**Fiscal Crisis and Management Assistance Team (FCMAT)**

**Joel Montero, Chief Executive Officer**

**BROAD STRATEGIES:**

**Develop and implement updated software products**
- Develop and implement Microsoft SharePoint Office 365 to improve staff productivity and efficiency
- Modernize Budget Explorer software and expand its functionality to other client platforms
- Update or replace Job Management System to meet current needs

**Update comprehensive review**
- Obtain input from staff regarding potential and necessary changes to the comprehensive review
- Vet proposed changes to the comprehensive review process to state administration and FCMAT board

**Provide professional development opportunities**
- Conduct a needs assessment
- Partner with outside agencies whenever possible to offer professional development in a way to expand our audiences

**Promote effective use of technology**
- Engage CCSESA's Technology and Telecommunications Steering Committee in discussions to increase awareness and effective use of CALPADS and Ed-Data
- Support CTO Mentor Program in its efforts to train current and future chief technology officers
- Promote increased awareness of the role of CALPADS and Ed-Data in accountability, improved student achievement and closing the achievement gap
- Further expand management assistance services to include short-term technical assistance services to clients

**Improve service and/or access to resources**
- Increase the number of CALPADS trainings
- Increase the number of five-year trend charts on the Ed-Data website
- Decrease the average wait time for CALPADS snapshot reports
- Increase the percentage of LEAs or CALPADS administrators receiving CALPADS recognitions

**Improve Ed-Data and CALPADS functionality**
- Modify CALPADS to support accountability
- Increase the number of five-year trend charts with assessment and/or accountability data on the Ed-Data website
- Support LEAs in their reconciliation of accountability data and use of assessment or accountability data in CALPADS
Self Insured Schools of California (SISC)
Nick Kouklis, Chief Executive Officer

BROAD STRATEGIES:

Enhance Technology
- Create a “New Injury” online reporting system for member districts
- Migrate to new billing and eligibility software
- Implement an automated phone answering system for Defined Benefits Program

Improve training opportunities for staff and districts
- Conduct quarterly safety workshops for member districts
- Create staff development opportunities using existing vendor presentations
- Organize twice-yearly trainings for staff on a variety of topics

Expand membership to SISC II pool in the Central Valley
- Create a Powerpoint presentation of SISC II benefits
- Develop a program overview letter to be distributed to non-SISC districts
- Track inquiries to SISC II program and follow up on yearly basis

Create an internal loss ratio system per district
- Identify premium charge by line of business
- Identify loss types by line of business and compare
- Develop training programs to meet gaps

Increase participation in the SISC GASB 45 Trust program
- Survey existing participants on program satisfaction
- Provide SISC GASB 45 Trust info via District Advisory
Governmental Affairs
Michael Hulsizer, Chief Deputy

**BROAD STRATEGIES:**

**Assist districts in effectively implementing LCFF**
- Provide monthly updates to districts on LCFF budget and policy developments in Sacramento

**Win voter approval for a statewide general obligation bond for schools and community colleges**
- Identify Kern County districts’ new construction and modernization projects
- Provide reports to legislature and Department of Finance summarizing plans in Kern County
- Develop public information describing Kern's new construction/modernization projects

**Ensure increased funding for LEAs' technical assistance and oversight in the state budget year over year**
- Summarize LCAP technical assistance services provided to Kern school districts
- Provide reports to Legislature, State Board of Education, Department of Finance summarizing LCAP technical assistance
- Collaborate with other COEs to summarize and communicate annual LCFF and LCAP technical assistance and review work with the legislature, SBE and DOF
PRIORITIES

Ensure that Career Technical Education (CTE) efforts in Kern County are coherent, targeted, and aligned across school districts, community colleges and local universities to increase the number and quality of career pathways and CTE course offerings.

Ensure that local school districts and stakeholders receive technical assistance and support in Career Technical Education (CTE) through high quality professional learning, teacher certification assistance, and professional networking opportunities.

Serve as a leader, locally and statewide, in developing effective career pathways, CTE course offerings, and other college and career readiness strategies.

BROAD STRATEGIES:

Ensure that Career Technical Education (CTE) efforts in Kern County are coherent, targeted, and aligned across school districts, community colleges and local universities to increase the number and quality of career pathways and CTE course offerings.

- Gain a deep understanding of Kern County’s vision, goals and actions as it relates to CTE course offerings, Career Technical Education Incentive Grantee initiatives, California Career Pathways Trust Grant Consortium activities, Kern Adult Education Block Grant Consortium actions, Kern Community Foundation strategies, and workforce development efforts.
- Develop and implement strategies that blend existing and future efforts to provide a focused, multi-partner approach to career pathways and CTE course offerings.
- Provide strategic leadership in career pathways and CTE system development countywide to ensure students have the knowledge and skills necessary to transition to employment and postsecondary education.
- Research and disseminate state and regional labor market needs to align stakeholder efforts toward strong, high quality career pathways and CTE course offerings.
- Provide guidance and support to school districts, community colleges, universities and other stakeholders in the areas of career awareness, guidance and exploration; college and career planning; and industry and business internships, apprenticeships and work-based learning opportunities.

Ensure that local school districts and stakeholders receive technical assistance and support in Career Technical Education (CTE) through high quality professional learning, teacher certification assistance, and professional networking opportunities.

- Complete a countywide needs assessment to determine the professional learning and technical assistance needs in career pathways, CTE course offerings and other college and career readiness strategies.
- Provide professional development and technical assistance based on client identified learning needs.
- Provide technical assistance in career pathways, CTE course offering and other college and career readiness strategies.

Complete study of current CTE teacher certification practices and implement strategies that increase CTE teacher certified teachers and streamline processes for teacher applicants.

- Serve as a leader, locally and statewide, in developing effective career pathways, CTE course offerings, and other college and career readiness strategies.
- Provide leadership on statewide and local committees on career pathways, CTE course offerings and other college and career readiness strategies.
- Secure funding to enhance efforts to provide high quality career pathways, CTE course offerings and other college and career readiness strategies.
- Assist districts with the development of effective Local Control Accountability Plan (LCAP) actions that prepare students for high school graduation and career entry utilizing integrated academic and career skills, and applied learning across multiple disciplines.
Instructional Services
Lisa Gilbert, Chief Academic Officer

BROAD STRATEGIES:

Promote equitable access to high quality education support and guidance
• Meet the needs of clients through professional learning opportunities
• Meet the needs of districts relative to support on the development, monitoring and implementation of their Local Control Accountability Plans (LCAP)
• Increase the number of preschools that are rated as Tier 4 and 5 using the Quality Rating and Improvement System
• Increase student and community participation in targeted events hosted by KCSOS
• Provide systems of prevention and intervention for at-risk youth

Increase awareness of resources and services available through KCSOS
• Each department/program will provide current information to KCSOS web team for promotion on website[s]
• Implement an outreach committee and parent engagement committee to harness improved external communication

Improve internal communication, support and development
• Ensure staff have the information they need to do their job effectively and the necessary support to maximize service
• Ensure staff feel valued in their role within KCSOS
• Provide adequate professional development opportunities to support staff’s daily activities

Increase staff awareness of budgetary concerns/realities
• Work with the business office to make quarterly adjustments to budgets for “fee for service” programs
• Identify possible funding opportunities to support the work of the division
• Draft and implement a plan which will identify effective practices in communicating our services to potential clients

Create and maintain relationships in the community
• Each program will identify one additional community event to participate in
• Improve collaborative efforts in order to increase access to college and career opportunities
Facilities Services
Jenny Hannah, Director

BROAD STRATEGIES:

- Plan and implement integrated classrooms for the least restrictive environment for special education programs
- Evaluate existing KCSOS-owned and leased facilities for Special Education programs on district sites
- Identify districts planning modernization projects or new construction
- Meet with KCSOS special education administrators to identify priorities

Develop a collaborative process with M&O to evaluate KCSOS facilities

- Develop an in-depth, electronic facilities audit check list
- Conduct team audits at all KCSOS sites for condition, finish replacement, repair of systems, structural integrity and furniture and equipment

Ensure KCSOS facilities staff has opportunities for training and professional development opportunities

- Survey facilities staff to establish baseline experience/knowledge to establish training needs
- Identify trainings that are both at no-cost and local versus opportunities that would require a fee and travel costs
Maintenance and Operations
Rob McCombs, Director

BROAD STRATEGIES:

Improve communication
- Better utilization of e-mail
- Better utilization of SchoolDude
- Post follow-up meetings with clients regarding quality of work completed
- Create an M&O web presence

Embrace technology
- Utilize SchoolDude to its fullest
- Continue transition to paperless work site
- Get site blueprints and documents on-line
- Get computers in every work truck
- Lead, update and maintain asset management process

Ensure cost avoidance
- Follow industry trends and challenges to determine possible efficiencies
- Take advantage of grants to improve efficiency of sites
- Continue to build and implement our PM program
- Lead our office and community in recycling and conservation efforts

Improve professional skills
- Seek out industry-sponsored training for staff
- Network with industry peers
- Conduct in-house trainings by implementing safety handbooks for maintenance, grounds and custodial
Transportation Services
Sheryl Boe, Director

BROAD STRATEGIES:

Improve communication between transportation field staff and office staff
• Supervisors to meet with two drivers per week to discuss concerns/issues
• Ensure field staff have student medical and behavior information
• Supervisors to spend more time in field to enhance relationships

Implement a stand-alone field trip services entity to school districts
• Hire field trip only drivers and lease field trip buses
• Market service to school districts
• Train drivers regarding policies and laws pertaining to field trips

Ensure route efficiency
• Conduct random time studies and update routes accordingly
• Conduct school site visits, ride-alongs and one-on-one driver meetings
• Obtain more thorough understanding of Compass Routing Software

Enhance and maximize programs currently in place
• Ensure adequate substitute pool for KCSOS and districts
• Work with vendors to ensure competitive pricing on parts
• Maximize training opportunities
• Upgrade vehicle maintenance software to provide automated service notifications and enhance parts inventory reporting
Technology Support Services

Roy Marchetti, Chief Technology Officer

BROAD STRATEGIES:

Develop final steps toward launching an Applications Suite to internal and external clients

- Define the applications to comprise the initial suite offering
- Using defined suite applications, create project timeline for refinement and development of applications within the suite
- Plan logistics for distribution, product costs, marketing and ongoing systems maintenance management

Expand desktop support services to include real time remote and on-site support to small to mid-size districts

- Refine remote support capabilities
- Increase support desk technician training
- Improve support desk customer service training
- Define tiered support
- Define costs and pricing

Develop and implement KCSOS-wide computer, monitor and printer purchasing plan by division and department

- Keep accurate inventory to include purchase dates and expected life cycle of items over $500
- Define and publish organizational standards for life cycle replenishment minimum standards
- Produce organizational purchasing model broken down by department and division
- Provide access to the on-line asset tracking system to director level managers
Administration, Finance & Accountability
John Von Flue, Assistant Superintendent – Fiscal Services

BROAD STRATEGIES:

**Improve communication to clients**
- Revise business office website to be more user-friendly and to serve as the reliable reference for information and forms
- Enhance library of procedure exhibits, webinars and FAQs
- Increase frequency and consistency of official external bulletins

**Improve customer service focus**
- Develop customer and outcome focused processes and procedures
- Provide customer service related training at every staff meeting
- Improve opportunity for customer feedback through surveys and suggestions
- Establish employee customer service recognition
- Empower staff to take action to improve customer service

**Identify and adapt to new systems and programs as required**
- Encourage staff proposals to improve business systems
- Identify and thoroughly evaluate those proposals that may improve efficiency and effectiveness
- Implement programs that meet division and organizational goals

**Enhance internal controls**
- Evaluate and improve cash handling procedures within and between departments
- Develop procurement policy and implement procedures to support competitive, legal and sound practices
- Improve, maintain and monitor accounting of fixed assets

**Improve job satisfaction by providing opportunities to teach and learn from peers**
- Encourage and support ongoing training and development
- Review existing procedure manuals and update as needed
- Provide cross training opportunities and testing of SOPs
- Provide opportunity for staff input and feedback to improve productivity and efficiencies
Communications
Stephen L. Sanders, Chief of Staff

**BROAD STRATEGIES:**

**Meet the communication needs of KCSOS divisions through web, print and video**
- Redesign remaining Manilla websites to WordPress platform
- Upgrade equipment/technology to remain current
- Revamp print production purchasing and pricing structure
- Move KETN from analog to HD for enhanced quality
- Seek out relevant professional development opportunities for staff

**Meet the communication needs of Kern County districts**
- Provide increased media relations/crisis communication consultation, support and training to districts
- Continue to improve school district/partner website templates
- Expand production client base to include more external work

**Refine internal and external communication/branding strategies**
- Expand social media presence to include Instagram and other developing platforms
- Implement a monthly “Superintendent’s Corner” e-newsletter
- Continue to seek out new and relevant means by which to create a positive community perception of our Superintendent and the work KCSOS does as “advocates for children”

**Refine kern.org for better functionality**
- Develop a master calendar with push capabilities
- Develop a master search function
- Move from paper to online forms
California Living Museum (CALM)
Stephen L. Sanders, Chief of Staff

**BROAD STRATEGIES:**

**Improve marketing efforts**
- Implement new CALM website and phone app
- Develop new branding & marketing materials
- Develop new signage per signage master plan
- Develop a marketing plan for CALM's rehabilitation efforts

**Develop additional special events**
- Bring back the Beastly Ball fundraiser
- Develop summer camps for summer 2017
- Develop a series of nighttime viewing opportunities

**Upgrade facilities and add new exhibits**
- Open Challenge Course and Climbing Tower
- Open California Coast Room exhibit
- Upgrade existing restrooms and add new facilities
- Re-stripe parking lots and ensure ADA compliance
- Work to secure donations to complete on-site veterinary clinic

**Enhance CALM staffing and volunteer opportunities**
- Work toward developing an Education & Volunteer staff position
- Develop more cross training opportunities for animal keeper staff
- Formalize an intern program with BC, CSUB and local vets

**Enhance the CALM Foundation**
- Recruit five new CALM board members with willingness and influence to secure new major funding
- Participate in the Kern Community Foundation nonprofit sustainability program to create a CALM endowment and planned giving plan
Human Resources & Special Services
Toni Smith, Assistant Superintendent – Human Resources and Special Services

BROAD STRATEGIES:

Provide increased level of support to KCSOS staff and district support staff
• Develop a survey for management staff to use to give input on how HR can best assist them
• Develop an annual HR seminar on HR basics for support staff
• Meet and train district credential staff once a year to provide an overview regarding credentials

Improve and streamline data collection
• Develop as many interactive on-line forms as possible
• Collaborate with the business office on forms other than HR forms

Improve Williams Settlement inspection and reporting process
• Develop a simpler process for uploading reports
• Develop an iPad application for conducting and submitting reports
• Install computers in Access Center lobby for use by staff
• Enlist a dedicated group to conduct all unannounced Williams visits

Improve employee on-boarding and off-boarding procedures
• Collaborate with EdJoin to ensure all forms can be completed on-line
• Develop clear on-boarding responsibilities to include post hire follow-up and support
• Refine and implement procedures for employee separation

Maintain fiscal integrity and accountability in payroll processing
• Refine methods of monitoring leave usage
• Train staff to notify HR of all staff changes impacting payroll
• Continue to work on a clear and confidential method of communication between departments and appropriate staff

Provide exceptional service to CalSTRS members in our region
• Develop and follow a written procedure of collection when an overpayment occurs
• Ensure CalSTRS members visiting our contract office receive the same level of service available at the CalSTRS Regional Service Center
• Develop program activities to resemble regional service center activities
• Collaborate with state CalSTRS staff to arrange for workstation and informational resources center for clients
Alternative Education
Carlos Rojas and Christian Shannon, Co-Directors

BROAD STRATEGIES:

Fully implement new State Standards
• Establish content area teams to align curriculum to new State Standards
• Place a teacher on special assignment to lead content area teams in the alignment of the curriculum to Common Core State Standards
• Select and purchase new math curriculum aligned to new State Standards
• Purchase and implement Step-Up-To Writing curriculum
• Hire a teacher/tech support to provide support and professional development to teachers on how to incorporate technology into the classroom

Improve the number of students who report they look forward to coming to school
• Provide staff training to help improve overall school culture
• Provide incentives to students who demonstrate academic growth
• Establish a program-wide intramural sports program
• Continue to implement Positive Behavior Intervention & Support (PBIS)
• Develop an after school credit recovery program

Foster a safe work environment
• Hire a second campus supervisor at North Kern Community School
• Implement Active Shooter training for all school staff
• Expand availability of mental health counseling services
• Hire a program specialist with behavioral emphasis
• Organize and conduct Crisis Prevention Institute (CPI) training

Improve the rate of attendance at community schools
• Provide incentives through PBIS to increase student engagement
• Establish a program-wide intramural sports program
• Increase referrals to the Parent Project and Parents on Mission
• Continue to participate in the Truancy Reduction and Attendance Coalition of Kern
• Provide bus passes to students with extenuating circumstances

Improve community collaboration
• Conduct monthly meetings with Foster Youth Services
• Conduct quarterly meetings with key personnel from referring school districts
• Conduct biannual meetings with Kern County Probation and mental health providers
• Create and disseminate the LCAP quarterly monitoring report to partner agencies
Kern Environmental Education Program (KEEP)
Desiree Von Flue, Assistant Superintendent – Educational Services

BROAD STRATEGIES:

Improve student achievement
- Continue to align lessons to Next Generation Science Standards
- Develop pre and post camp experience assessments to measure growth

Enrich staff qualifications and morale
- Maintain COSA certification
- Increase the number of staff members completing BEETLES training (Better Environmental Education Teaching and Learning Expertise and Sharing)
- Increase the number of qualified substitutes
- Implement a staff recognition program specific to Camp KEEP

Increase school/student participation counts
- Provide program information to non-participating districts
- Explore the potential of local day trips for schools
- Maximize capacity on a weekly basis

Enhance technology
- Convert the registration process to make it on-line compatible
- Improve Internet access for guests

Improve outreach efforts
- Develop a presentation appropriate for service clubs
- Increase the use of social media
- Continue to promote “green” lifestyles
Enhance services provided to member districts and community partners

- Develop a database library of evidence-based psychotherapeutic interventions
- Develop and implement an electronic referral process for education-related mental health services to be used by member districts
- Improve training opportunities for member districts

Increase awareness of the Search & Serve program and its referral tool

- Identify the community’s largest referral sources
- Update outreach materials
- Conduct six presentations per year with community partners and agencies
- Train and assist area agencies and member districts in using the online Search and Serve referral system

Develop and implement a fully functional Alternative Dispute Resolution (ADR) process throughout all member districts

- Obtain input and feedback
- Finalize Alternative Dispute Resolution procedures
- Provide collaborative training
- Develop and implement local compliance procedures
Special Education Services
Julianna Gaines, Division Administrator

**BROAD STRATEGIES:**

**Fully implement new Common Core State Standards with appropriate assessment tools and adaptations**
- Continue to train teachers to align curriculum and goals for the populations we serve
- Research alternate assessment tools and progress indicators

**Continue to improve appropriate technology use in our classrooms**
- Institute a Tech Committee to research and assist in reviewing appropriate technology for classrooms
- Develop a user-driven website for teachers and parents to share information and lesson plans
- Upgrade 1/5th of the division’s computers annually

**Continue to train certificated and classified staff**
- Develop an ongoing training program for classified staff
- Develop an action plan for recruiting substitutes
- Increase focus on Behavior Management training

**Improve relationships and engagement on general education campuses**
- Engage site principals on how staff and students can participate more in staff development and in campus activities

**Continue to contain costs for services provided to districts**
- Stay in tune with needs/concerns regarding all district fiscal issues by participating on the SELPA’s Fiscal Advisory Committee and monthly district CBO meetings
- Participate in all Special Education Administrators of County Offices (SEACO) meetings to maintain knowledge regarding state-level fiscal issues
- Review facility needs with other divisions and districts to contain costs
Early Childhood Education Services
Cindy Ruiz, Director

BROAD STRATEGIES:

Increase proficiency in language & literacy development
- Provide training to the teachers to improve language development instruction
- Ensure classrooms have sufficient materials to support language and literacy development

Improve the enrollment process for parents
- Collect data from parent surveys to illustrate overall satisfaction with enrollment process
- Produce action steps and improvement plan from parent survey results

Ensure open classified positions are filled to improve workforce continuity
- Recruit qualified individuals to provide instructional support in early childhood education classrooms
- Expand the orientation and training for associate aides and center aides to improve the quality of services provided

Increase enrollment and summer school opportunities
- Increase the number of classes available in the greater Bakersfield area
- Maintain full-day classes throughout the summer months
- Offer recruitment and registration opportunities on Saturdays at community events

Participate in a Quality Rating Improvement System (QRIS)
- Provide training and coaching to staff members with a focus on creating positive classroom environments for preschoolers
- Acquire material to improve the quality of learning centers in the classroom
- Provide parent trainings at each center to include literacy, health and nutrition, and other topics requested by parents
Valley Oaks Charter School
Deanna Downs, Director

Broad Strategies:

Improve student growth and achievement in math and English Language Arts (ELA)
• Review data to monitor student progress achievement in math and ELA
• Implement a VOCS-wide student assessment analysis system to analyze and drive instruction
• Align all courses of study to Common Core State Standards (CCSS)
• Uphold basic services to ensure all teachers are fully credentialed and appropriately placed
• Continue to support and train teachers in facilitating instructional strategies for home school parent educators

Increase parent engagement by providing workshops designed specifically for VOCS parents
• Increase the number of parent workshops/trainings
• Provide more online teaching/learning tools to support home school parent educators
• Train four teachers to provide workshops for home school parent educators to support instruction in CCSS

Continue to provide a comprehensive professional development program to VOCS staff
• Establish a professional development committee to develop a professional development program for VOCS staff focusing on CCSS aligned curriculum
• Create a school-wide action plan for CCSS training in math by January 2016
• Create a school-wide action plan for CCSS training in ELA by January 2017

Maintain fiscal stability, integrity, and accountability
• Provide professional development opportunities for site principals to assist in managing site expenses
• Collaborate with Director on site-specific budget order requests to better manage VOCS’ overall budget

Increase participation in student events and provide responsive leadership as a community member
• Increase awareness of/participation in partnership events with KCSOS by advertising events school wide
• Provide parent orientations for VOCS events including: Oral Language Festival, History Day and Science Fair
• Showcase student involvement at VOCS Extravaganza each year