Complete updating of District Policy Handbook	District Policy Committee	Weekly meetings, Board reports and Board approval	CSBA Consultant, volunteer and staff time	2006-2008	Board approval of final Policy Book

Initiative C: Expand awareness and appreciation of a culturally diverse society and contribute to a sustainable global environment

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Provide learning opportunities at each grade level to increase student understanding of cultural diversity within our community and the larger world	K-8 Curriculum Committees, Grade Level Teams	Review of State Standards and other documents, grade level minutes	Meeting time, "Summer Planning" (\$5,000)	2009-2010	List of learning opportunities for each grade level
2	Provide opportunities for students too participate in activities which develop an appreciation for the importance of environmental awareness and to protect and sustain the environment	Principals, PTA Environmental Reps, teachers and other staff	Board reports, PTA meeting reports	Meeting time	2008-2009	List of oppotunities sent to all students and parents

GOAL THREE

Promote and Sustain Effective Leadership Within the District

Trailing Indicators:

1. Stability of Effective Leadership in the District at All Levels - Board (serving multiple terms) Superintendent, Principals, Teachers, KSF, and PTA
2. Evaluations Reflecting Positive Performance Toward Achieving Goals (Board, Superintendent, Principals)

Leading Indicators:

1. Participation in Leadership Development Activities
2. Number of Staff Interested in Leadership Roles (Participation in these roles)

**Kentfield School District
Strategic Action Plan Update**

**Goal Number: 3
Initiative: A-D
Update**

GOAL THREE: Promote and Sustain Effective Leadership Within the District

Initiative A: Establish and implement a comprehensive superintendent selection process that includes meaningful input from all appropriate constituencies

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Board of Trustees approves contract with superintendent search firm	Board of Trustees	Request for proposals, interview firms, selection of firm, approve contract	Two to three board meetings, 40 hours for Board President, \$25,000	Spring 2007	Approval of contract (completed)
2	Board of Trustees approve timeline for Superintendent Search	Board of Trustees	Preliminary Timeline May, 2007 – Final Timeline October, 2007	Two Board Meetings, 10 Hours of Board Rep Time, One Day Staff Support	October 2007	Board Approval of Timeline (completed)
3	Leadership Associates Facilitates search process	Leadership Associates – Jim Brown and Jake Abbott	Initial meeting with board, meetings with staff and community, updates to staff and Board, present candidates, interviews, site visit, approval of contract	Six to seven board meetings, staff time (40 hours), board rep time (three to five days)	April 2007 to February 2008	Hiring of new Superintendent, feedback from staff and community (completed)

4	Completion of New Superintendent Contract	Board and Attorney	Initial meeting with attorney and Leadership to develop contract parameters, January 2008; agreement on contract parameters, February 2008; contract approval March 2008	Board meeting, attorney costs (\$4,000)	January – March 2008	Board and new Superintendent approve contract (completed)
5	Provide effective transition for new Superintendent	Board of Trustees, Board President, new Superintendent	Transition plan includes pres release, offsite workshop with facilitator, various orientation activities such as reception, staff introductions, and intradistrict introductions (Superintendent and Trustees)	Board meeting, reception costs - \$1,000, workshop - \$2,500, Superintendent time – five days	March 1 to October 1, 2008	Completion of transition activities, Concluding report from Board and Superintendent

Initiative B: Recruit and effectively orient new Board members

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Hold workshop for prospective Board members	Anna Pilloton and Bob Goldman	Preparation of orientation ;materials, orientation event	Meeting time	May 2007	Completion of event and feedback from participants (completed)
2	Provide orientation for candidates	Board and Superintendent	Preparation of orientation materials, five orientation meetings	40 Hours of Board and Staff Time	September - October 2007	Attendance of Candidates, Candidate Feedback
3	Provide training program for newly elected Trustees	Superintendent and Board of Trustees	CSBA Conference, Brown Act Conference, County Workshops, Readings in Board Binder, Board President serves as mentor	Superintenden t time, some time commitment for individual Board members, staff support	December 2007 through December 2008	Understandings of Board member role and responsibilities, positive relations among board and between Board and Superintendent

Initiative C: Maintain an effective Governance Team (Superintendent and Board) by clarifying roles and decision-making processes and establish protocols for governance and communication with district and staff

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Update and modify as needed evaluation forms and processes for new Superintendent and Board.	Board and Superintendent	Board/Superintendent Workshop, review and research on evaluation tools, 2 nd workshop if needed, adoption and implementation of new evaluation tools.	Board Member study time, facilitator (\$5,000), new Superintendent time, staff support	April 1 to August 1, 2008	Approval/adoption of tools and processes by Board and Superintendent
2	Build an effective Governance Team	Board and Superintendent	Five three-hour Workshops of Effective Governance over a two year period and two one-day retreats each year, (facilitator)	100% commitment of participation of Board, Superintendent time commitment, staff support, facilitator (\$12,000 for two years)	April 1, 2008 through June 30, 2009	Agreement on use of and monitoring of protocols; annual evaluations reflect Board adopted governance standards

Initiative D: Encourage staff, parents, and administration to assume leadership roles and provide needed orientation and support

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Recruit and retain parents for leadership roles	Superintendent, KSF President, PTA President, Principals, Communications Committee	Leadership Team meetings – Place regular notices in Kentfield Connections re: parent volunteer and leadership opportunities. Increase strategies for recruiting parent volunteers	Meeting time	2008 - 2010	All leadership roles filled prior to school year start. Annual report to Board in September, regular notices in Connections.
2	Provide opportunities to encourage staff leadership and involvement	Leadership Team	Workshops such as strategic planning, interest-based bargaining, Vanguard, Character counts, etc.	Professional Development funds, staff time	2008-2010	Number of participants
3	Administrative Team meets with consultant to create a plan for effective and efficient transition of leadership	Superintendent	Workshop for all Administrative Team	Consultant (\$1,200), meeting time	December 2007 to December 2008	Completion of Transition Timeline (2007-2008)

GOAL FOUR

Ensure Critical Community Financial Support to Sustain the Breadth and Excellence of Our Educational Program

Trailing Indicators:

1. Annual parcel tax revenue
2. Annual Foundation support
3. Tax revenue from school bonds and changes in assessed valuation

Leading Indicators:

1. % participation in Foundation fundraising events (parent giving, business campaign, spring events)
2. % participation in PTA fundraising events
3. % voting positive in District financial elections
4. Monitoring changes in District enrollment (overall, 6th grade)
5. Exit Interview information results

**Kentfield School District
Strategic Action Plan Update**

<p>Goal Number: 4 Initiative: A-E Update</p>

GOAL FOUR: Ensure Critical Community Financial Support to Sustain the Breadth and Excellence of Our Education Program

Initiative A: Ensure successful passage of a parcel tax in 2008

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Approve resolution to call for an election in February 2008 and conduct a successful campaign	Board of Trustees, Campaign Co-Chairs	Board resolution developed and approved by the Board, election campaign, monthly updates	Volunteers, legal resources, teachers, community members, parents	October 2007 to February 5, 2008	71.76% approval rate certified by the Marin County Elections Office (completed)

Initiative B: Identify potential options for additional space, if needed, to provide for District programs

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Purchase of the California Parks Foundation building for use as District Office and community use	Board of Trustees	Meetings with CPF, Board Closed Session meetings	Volunteer legal services, \$1.9 million certificate of participation from CSBA for purchase	2006 - 2008	Completed purchase agreement
2	Move District Office to purchased building at 800 College Avenue	Building Committee	Meetings, cost estimates	\$100,000 from District Deferred Maintenance Fund, Director of Operation's time	June 1, 2008 to July 15, 2008	Board approval, District Office operational
3	Move Marin Enrichment from Bacich to current District Office	Marin Enrichment/Building Committee	Meetings. Cost estimates	\$50,000 (Deferred Maintenance Fund)	Summer 2008	Approval of District expenses and Marin Enrichment expenses
4	Complete enrollment and classroom needs projections	Superintendent and Principals	Updated enrollment study, class size determinations, set special use rooms	Staff time	April 2008, April 2009, April 2010	Completion of annual report, Board approval of annual report

Initiative C: Pursue grant opportunities and/or corporate educational sponsors

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Review databases to evaluate the potential for additional grant opportunities and/or corporate sponsors to support the District's Strategic Plan	Superintendent, Trustee, KSF Director of Development, KSF Director of Administration, KSF Board member	Meetings, research of available sources to match district identified needs	Staff time – District and KSF	2008- 2009; 2009- 2010	At lease one new grant per year

Initiative D: Support the Kentfield Schools Foundation in pursuing additional sources of revenue

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Work together to develop new alternatives to promote our schools in order to maximize funding sources for the Kentfield Schools Foundation	Superintendent and Board President, KSF Director of Administration, KSF Director of Development, and KSF President	Monthly meetings	Staff time (principals, teachers), KSF volunteers	2008 - 2010	Increase funding base; increase participation in KSF events

Initiative E: Protect fiscal integrity of the district by planning for State budget challenges and the transition to basic aid

STEP	ACTION STEPS	RESPONSIBLE PARTY	BENCHMARKS/ PROGRESS REPORTS	RESOURCES REQUIRED	TIMELINE	EVIDENCE OF SUCCESS
1	Develop Long Range Financial Plan to track major revenue sources and expenditures, address needs for strengthening District reserves to prepare for financial contingencies, and use list of key indicators to track District fiscal health	Finance Committee and Business Manager	Data collection, expert support, monthly meetings of the Finance Committee	Expert support (\$5,000 one-time)	January 2009 – January 2010	Approval of the annual plan report by the Board of Trustees and annual review of key indicators
2	Identify and implement public relations strategies for preserving community support for key District programs and services	Board of Trustees, Superintendent	Annual Report, Tamalpais program, IJ articles, Events open to Community, community partnerships	Staff time; \$7,500 for production and mailing (annual)	2008 -2009; 2009 - 2010	Annual report to Board in March of public relation activities completed, and plans for the coming year

RESPONSIBILITY, ACCOUNTABILITY, AND BUDGET SUMMARY

INITIATIVE	ACTION STEP	RESPONSIBLE	DATA COLLECTION	BUDGET	
				2008-2009	2009-2010
A	1	S, P	Staff Participation	\$ 5,000	\$ 5,000
A	2	P, GLC	Student Participation	\$ 3,000	\$ 3,000
B	1	P, GLT, CT	Completion of Documents	\$ 4,000	\$ -
B	2	P, GLT, CT	Completion of Assessments	\$ 1,000	\$ 1,000
B	3	P, GLT, CT	Completed Reports	\$ 14,000	\$ 14,000
C	1	P, SED, GLC, GLT, GT, S	Board Presentation-Successful Practice	\$ 5,000	\$ -
C	2	P, C, RS, S, SED	Student Performance Reduction in Referrals	TBD	TBD
C	3	C, RS, S, SED, T	Student Performance, Parent Satisfaction	\$ 2,000 (PTA)	\$ 2,000 (PTA)
D	1	P, T	List of practices by staff, Board Report	-	\$ 2000
E	1	S, AT	Completion of Report and Review by Board	-	-
E	2	S, AT, GLC, CTCC	Board Approval	\$ 2,000	-
A	1	T, CARE	Self-Assessments, Quality Standards, Student Climate Survey	-0-	-0-
A	2	CC	Evidence of Communications	\$ 2,000 (PTA)	\$ 2,000 (PTA)
B	1	S, T	Board Approval	-0-	-0-
B	2	BT, AT	Approve Policies/Protocols	-	-
B	3	CC	Results Reviewed		
B	4	P	Report Expectations		
B	5	PC	Board Approval of New Policy Book	\$ 1,000	\$ 1,000
B	6	T, AR	Board Approval	-0-	-0-
C	1	CT, GLT	List of Learning Opportunities by Grade	\$ 5,000	\$ 5,000
C	2	P, PTA, T	List of Opportunities		

KEY

- AR = Association Rep
- AT = Administrative Team
- BC = Building Committee
- BM = Business Manager
- BT = Board of Trustees
- CARE = Character and Respect Education Committee
- C = Completed
- CC = Communication Committee
- CL = Community Leaders
- CT = K-8 Curriculum Teams
- CTCC = K-8 Curriculum Team Co-Chairs
- FC = Finance Committee
- GLC = Grade Level Coordinators
- GLT = Grade Level Teams
- GT = Guidance Teams
- KSF = Kentfield Schools Foundation
- KSFDA = KSF Director of Administration
- KSFDD = KSF Director of Development
- LA = Leadership Associates
- LT = Leadership Team
- ME = Marin Enrichment
- P = Principals
- Pa = Parent
- PC = Policy Committee
- PTA = PTA President
- RS = Resource Staff
- S = Superintendent
- SED = Special Education Director
- St = Student
- T = Teacher(s)
- TR = Teacher Rep
- Tr = Trustee

GOAL	INITIATIVE	ACTION STEP	RESPONSIBLE	DATA COLLECTION	BUDGET	
					2008-2009	2009-2010
#3	A	1	BT	Approval of Contract (C)	-	-
#3	A	2	BT	Approval of Timeline (C)	-	-
#3	A	3	LA	Approve Hire (C)	-	-
#3	A	4	BT	Approve Contract (C)	-	-
#3	A	5	BT, BP, S	Completion of Transition Activities	-	-
#3	B	1	BT	Completion (C)	-	-
#3	B	2	S, BT	Completion (C)	-	-
#3	B	3	S, BT	Completion	-	-
#3	C	1	S, BT	Approval and Adoption	\$ 5,000	-
#3	C	2	S, BT	Approval, Evaluations	\$ 6,000	\$ 6,000
#3	D	1	S,KSF,P,CC, PTA	Leadership Roles Filled	-	-
#3	D	2	LT	Number of Participants	\$ 2,000	\$ 2,000
#3	D	3	S	Completed Timeline (C)	-	-
#4	A	1	BT	Election Results (C)	-	-
#4	B	1	BT	Completed Purchase (C)	-	-
#4	B	2	BC	Completed Move	-	-
#4	B	3	BC/ME	Completed Move	\$ 50,000	-
#4	B	4	S, P	Completed Annual Report	-	-
#4	C	1	S,Tr,KSF, KSFDD,KSFDA	Additional Grant Per Year	-	-
#4	D	1	S, BT, KSFDD, KSFDA	Increased Participation		
#4	E	1	FC, BM	Approval of Annual Plan	\$ 5,000	-
#4	E	2	BT, S	Continued Community Support	\$ 7,500	\$ 7,500

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- C = Completed
- CC = Communication Committee
- CL = Community Leaders
- CT = K-8 Curriculum Teams
- CTCC = K-8 Curriculum Team Co-Chairs
- FC = Finance Committee
- GLC = Grade Level Coordinators
- GLT = Grade Level Teams
- GT = Guidance Teams
- CTCC = K-8 Curriculum Team Co-Chairs
- KSF = Kentfield Schools Foundation
- KSFDA = KSF Director of Administration
- KSFDD = KSF Director of Development
- LA = Leadership Associates
- LT = Leadership Team
- ME = Marin Enrichment
- P = Principals
- Pa = Parent
- PC = Policy Committee
- PTA = PTA President
- RS = Resource Staff
- S = Superintendent
- SED = Special Education Director
- St = Student
- T = Teacher(s)
- TR = Teacher Rep
- Tr = Trustee