

# Nicasio School Strategic Plan

Adopted September 2007, Revised November 2009

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## **Introduction**

Nicasio School's Strategic Plan is the result of six months of work during the 2006-2007 school year by ten members of the school community, including the principal, two teachers, one board member, the Foundation president, several parents, and a community representative. At the heart of Nicasio School's Strategic Plan are four core values. To identify these core values, the Strategic Plan Committee posed this initial question:

*What type of person do we want our students to be when they graduate from Nicasio School?*

In response to this question, the Committee identified these four core values:

- love of learning
- integrity
- health and well being
- citizenship

In order to appreciate these values more fully, the Committee developed a list of characteristics and qualities that define each value:

<b><u>Love of Learning</u></b>	<b><u>Integrity</u></b>	<b><u>Health &amp; Well Being</u></b>	<b><u>Citizenship</u></b>
Intellectual Curiosity	Accountability	Physical	Respect
Risk Taking	Responsibility	Happiness	Sense of Community
High Standards	Honesty	Feeling of Safety	Team Player
Critical Thinking		Positive Outlook	Leadership
Self-Reflection		Self Confidence	Empathy
Self-Expression		Pride	Kindness
Preparedness			

Using these four core values as the focus of discussions, the Committee created the Nicasio School Strategic Plan to provide a focus for action by the school and the broader school community. Six areas of concern were identified with goals, objectives and action items developed under each category:

1. Financial Resources and Planning
2. Staffing, Configuration, and Student/Teacher/Administrative Ratios
3. Curriculum and Instruction
4. Communication – Working with Parents and the Community
5. Facilities
6. School Environment and Climate

There are several issues to be faced and problems to be solved to maintain the high quality education experience offered by Nicasio School. Working together these issues and problems are not insoluble, but it will take dedication and a firm resolve on the part of all concerned parties to meet and conquer these challenges.

The primary concern is financial. Nicasio School faces a new and significant financial challenge. Effective 2007-2008 Nicasio School begins paying for the cost of business services provided by the Marin County Office of Education (MCOE). These services have been provided complimentary to the four rural schools in prior year. However, due to its own budget restraints, MCOE is no longer able to provide such services at no cost. The cost of these services alone represents approximately 12% of Nicasio School's annual budget. Nicasio School does not receive sufficient funds from state and local revenue to support the desired goals outlined in this plan. Meeting this financial challenge is paramount to ensure the continuing operation of the school.

The Strategic Plan that follows is divided into three major sections:

- Vision and Mission Statements (page 3)
- Statement of Goals (pages 4-5)
- Statement of Goals, Objectives and Action Items (pages 6-18)

It is expected that the plan will be periodically updated as needed in the years going forward. The Board will formally review and update the Strategic Plan annually each spring.

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## 2007 Strategic Plan Committee

### Members

Elaine Doss  
Debbie Goelz  
Chuck Gompertz  
Whit Jackson  
Holly McArthur  
Lucienne Meckfessel  
Christopher Mothersill  
Madeleine Sloan  
Christy Stocker  
Colin Williams

### School Affiliation

Teacher  
Parent & Nicasio School Foundation President  
Community member & Former School Board Trustee  
Parent  
Parent  
Parent  
Parent & Committee Chair  
School Board Trustee  
Principal  
Teacher

# **Nicasio School Strategic Plan**

## **Adopted September 2007, Revised August 2008**

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### **Vision**

Benefiting from its unique rural setting, strong sense of community and distinguished history, Nicasio School will educate children to value learning, act with integrity, live a healthful life, and participate as responsible citizens both locally and globally.

### **Mission**

Nicasio School prepares students to excel in high school and in life by attracting and maintaining outstanding teachers who deliver a stimulating curriculum through innovative instructional methods. Working with parents and the community, we support all students in reaching their full potential academically, physically, and emotionally by providing a safe and nurturing environment.

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## Statement of Goals

⇒ This symbol indicates the top three priorities identified by the committee.

### 1. **Financial Resources and Planning**

Federal, State and County revenues are insufficient to operate the school on a basis consistent with the goals outlined in this Strategic Plan. Additional sources of revenue must be found in order for Nicasio School to move forward confidently into the future. Unless the current revenue base is increased, the school will be forced into deficit spending in the foreseeable future. Under AB1200 and AB2756, district boards are to certify as to the ability of their districts to meet their financial obligations in the current year and the subsequent two years. The certifications are positive, qualified, and negative. A qualified certification indicates that the district *may not* be able to meet its current obligations or obligations in the subsequent two years. A negative certification means that the district *cannot meet* its financial obligations. There have been cases where a State Trustee is placed in the district in lieu of the Board when a district has had a negative certification and has required a state loan to continue its operations. This is not an acceptable option to the Nicasio School Board of Trustees.

#### Goals

1. Provide financial stability for the school.
2. Support school programs and services beyond minimum requirements.
3. Undertake a pro-active approach to the school's financial management.
4. Utilize resources efficiently and effectively.

### 2. **Staffing, Configuration, and Student/Teacher/Administrator Ratios**

Nicasio School offers instruction to students in kindergarten through grade eight in multi-grade classrooms. Classrooms are grouped according to student population, teacher availability and class size. This is always a flexible issue as the size of the student population and individual classes vary year to year and teacher staffing can be impacted by the budget. However, we strongly support the Class Size Reduction Program in grades K-3. Adequate administrative services and personnel support is also integral to the efficient operation of the school.


#### Goals

- ⇒
1. Identify, attract, retain and develop outstanding staff.
  2. Maintain optimal class sizes and configurations to enhance learning.
  3. Meet the challenge of multi-grade classroom using standards-based curriculum.
  4. Ensure legal compliance and smooth operation of administrative services.

### 3. Curriculum and Instruction

The curriculum for K-8 grades in California is largely determined by the State Office of Education. Nicasio School must meet State standards and requirements in the education of its students. There is still room for enrichment programs, interpretation of the standards and teacher creativity in presenting the required material in the classroom.


#### Goals

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1. Comply with California State Standards in all core subject areas.
  2. Provide enrichment programs to supplement required courses of study.
  3. Emphasize instruction to build critical thinking skills.
  4. Use a range of effective instructional strategies for diverse learners.
  5. Create opportunities for individualized instruction.
  6. Assess students regularly to evaluate and determine individual needs.
  7. Prepare students to navigate information and technology resources.
  8. Develop an integrated, spiraling curriculum across subjects and grades.
  9. Provide sufficient preparation for student transition to high school.

### 4. Communication: Working with Parents & the Community

An effective flow of information between the school and the home is crucial to involve parents in the school and maximize the development of each student. This process must be supported, encouraged and developed by both parties: the home and the school. All constituents need to be made aware of the roles and responsibilities of the various groups that govern, manage and support the school (i.e. School Board, Foundation, Site Council, Administration, etc.).

#### Goals

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1. Improve communications between school and the home.
  2. Enhance communication between all the various school organizations.
  3. Develop a process for communication with the larger community to make local residents aware of school activities and functions and to garner support for the school.
  4. Ensure non-English speaking families are part of all school communications.

### 5. Facilities

Nicasio School has an up-to-date campus and excellent facilities. They must be maintained and improved as needed to remain a viable resource in the education of our children.

#### Goal

1. Ensure all school facilities are up-to-date, functional, and safe.

## **6. School Environment and Climate**

A positive social and emotional environment and climate of the school are crucial to the success of the educational efforts in the classroom. The school must be perceived as a safe and nurturing place in which to learn, take risks with new learning, and grow into strong, educated and competent citizens.

### Goals

1. Provide a nurturing, mutually supportive family-like environment.
2. Create authentic roles, responsibilities, and accountability for students.
3. Promote sound minds and healthy bodies: students, staff, and parents.

# Nicasio School Action Plan

*Updated August 2008*

## Statement of Goals, Objectives and Action Items

It is recognized that the timeframes indicated below reflect ideals. This plan remains a working document and timeframes and delegation will be adjusted as needed.

### GOAL #1: Financial Resources and Planning

Objective	Action Items	Responsible Party	Timeline	Status
1. Provide financial stability for the school.	a. Identify the funding required to meet the goals and objectives of the Strategic Plan	School Board & Nicasio School Foundation	Ongoing	<b>In Progress</b>
	<del>b. Implement a parcel tax in Nicasio School District to cover annual costs related to MCOE Business Services.</del>		June 2008 election	<b>Completed</b>
	<del>• Appoint a Parcel Tax Committee to evaluate and develop a strategy for the implementation of a parcel tax in Nicasio.</del>		Sept., 1 2007	<b>Completed</b>
	<del>• Submit forms to Marin County Election Dept. for parcel tax measure to be placed on the March, 2008 election ballot.</del>		Nov. 2007	<b>Completed</b>
2. Support school programs and services beyond minimum requirements.	<del>a. Recommend that the Foundation sets a goal to raise \$5,000 per student on an annual basis to fund enrichment programs and shortfalls in school budget.</del>	School Board & Principal	Fall 2007	<b>Completed</b>
	<del>• Develop a Nicasio School Foundation action plan.</del>			
	<del>• Form a Grant Committee to maximize funds available from grants.</del>			
	<del>• Establish an Annual Fund Committee to solicit donations from family, friends, community, alumni, and corporations.</del>			
	<del>• Develop an Events schedule that focuses on fewer large revenue events rather than many smaller events.</del>			
	<del>b. Recommend that the Foundation establish an endowment for long term financial security.</del>		Fall 2007	<b>Completed</b>

	<p>e. <del>Explore legislative options that may provide the opportunity for the school to receive more federal/state/county funding and/or reduce administrative and compliance requirements.</del></p> <ul style="list-style-type: none"> <li><del>Establish a Legislative Committee to spearhead fact gathering, coordinate with other parties (as necessary) and to implement an action plan.</del></li> </ul>	School Board	Fall 2007	<b>Deferred</b> <i>Much of this is done through participation in JLAC</i>
3. Utilize resources efficiently and effectively.	<p>a. <del>Minimize business service expenses.</del></p> <ul style="list-style-type: none"> <li><del>Investigate outsourcing or bringing services in-house.</del></li> </ul> <p>b. <del>Explore ways for the Foundation to generate income from rental of campus facilities.</del></p>	School Board	Fall 2007	<b>Completed January 2009</b>  <b>Deferred to Foundation</b>

**GOAL #2: Staffing, Configuration, and Student/Teacher/Administrative Ratios**

Objective	Action Items	Person Responsible	Timeline	Status
1. Identify, attract, retain and develop outstanding staff.	a. Actively recruit. <ul style="list-style-type: none"> <li>Post jobs and receive resumes through school's website, MCOE website, Craigslist, and Ed-join.</li> </ul>	Principal	Ongoing	<b>In Progress</b>
	b. Pay competitive salaries to teachers and staff. <ul style="list-style-type: none"> <li><del>Determine competitive salary levels for teachers and staff, based on comparable school districts and experience/qualifications of teachers/staff.</del></li> </ul>	School Board	Ongoing	<b>In Progress</b> <b>Completed –</b> <i>Salary increases, 2006-07, 2007-08, 2008-09</i>
	c. Provide sufficient in-classroom and administrative support. <ul style="list-style-type: none"> <li>Implement class volunteer coordinator and determine exact role(s) for volunteers utilized.</li> </ul>	School Board & Principal	Ongoing	<b>In Progress</b>
	<ul style="list-style-type: none"> <li><del>Hire part time in classroom aides/staff (as necessary).</del></li> </ul>		Ongoing	<b>Completed</b> <b>Fall 2008</b>
	d. Conduct performance evaluations of all staff on a regular basis.	Principal	Ongoing	<b>In Progress</b>
	<ul style="list-style-type: none"> <li><del>Conduct evaluations for all teachers and staff in 2007/2008 school year per contract (teachers).</del></li> </ul>	Principal	2007-2008	<b>Completed</b>
	<ul style="list-style-type: none"> <li>Conduct evaluation of Principal in 2008/2009.</li> </ul>	Superintendent	2008-2009	<b>In Progress</b>
	e. Provide opportunities for professional development for all staff. <ul style="list-style-type: none"> <li>Designating appropriate funds in the budget.</li> <li>Designating adequate time in within the school day and/or in the school calendar.</li> <li>Encourage utilization of available funds for professional development.</li> <li>Collaborate with administrators and teachers at other local schools.</li> <li>Participate in Marin's county-wide PLC program.</li> </ul>	School Board & Principal	Ongoing	<b>In Progress</b>

2. Maintain optimal class sizes and configurations to enhance learning.	a. Balance student-teacher ratios across all grade levels.	Principal	Ongoing	<b>In Progress</b>
	b. Evaluate effectiveness of classroom/grade-level configurations.	Principal	Ongoing	<b>In Progress</b>
	c. Strive to keep class sizes at 20 students or less.	Principal & School Board	Ongoing	<b>In Progress</b>
	d. Consider the positive and negative impact of inter-district transfers on both class and classroom sizes.	Principal & School Board	Ongoing	<b>In Progress</b>
3. Meet the challenge of multi-grade classrooms using standards-based curriculum.	a. Strive to limit multi-grade classrooms to no more than three grade levels.	Principal & School Board	Ongoing	<b>In Progress</b>
	b. Provide teachers with appropriate professional development opportunities for multi-grade instruction.	Principal & School Board	Ongoing	<b>In Progress</b>
	c. Explore subject area teaching across all grade levels as an alternative to traditional grade-level configurations.	Principal & School Board	Ongoing	<b>In Progress</b>
	d. Organize volunteers to support classroom teachers.	Administrative Team & Teachers	Ongoing	<b>In Progress</b>
4. Ensure legal compliance and smooth operation of school administration.	<p>a. Provide the administrative team with sufficient time and resources to focus on critical administrative services.</p> <ul style="list-style-type: none"> <li>• Educate school community about the time required for the Administrative Team to meet job responsibilities.</li> <li>• Limit office hours when administration is available to parents.</li> <li>• Educate parents, via parent orientation and back-to-school night, newsletter reminders as to the responsibilities of administrative staff and the office hours available to parents.</li> </ul>	School Board & Principal	Ongoing	<b>In Progress</b>

	<p>b. Organize volunteers to help support administrative functions.</p> <ul style="list-style-type: none"> <li>• Identify and outline critical tasks that need to be performed together with appropriate procedures in a written procedures manual.</li> <li>• Identify tasks appropriate for parent volunteers.</li> </ul>	Administrative Team	Ongoing	<b>In Progress</b>
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**GOAL #3: Curriculum & Instruction**

Objective	Action Items	Person Responsible	Timeline	Status
<p>1. Comply with California State Standards in required subject areas.</p>	<p>a. Develop an annual curriculum and instruction review process.</p> <ul style="list-style-type: none"> <li>• Analyze data (standardized test scores and other assessments) to identify areas of strength and weakness.</li> <li>• Assess curriculum strengths and weaknesses through a parent, faculty and student surveys and make recommendations to the School Board for the upcoming school year.</li> <li>• Review curriculum and present findings to Site Council and Board; determine plan of action to resolve deficiencies.</li> <li>• Foster opportunities for collaborative work among teachers.</li> </ul>	<p>School Board, Principal &amp; Teachers</p> <p>Principal &amp; Site Council</p> <p>Principal</p> <p>Principal</p>	<p>Ongoing</p> <p>Ongoing: Jan/Feb</p> <p>Ongoing</p> <p>Ongoing</p>	<p><b>In Progress</b> <i>STAR Oct. Board Mtg.</i></p> <p><b>In Progress</b></p> <p><b>In Progress</b></p> <p><b>In Progress</b> <i>PLC time every Wednesday</i></p>
<p>2. Provide enrichment programs to supplement required courses of study.</p>	<p>a. Create standards and expectations for enrichment programs.</p> <p>b. Develop a framework for enrichment programs related to assessments/grading.</p> <p>c. Develop an annual enrichment program review process.</p> <p>d. Expose students to a variety of enrichment programs.</p>	<p>Principal &amp; Teachers</p> <p>Principal &amp; Teachers</p> <p>Principal &amp; Site Council (school surveys)</p> <p>School Board, Principal, Nicasio School Foundation</p>	<p>February 2009</p> <p>February 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p><b>In Progress</b></p> <p><b>In Progress</b></p>
<p>3. Prepare students for life-long learning.</p>	<p>a. Emphasize critical thinking skills.</p> <p>b. Teach effective skills for study habits and test taking.</p> <p><del>• Institute Study Skills and Organization Skills classes for middle school.</del></p>	<p>Principal &amp; Teachers</p> <p><i>No additional resources available to implement.</i></p>	<p>Ongoing</p> <p>Ongoing (planners, note-taking, etc.)</p>	<p><b>In Progress</b></p> <p><b>In Progress</b> <i>Built into general teaching practices</i></p> <p><b>Deferred Indefinitely</b></p>

	<p>c. Instruct students how to navigate successfully through information and technology resources.</p> <ul style="list-style-type: none"> <li>• Build information technology literacy across grades through integration of technology into curriculum teaching.</li> <li>• <del>Set goal for all graduating students to be able to waive the course, Introduction to Computers, upon enrollment at Drake High School.</del></li> </ul>	<p>Principal &amp; Teachers</p> <p><i>No additional resources available to implement.</i></p>	<p>Ongoing</p>	<p><b>In Progress</b> <i>Built into general teaching practices</i></p> <p><b>Deferred Indefinitely</b></p>
4. Use a range of effective instructional strategies for diverse learners.	<p>a. Identify best practices.</p> <ul style="list-style-type: none"> <li>• Stay up-to-date with current research and methodology.</li> <li>• Provide relevant professional development opportunities.</li> </ul>	<p>Principal &amp; Teachers</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>
5. Create opportunities for individualized instruction for students who need additional support.	<p>1. Provide classroom support/instructional aides.</p> <p><del>2. Provide a time for Homework Club and include tutoring services.</del></p> <ul style="list-style-type: none"> <li>• <del>Recommend specific students for Homework Club.</del></li> <li>• <del>Solicit volunteers to assist students in Homework Club and in classrooms.</del></li> </ul>	<p>School Board &amp; Principal</p> <p><i>No additional resources available to implement.</i></p>	<p>Ongoing</p>	<p><b>In Progress</b></p> <p><b>Deferred Indefinitely</b></p>
6. Assess students regularly to evaluate and determine individual needs.	<p>a. Develop standard assessments in Math and Language Arts for Kindergarten and grade 1.</p> <p>b. Evaluate standardized test scores using Data Director and other tools.</p> <p>c. Identify trends in scores for each student and across grade levels.</p> <p>d. Develop individualized learning plans to meet learning needs.</p> <p>e. Track progress of Nicasio School graduates in high school.</p> <ul style="list-style-type: none"> <li>• Conduct survey of graduates.</li> </ul>	<p>Principal &amp; Teachers</p> <p>Principal &amp; Teachers</p> <p>Principal &amp; Teachers</p> <p>Principal &amp; Teachers</p> <p>Administrative Team</p>	<p>No Timeline Set</p> <p>Implement 2009/2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>Develop Freshmen transition survey to distribute Jan/Feb 2009</p>	<p><b>In Progress</b></p> <p><b>In Progress</b></p> <p><b>In Progress</b></p>

7. Develop an integrated, spiraling curriculum across subjects and grades.	a. Provide professional development.	Principal	Ongoing	<b>In Progress</b>
	b. Create opportunities for teachers to collaborate and share ideas.	Principal	Ongoing	<b>In Progress</b>
	c. Identify models implemented successfully in other schools.	Principal & Teachers	Ongoing	<b>In Progress</b>
8. Provide sufficient preparation for student transition to high school.	<del>a. Schedule high school transition workshop for graduates.</del>	Administrative Team	Implement Feb/March 2009	<b><i>Deferred Indefinitely. Objective 8 is considered a low priority</i></b>
	<del>b. Make information available about secondary school options including the application process and exam deadlines.</del>	Administrative Team	Fall 2008	
	<del>c. Develop a protocol for private school applications.</del>	Administrative Team	Fall 2008	

**GOAL #4: Communication: Working with Parents & the Community**

Objective	Action Items	Person Responsible	Timeline	Status
a. Improve communications between school and the home.	<del>a. Create a comprehensive monthly school newsletter.</del> <ul style="list-style-type: none"> <li><del>Implement a monthly newsletter with all important content for parents from the school, individual teachers, School Board, Foundation, Site Council, Students as relevant and important.</del></li> </ul>	Administrative Team	Fall 2007 - Ongoing	<b>Completed</b>
	b. Send information home about curriculum being taught. <ul style="list-style-type: none"> <li>• Create a syllabus for each classroom and related course.</li> <li>• Post classroom syllabi on school website.</li> </ul>	Principal, Teachers, Administrative Team	Fall 2009 - Ongoing	<b>In Progress</b>
	c. Inform parents about student progress/performance. <ul style="list-style-type: none"> <li><del>Provide students and parents with mid-term progress reports.</del></li> </ul>	Principal, Teachers, Administrative Team	Fall 2008, Ongoing	<b>Completed</b>
	<ul style="list-style-type: none"> <li><del>Enhance feedback provided through report cards by reviewing and optimizing report card format, providing for computerized process of report cards, and supplementing periodic report cards with computerized progress reports and/or website access to follow student progress/performance.</del></li> </ul>	Principal & Teachers	Fall Trimester 2007	<b>Completed</b> <i>ReportCardMaker</i>
	<ul style="list-style-type: none"> <li>• Provide opportunity for direct feedback from enrichment instructors to supplement feedback from core teachers.</li> </ul>	Principal, Teachers, Administrative Team	Fall 2009	
	d. Develop an orientation for kindergarteners and new students (and their families).	Administrative Team & Teachers	Spring 2009	<b>In Progress</b>
e. Continue use of annual school survey.	Principal & Site Council	Ongoing	<b>In Progress</b>	
f. Share results of annual school survey.	Principal & Site Council	Feb/Mar. Ongoing	<b>In Progress</b>	

	<p>g. Create periodic parent-school workshops.</p> <ul style="list-style-type: none"> <li>• Hold a parent orientation event at the beginning of the school year to provide information on staffing plan, curriculum, school goals, and procedures – as well as - describe the functions of School Board, Foundation and various school committees.</li> <li>• Provide signup sheets for parent volunteers and contributions.</li> <li>• Provide multiple forums for teacher/parent interaction and emphasize availability of teachers to meet parents at other times if desired.</li> <li>• <del>Assign “parent buddies” to parents of children entering K and 6<sup>th</sup> grade.</del></li> <li>• Educate parents regarding the legal and regulatory environment in which the School Board operates, including relevant constraints on actions.</li> </ul> <p><del>h. Publish a parent/student handbook.</del></p> <ul style="list-style-type: none"> <li>• <del>Develop a comprehensive handbook for parents, students and staff that addresses school operations—including roles of School Board, Foundation, Site Council, etc.</del></li> </ul>	<p>Principal &amp; Nicasio School Foundation (Back-to-School Night and first Foundation meeting)</p> <p>Administrative Team &amp; Nicasio School Foundation</p> <p>Principal &amp; Teachers</p> <p>School Board &amp; Principal</p> <p>Administrative Team</p>	<p>September, Ongoing</p> <p>Aug/Sept, Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>August 2009</p>	<p><b>In Progress</b></p> <p><b>In Progress</b></p> <p><b>In Progress</b></p> <p><b>Deferred Indefinitely</b></p> <p><b>In Progress</b></p> <p><b>Completed Fall 2009</b></p>
<p>b. Enhance communication between various school organizations</p>	<p>a. Ensure each organization communicates on regular basis to the school community.</p> <ul style="list-style-type: none"> <li>• <del>Post minutes from meetings of School Board, Foundation, Site Council etc. on the school website.</del></li> </ul> <p><del>b. Define the roles of each school organization and roles of individuals within organizations (handbook, website).</del></p> <p><del>c. Post updates via the school newsletter from each organization.</del></p>	<p>Administrative Team</p> <p>Administrative Team</p> <p>Administrative Team</p>	<p>Ongoing</p> <p>Fall 2009</p> <p>Ongoing</p> <p>Fall 2007 - Ongoing</p>	<p><b>In Progress</b></p> <p><b>Completed Fall 2009</b></p> <p><b>Completed</b></p> <p><b>Completed</b></p>

c. Develop a process for communication with the larger community.	a. Increase attendance and participation from the community in school functions and activities. <ul style="list-style-type: none"> <li>• Invite community members to school functions and activities.</li> <li>• Hold a “State of the School” open forum both early in the school year (September/October) and toward the end of the school year (April/May) to discuss critical issues facing the school. Provide a summary snapshot of school financial condition, showing key items such as reserve position, operating surplus/deficit in current and budgeted years, etc.</li> <li>• <del>Gather email addresses from donors, graduates, etc. to build a database of contacts. Send them monthly school newsletter and other announcements.</del></li> </ul>	Administrative Team & Teachers	Ongoing	<b>In Progress</b>
		School Board & Principal	Sept annually <i>Back-to-School Night</i>	<b>In Progress</b>
		Nicasio School Foundation	Spring as needed	<b>Deferred to Foundation</b>
	b. Inform community about the school’s performance, needs, and value to the larger community. <ul style="list-style-type: none"> <li>• Use mailings and poster campaigns to update community on school successes and key issues.</li> <li>• School and School Board representatives attend key town functions and discuss school situation as appropriate.</li> </ul>	Administrative Team	Ongoing	<b>In Progress</b>
		School Board, Principal, Teachers and Staff	Ongoing	<b>In Progress</b>
	c. Identify and include key community leaders in school activities.	School Board, Principal, Teachers, and Staff	Ongoing	<b>In Progress</b>
	<del>d. Reach out to friends and families beyond Nicasio.</del>	Nicasio School Foundation		<b>Deferred to Foundation</b>
	e. Educate community regarding the legal and regulatory environment in which the School Board operates, including relevant constraints on actions.	School Board & Principal	Ongoing	<b>In Progress</b>

<p>d. Ensure non-English speaking families are part of the school community.</p>	<p>a. Create Spanish language publications.</p> <p>b. Develop a Spanish family “liaison” to suggest ways to improve communication and participation.</p> <ul style="list-style-type: none"> <li>• Identify bilingual parent to lead Spanish communications.</li> </ul>	<p>Administrative Team</p> <p>Administrative Team</p>	<p>Ongoing</p> <p>Ongoing staff liaison</p>	<p><b>In Progress</b></p> <p><i>*limited resources- “priority” docs.</i></p> <p><b>In Progress</b></p> <p><i>*Spanish teacher serves as liaison</i></p>
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**GOAL #5: Facilities**

Objective	Action Items	Person Responsible	Timeline	Status
<p>a. Ensure all school facilities are up-to-date, functional, and safe.</p>	<p><del>a. Construct outdoor shade structure.</del></p> <p><del>* Alternate Solution: Equip all outdoor seating areas/lunch tables with umbrellas.</del></p>	<p><i>*MPR can be used for shade.</i></p> <p>Principal &amp; Administrative Team</p>		<p><b>Deferred Indefinitely</b> <b>Completed Fall 2009</b></p>
	<p>b. Equip classrooms with necessary resources. b. Assess classrooms annually and determine needs.</p>	<p>Principal &amp; Teachers</p>	<p>Spring, Ongoing</p>	<p><b>In Progress</b></p>
	<p>c. Organize the library to support educational activities. c. Provide library skills and research training to students and integrate library use into core curriculum. d. Establish a book check out process.</p>	<p>Principal &amp; Teachers</p>	<p>Ongoing</p>	<p><b>In Progress</b> <i>w/ very limited resources</i></p>
	<p><del>d. Develop a Friends of Nicasio Library group for staff and support.</del></p>			<p><b>Deferred to Foundation</b></p>
	<p>e. Maintain an up-to-date computer lab with sufficient working stations. <del>● Acquire new computers and convert lab to PC models.</del></p> <ul style="list-style-type: none"> <li>● Seek additional funding/equipment from corporate donors.</li> <li>● Provide training to teachers and students in computer skills.</li> </ul>	<p>Principal &amp; Tech Support</p> <p>Principal &amp; Nicasio School Foundation</p> <p>Principal</p>	<p>Ongoing</p> <p>Summer 2007</p> <p>No Specific Plan</p> <p>Ongoing</p>	<p><b>In Progress</b></p> <p><b>Completed Summer 2007</b></p>
	<p><del>f. Improve the sports fields and play areas to ensure safety.</del></p> <ul style="list-style-type: none"> <li><del>● Upgrade, level and improve fields as appropriate.</del></li> </ul>	<p>Nicasio School Foundation</p> <p><i>*limited resources</i></p>		<p><b>Deferred to Foundation</b></p>
	<p>g. Continue to pursue state and county funding to upgrade well and water system to provide ongoing supply of safe water to the school.</p>	<p>School Board</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>
	<p>h. Ensure that there are sufficient facilities and equipment to support enrichment programs.</p>	<p>School Board &amp; Principal</p>	<p>Ongoing</p>	<p><b>In Progress</b></p>

**GOAL #6: School Environment and Climate**

Objective	Action Items	Person Responsible	Timeline	Status
1. Provide a nurturing, mutually supportive family-like environment.	a. Establish clear guidelines for acceptable student behavior.	Principal, Teachers, Staff	Ongoing	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>● <del>Institute a program whereby each classroom at the beginning of the year develops its own code of conduct document—constitution—that reflects the school vision, mission statement and core values.</del></li> </ul>	Principal & Teachers	Fall 2007, Ongoing	<b>Completed Fall 2008</b>
	<ul style="list-style-type: none"> <li>● <del>Establish and communicate clear discipline policy that is well understood by students and parents.</del></li> </ul>	Principal & Administrative Team	Fall 2007, Ongoing	<b>Completed Fall 2007</b>
	b. Demonstrate fair and consistent expectations for behavior.	Principal, Teachers, Staff	Ongoing	<b>In Progress</b>
	c. Model zero tolerance for physical and emotional abuse.	Principal, Teachers, Staff	Ongoing	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>● <del>Build on Buddy Program to foster positive multi-age interaction.</del></li> </ul>	Principal, Teachers, Staff	Fall 2007, Ongoing	<b>Completed Fall 2007</b>
	e. Provide experiences for understanding and appreciating world diversity.	Principal, Teachers, Staff	Ongoing	<b>In Progress</b>
	<ul style="list-style-type: none"> <li>● Enhance and leverage relationships with native Spanish speaking students and families.</li> </ul>	<i>*limited resources</i>		<b>Deferred</b>
	<ul style="list-style-type: none"> <li>● <del>Investigate establishing “pen pal” program with “ethnic” school in USA or internationally.</del></li> </ul>	<i>*limited resources</i>		<b>Deferred</b>
	<ul style="list-style-type: none"> <li>● <del>Draw upon community members involved in service to international countries to share their experiences with the school.</del></li> <li>● Integrate current events into the classroom and have classroom specific projects which can be shared outside the school.</li> </ul>	Principal & Teachers	Ongoing	<b>In Progress</b>

<p>2. Create authentic roles, responsibilities, and accountability of students.</p>	<p>a. Expand community service opportunities.</p> <ul style="list-style-type: none"> <li>• Restructure “community service” program to “service learning”.</li> </ul> <p>b. Increase opportunities for upkeep of the school and garden.</p> <ul style="list-style-type: none"> <li>• Encourage students to “take the lead” in maintaining school facilities including library filing, classroom organization and common areas cleaning, building on a weekly campus clean up.</li> </ul> <p>c. Ensure that homework is meaningful and supports curriculum.</p> <p>d. Identify appropriate expectations for study outside classroom.</p> <ul style="list-style-type: none"> <li>• <del>Develop research based homework &amp; grading policy.</del></li> </ul>	<p>Principal &amp; Teachers</p> <p>*limited resources</p> <p>Principal, Teachers, Staff</p> <p>Principal &amp; Teachers</p> <p>Principal, Teachers, Site Council</p>	<p>Fall 2009</p> <p>Ongoing</p> <p>Ongoing</p> <p>Implement Fall 2009</p>	<p><b>In Progress</b></p> <p><b>In Progress</b></p> <p><b>Completed Fall 2009</b></p>
<p>3. Promote sound minds and healthy bodies: students, staff, and parents.</p>	<p>a. Align physical education curriculum to meet State standards.</p> <ul style="list-style-type: none"> <li>• Prepare 5<sup>th</sup> and 7<sup>th</sup> grade students to participate successfully in annual PE standardized testing.</li> <li>• <del>Hire PE specialist to provide instruction.</del></li> </ul> <p>b. Use sports to develop value for teamwork.</p> <p>c. Encourage good nutrition among students, parents, and staff.</p> <ul style="list-style-type: none"> <li>• Encourage parents to pack healthy lunches and bring healthy snacks (e.g. fruit) to celebrate student birthdays.</li> <li>• Integrate the teaching of nutrition into the classroom – use concrete examples, recipes, etc.</li> <li>• <del>Develop a school policy addressing nutrition and wellness for students.</del></li> </ul>	<p>Principal &amp; Teachers</p> <p>Principal w/financial support available through Foundation Teachers</p> <p>Principal, Teachers, Staff</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p><b>In Progress</b></p> <p><b>Completed Fall 2008</b></p> <p><b>In Progress</b></p> <p><b>Completed</b></p>