



2022-23 Local Control Accountability Plan (LCAP) Actions & Services Mid-Year Report

Local Educational Agency (LEA) Name	Contact Name and Title	Email and Phone
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Goal 1

Broad Goal

Engage, support, and challenge all students with an intention to eliminate the opportunity gap.

Focus Goal

- 1a. Annually all student groups will demonstrate a year's progress in core essential standards, English Language Arts and Mathematics.
- 1b. All student groups will meet standards by 2023-24 as measured by standardized assessment measures such as MAP, CAASPP or other identified research based tools.
- 1c. Monitor participation rates of all students to address academic and social/emotional/behavioral needs.
- 1d. Intentional focus on challenging all learners (Based on YouthTruth data)

Rationale

Goal was developed to intentionally focus on all students and monitor progress of one year's growth in one year's time, data will be used to inform a cycle of inquiry and continuous improvement to support student progression. Through this intentional focus we will be able to review student group data and examine efficacy of enhancement and interventions.

Expected Annual Measurable Objectives for Goal 1

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	MAP - administration	TBD	Fall 2022 % Avg - High Avg. MATH 2nd 89% 3rd 91% 4th 91% 5th 79% 6th 87% 7th 86% 8th 88% READING 2nd 93% 3rd 84% 4th 92% 5th 84% 6th 88% 7th 89% 8th 87%	100% meet standard or above.
	CAASPP - Annual administration	2019 Results Meet or exceed standards All ELA 75% - Math - 72% SED	2022 Results Meet or exceed standards All ELA 76.69% - Math - 65.26% SED	10% growth at minimum annually for each student group

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
		ELA 41% -Math - 40% SWD ELA 31% - Math 24% R-FEP ELA - 55.56% - Math 53.97% Hispanic/Latino - ELA - 46% - Math - 43%	ELA 47.62% -Math - 27.90% SWD ELA 28.28% - Math 28% R-FEP ELA - 56.72% - Math 43.29% Hispanic/Latino - ELA - 54.23% - Math - 46.77%	
	ELPAC - Annual administration	2018-19 Overall - 56.9% High Well Developed (4) - 24% Moderately Developed (3) - 44% Somewhat Developed (2) - 28% Minimally Developed (1) - 4%	2021-22 Overall - 67.9% Very High Well Developed (4) - 15.57% Moderately Developed (3) - 35.23% Somewhat Developed (2) - 30.73% Minimally Developed (1) - 18.47%	Very High (65%+ progress as measured by the California Dashboard)
	Reclassification rate	2020-21 62.3%	2021-22 61.2%	TBD
	Participation rate of intervention - acceleration services	TBD	Tier II Intervention Supports 1st - 4th Reading - approximately 20 students Math - approximately 25 students 5th - 8th Reading - approximately 60 students Math - approximately 48 students	TBD
	Master Schedule - Course Offerings - Broad Course of Study	Elementary: art,	Elementary: art,	Maintain elementary course offerings;

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
		music, and physical education are supported by a specialist teacher Middle: students have a broad course of study that includes electives (music, art, technology, leadership, world languages, executive functioning/organization) and pathways for math advancement	music, and physical education are supported by a specialist teacher Middle: students have a broad course of study that includes electives (music, art, technology, leadership, world languages, executive functioning/organization) and pathways for math advancement	Maintain middle school broad course of study with at least one elective choice per student
	Participation rate in course offerings - broad course of study	TBD	All students have grade level appropriate access to broad course of study	100% Participation Rate.

Actions and Services

Goal/Action	Action Title/Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
1.1	Offer specific professional development to guide and inform curriculum planning and support the implementation of varied instructional strategies for students. (1a, 1b) Professional Development and Learning Materials Offer a range of learning opportunities and materials/supplies to enhance teaching and learning areas include, but are not limited to: Differentiated Instruction Integrated and Designated ELD Instruction Progress Monitoring with Formative Assessment (MAP)		No	LCFF 51000 Other State 136000	Other State 195793 Federal 15995	\$398,788.00	\$109,706

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>Identified Intervention Programs - Reading, Writing and Math Culturally Relevant Pedagogy - Rigor, Relevant, Relational and Real Identified Intervention Programs - Reading, Writing and Math</p> <p>Collaborative Alignment Provide up to 3 release days a year for grade level articulation meetings and use grade level meetings and staff meetings as opportunities for collaboration. Targeted collaboration time between grade levels and content areas supports district wide grade level alignment across curriculum and instructional strategies. The goal is to identify and make visible grade level essential standards and learning targets.</p>						
1.2	<p>Create opportunities for increased innovation, integration and collaboration in and between core and enrichment classes that inspire creativity, curiosity, and critical thinking. (1a, 1b) Course Offering Maintain and leverage the KSD broad instructional</p>		No	Local 870,951		\$870,951.00	\$412,606

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>options with core academics to increase meaning and connectivity - Library/Media, Music, Performing and Visual Art, Maker/Design, Wood Working, STEM/STEAM, Life Skills, Poetry, Book Club, Coding, Service Learning/Innovation, Start Up, Film-Screenwriting, Public Speaking - Ted Talks, etc.</p> <p>Instructional Approach Through differentiation and culturally relevant pedagogy, ensure students are met at their learning level and challenged to stay engaged and inspired while using a student centered approach to increase learning motivation, executive functioning, and exploration of student interest.</p> <p>Expand Instructional Freedom Allow opportunities for students to have voice and choice in projects and student learning - leverage opportunities to increase instructional relevancy.</p> <p>Phenomenon Based Learning Leverage interest based instruction to increase engagement and sense of challenge across all core content areas.</p>						

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
1.3	<p>Based on local summative and formative data, offer differentiated support, intervention and enhancement, for all students with varied academic/social emotional performance. (1a, 1b, 1c)</p> <p>Targeted instructional support provided to offer intervention/acceleration support in Reading and Math with certificated and classified support staff.</p> <p>Interventions Implemented may include, but are not limited to LLI, Sonday, Lexia Core 5, Eureka Math, Big Ideas Math program, Aleks, and other instructional approaches that may incorporate different modalities of learning (musical, kinesthetic, verbal, artistic, technological, etc).</p> <p>Use MAP and other formative assessments to progress monitor student intervention/acceleration outcomes in six (6) to eight (8) week increments.</p> <p>Maintain and/or increase designated and integrated EL support through direct and indirect services for EL students with certificated and classified support staff.</p>		No	LCFF 70,827.50 Other State 138,716.50 Federal 6,000	LCFF 13,500 Other State 16,793 Federal 2,770	\$248,607.00	\$124,634

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>Targeted sections of Language Development courses at the Middle School and self-contained small group language development instruction at the Elementary School.</p> <p>Offer model teaching or classroom observations to demonstrate integrated ELD strategies in core classrooms.</p>						
1.4	<p>Monitor unduplicated pupil assessment data and determine appropriate supplemental support for academic program and access to core standards.</p> <p>Targeted instructional support to offer intervention/acceleration in Reading and Math with certificated and classified support staff.</p> <p>Interventions Implemented may include, but are not limited to LLI, Sonday, Lexia Core 5, Eureka Math, Big Ideas Math program, Aleks, and other instructional approaches that may incorporate different modalities of learning (musical, kinesthetic, verbal, artistic, technological, etc).</p>		Yes	<p>LCFF 121250</p> <p>Other State 183740</p> <p>Federal 4004</p>	<p>LCFF 38000</p> <p>Federal 2700</p>	\$349,694.00	\$107,380

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>Use formative assessments to progress monitor student intervention/acceleration outcomes in six (6) to eight (8) week increments.</p> <p>The EL Coordinator (1.0 FTE) will support maintaining and/or increasing designated and integrated EL support through direct and indirect services for EL students with certificated and classified support staff.</p> <p>Targeted sections of Language Development courses at the Middle School and self-contained small group language development instruction at the Elementary School, up to .4 FTE</p>						

Goal 2

Broad Goal

Attract, retain, and develop excellent and inspiring diverse teachers and staff who hold high expectations for all our students and are committed to lifelong learning.

Focus Goal

- 2a. Ensure 100% of all open positions are filled with highly qualified staff.
- 2b. Recruit staff that reflect the racial demographics of our community with proportional alignment by August 2023.
- 2c. Maintain a 95% staff retention rate for continuity of learning and school culture.
- 2d. Offer opportunities for staff to provide feedback related to job assignment, school culture, and work environment.

Rationale

The goal was developed to intentionally focus on supporting and offering an inspiring and diversified work space for staff and students with a goal to increase engagement and connectedness with school.

Expected Annual Measurable Objectives for Goal 2

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	Position Control - Open Positions	Spring 2021 .8 Spanish .8 Art 1.0 MS Science 1.0 Attendance Secre	Winter 2023 Open positions TBD	100% positions filled by highly qualified staff.
	Staff Demographics	Certificated Asian 8% Af. Am. - 1% Hispanic - 7% White - 90% Classified Asian 8% Af. Am. - 5% Hispanic - 18% White - 70% Admin Hispanic - 20% White - 80% Community Demographics Asian 5% Af. Am. - 1% Hispanic - 15% 2 or More Race - 13% White - 66%	Certificated/Classified Asian 1% Af. Am. - 4% Hispanic - 12% White - 81% Community Demographics Asian 3.5% Af. Am. - .8% Hispanic - 16% 2 or More Race - 13.6% White - 65.4%	Create parity between community and staff demographic
	Rate of Masters/National Board Certification for Certificated Employees	Total Certificated - MA - 50 National Board Certification - 1 Doctorate - 1	Total Certificated - Masters - 48 National Board Certification- 1 Doctorate- 2	TBD

Actions and Services

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
2.1	<p>Attract, retain, develop and inspire an effective and innovative staff. (2a, 2b, 2c, 2d)</p> <p>Work with diverse community agencies and Institutions for Higher Education (IHE) to promote a diverse applicant pool in order to diversify the workforce and develop a targeted pipeline of educators.</p> <p>Create KSD recruitment strategy, including but not limited to: campaign video and pamphlet to highlight why candidates would want to work with the KSD community.</p> <p>Invest in staff - through promoting their learning and growth as opportunities avail themselves, honor increased certifications such as National Board Certification, Masters degrees and/or Doctorates.</p> <p>Set up a system for regular listening or feedback sessions for staff during the school year related to job assignment, school culture, and work environment.</p> <p>Institute an exit interview/feedback opportunity for staff within</p>		No	LCFF 6,595	LCFF 18,581 Other State 11,997 Federal 11,997	\$49,170.00	0

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	30 days of their official separation from the KSD.						
2.2	<p>Maintain high quality working conditions and competitive compensation packages while leveraging the talents, skills, and passion of staff. (2d)</p> <p>Offer/support unique courses, clubs and experiences based on staff expertise to provide inspiration and exposure to students. Offer opportunities at both school sites.</p> <p>Leverage virtual options for staff to effectively and efficiently communicate with students, colleagues, parents/guardians, and community.</p> <p>Ensure compensation package is competitive with like districts.</p>		No			0	
2.3	<p>Refine current evaluation tool for all staff to support growth and development. (2a, 2c, 2d)</p> <p>Establish an internal staff committee to review and refine the certificated and classified evaluation tool. Research option to hire an outside consultant to facilitate and support the development of a growth</p>					0	

Goal/Action	Action Title/Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	based evaluation tool for all staff.						

Goal 3

Broad Goal
 Maintain a balanced budget with ample staffing, sufficient materials, supplies, and well-maintained facilities to optimize teaching and learning for our school community.

Focus Goal

- 3a. Produce a multi-year budget that has a minimum reserve level of 10% or higher by 2023-24.
- 3b. Maximize use of general and restricted funds in alignment with identified purpose (annually).
- 3c. Expend 100% of restricted facility funds within the required timeline (annually).

Rationale

The goal was developed to intentionally focus on increasing the budget reserve, aligning resources to district priorities and expending bond funds in alignment with community interest.

Expected Annual Measurable Objectives for Goal 3

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	Annual Budget	Reserve Level for Multi - Year Projections Y1 - 1,518,827 Y2 - 1,812,862 Y3 - 2,378,471	Reserve Level for Multi - Year Projections Dec. 2022 Y1 - 2,861,600 Y2 - 2,398,224 Y3 - 1,893,462	10% + Reserve Level
	Interim Budget Reports	Reserve Level Dec. 2020 - 6.01% March 2021 - 6.09%	Reserve Level June 2022 - 9.52% Dec. 2023 - 9.80%	10% + Reserve Level
	AB 1200 Review	Positive Budget Certification	Positive Budget Certification	Positive Budget Certification
	Annual COC Report	Ending Fund Balance	\$73K - Ending Fund Balance	Expend 100% of Bond funds

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	Local Donations	KIK Annual Fund - \$1M KSPTA Funds - \$36,790	KIK Annual Fund - \$1M KSPTA Funds - \$59,857 (approx)	TBD
	Quarterly Williams Report	No Williams complaints based on providing: Sufficiency of Instructional Materials Fully Credentialed Teachers Facilities Inspection Tool (FIT) - Rating Good - Excellent	No Williams complaints based on providing: Sufficiency of Instructional Materials Fully Credentialed Teachers Facilities Inspection Tool (FIT) - Rating Good - Excellent	Maintain no Williams Complaints Maintain FIT Rating of Good - Excellent

Actions and Services

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
3.1	<p>Align fiscal resources to support achievement of the goals and strategies in our Strategic Plan. (3ab, 3b, 3c)</p> <p>Strategically align resources to meet their intention: General Fund - class size and offerings, integrated supports and supervision and administration (certificated and classified staff) and materials and supplies for optimal classroom instruction.</p> <p>Allocate supplemental and concentration funds to increase and improve services for identified student groups - English Learners, Homeless, and Socio-Economically Disadvantaged.</p>		No	LCFF 9559262 Other State 896801 Local 5178721 Federal 187270	LCFF 1236516 Other State 244205 Local 923123 Federal 94464	\$18,320,362.00	\$8,544,593

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses		Total Funds	Mid-Year Report
	Restricted Federal and State funds to support In-Person Learning (IPI) and Expanded Learning Opportunities (ELO).							
3.2	Evaluate current financial landscape (3a, 3b) Establish a facilitated Financial Advisory sub group to review current finances and evaluate where levers can be adjusted to address reserve level and work with identified assumptions. Outline a multi-year financial plan to address potential revenue shortfalls (parcel tax - KIK Foundation - local taxes) and increased liabilities (PERS and STRS). Explore ways to generate revenue by renting facilities to outside vendors. This would increase revenue and offer enhanced after-school options for students. Adjust the Board Policy related to Board Identified Reserve Level.		No				0	
3.3	Continuously monitor and improve facilities to ensure spaces are optimal for teaching and learning. (3c)		No		Local 2,600,000	\$2,600,000.00	\$2,036,613	

Goal/Action	Action Title/Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>Prioritize facility projects to offer safe and quality learning environments that support teaching and learning for the school community.</p> <p>Current projects include, but are not limited to: Air Conditioning - HVAC Upgrade, Facility Outdoor Cameras, Play Structure, etc.</p>						

Goal 4

Broad Goal
Provide a safe and inclusive education environment to cultivate a culture of bold thinking that inspires teachers and students and recognize community connections.

Focus Goal
4a. Define TK-8 Learner profile to guide reinforcement of KSD Core Beliefs
4b. Address behavioral and discipline infractions through restorative intervention practices
4c. Increase parent/guardian and staff collaborative engagement in school sponsored events and feedback - with intentional focus on underrepresented communities.
4d. Intentionality in building connections between and among students, parents/guardians, staff and community - focus on partnerships.

Rationale

Goal was developed to intentionally focus on making visible the KSD's core beliefs and increasing parent/community engagement in supporting school efforts.

Expected Annual Measurable Objectives for Goal 4

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	Climate Survey Results completed by Students, Parents and Staff	TBD	INSERT	TBD

Priority	Metric	Baseline	Year 2 Mid-Year Progress	Desired Outcome for 2023-24
	Student Chronic Absenteeism Rate	2020-21 1% Chronically Absent 2019-20 8% Chronically Absent	Per CA Dashboard 2021-22 12% Chronically Absent High	Decrease chronic absenteeism to .5%
	Parent/Guardian Participation Rates	Participation in KIK - 356 Donors KSPTA - 103 Family Members 68 Individual Members 37 Teacher Membership Total - 494 Members ELAC/DELAC - 45 potential families Survey Response Rate TBD	Participation in KIK - 319 Donors KSPTA - TBD ELAC/DELAC - 45 potential families Survey Response Rate 64%	Increase participation rate by 10% of population annually
	Discipline - Suspension Rates	Per CA Dashboard 2018-19 1.5% Green	Per CA Dashboard 2021-22 .8% Low	Decrease rate by .05%
	Discipline - Expulsion Rates	0%	0%	Maintain 0%
	Dropout Rate	0%	0%	Maintain 0%
	Average Daily Attendance Rates	91.4%	94.8%	TBD

Actions and Services

Goal/Action	Action Title/Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
4.1	Foster a culture of inclusivity within the Kentfield School District community by acting and communicating as one school, two campuses. (4a, 4b) Evaluate the district and site websites and all		No	Other State 20,000 Federal 15,000	Local 224,305	\$259,305.00	\$74,068

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>communication channels from the viewer/user perspective.</p> <p>Streamline communication to mitigate confusion and offer clarity of student information for parents/guardians - Google Classroom, ParentSquare, etc.</p> <p>Increase family engagement opportunities for gathering and connecting, as permissible -- identify multiple events a year that are inclusive of the entire community.</p> <p>Examine how KSD staff and community can continue to emphasize a sense of belonging and acceptance for students and parents/guardians, offer special events and experiential learning, i.e. field trips, guest speakers, etc. for identified grade levels to increase sense of belonging at school.</p> <p>Celebrate student and staff successes in a public and honorable manner - highlighting diverse areas of specialty - Examples Reclassification Ceremony, Bacich Bear Cards, Falcon Feathers, postcards, etc. Note: celebrations may be for activities outside of the school setting.</p>						

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	Increase to 30 hours a week for Community - Family Liaison to help increase home to school connection for student academic and social emotional progress.						
4.2	<p>Create a continuum of Kentfield School District learners that nurtures the social development and emotional health of students while highlighting core beliefs and expanding depth between grade levels. (4a, 4c)</p> <p>Employ restorative justice approaches district wide while supporting staff connection with students to cultivate a culture of learning and growth.</p> <p>Identify and make visible TK-8 KSD learner profile in alignment with grade level learning targets and IEP or language goals.</p> <p>Provide counseling support at both school sites to offer expertise around social development and emotional well-being. Areas of interest include but not limited to Social Anxiety, Peer Groups - Friendships, mindfulness, self-regulation, speaker series, clubs, etc. - build</p>		No	LCFF 243,943 Other State 120,000	Other State 28,000 Federal 62,000	\$453,943.00	\$225,700

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	alignment across school/district.						
4.3	<p>Build and promote cultural competence and diverse perspectives within the school community. (4a, 4b) Use culturally relevant curriculum and instructional practices to promote and celebrate diversity - texts may be in alternate languages.</p> <p>Hire outside consultants to facilitate school and community culture sessions to hear perspective and insight as to how to promote a supportive working environment and cultivate relational collaboration while working towards a common goal.</p> <p>Establish, support and Implement Social Justice - Equity & Inclusion Committees - site & district level to support Social Justice curriculum, Ethnic Studies, H/SS Civic Learning embedded throughout the school year with culturally relevant pedagogy.</p>		No			0	

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses		Non-Personnel Expenses		Total Funds	Mid-Year Report
4.4	<p>Collaborate with business, community partners and district/site committees to identify ways we can work together to support our learning goals. (4a, 4b) Offer Service Learning Projects/Activities to connect learning and community service objectives to attempt to integrate Communities through Service Learning projects such as the Mosaic Project (Reed, SRCS, etc.).</p> <p>Partner with community college/local universities and community based agencies to recruit students to mentor, tutor and/or connect with identified families.</p> <p>Outreach to local business and community members to determine how we might collaborate as a community for student learning and building community responsibility.</p> <p>Use site and/or district committees to help operationalize goals and build community connection.</p>		No				0		
4.5	Provide targeted support for unduplicated pupils to increase parent		Yes	LCFF	23774	LCFF	4107	\$113,774.00	\$7,081

Goal/ Action	Action Title/ Description	Timespan	Contributing	Personnel Expenses	Non-Personnel Expenses	Total Funds	Mid-Year Report
	<p>engagement and connection while ensuring basic needs are met. (4c) Increase to 30 hours a week for Community - Family Liaison to help increase home to school connection for student academic and social emotional progress. Provide general school supplies to support student access to educational programming. Provide counseling services across TK-8 continuum.</p>				Other State 28000 Federal 57893		