

# Superintendent's Entry Plan

## Krestin Bahr

### 2021-2022



## Introduction



Dear Peninsula School District Community,

I am honored to have the privilege of serving as superintendent of the Peninsula School District. In this role I will be responsible for fulfilling the mission of our district and schools and improving learning for all children. This role provides essential leadership to obtain and develop quality staff, secure and manage funds and facilities, and encourage and maintain communication and trust between schools and the public.

The purpose of this entry plan is to provide a structure to support my transition as your superintendent as I listen to students, staff, families, and the greater Gig Harbor and Key Peninsula communities to:

- Build public trust and strengthen engagement in our schools;
- Update the needs, objectives, and work priorities of the Peninsula School District as outlined in the Peninsula Promise; and
- Identify the district's strengths, improvement opportunities, and challenges.

I look forward to this opportunity to listen, learn, and partner with you. Together we can increase educational opportunities for all Peninsula School District students to succeed in school and beyond.

Sincerely,

Krestin Bahr  
Superintendent  
bahrk@psd401.net

## Entry Plan Phases

### Phase I: Pre-Entry

- **Timeline:** Spring 2021
- **Focus:** School and Staff Visits, Establishing Goals and Outcomes

### Phase II: Entry

- **Timeline:** July 1-December 31, 2021
- **Focus:** Assume Superintendent Position, Meet with Staff and Community Stakeholders, First Day of School Activities, Communications

### Phase III: Reflect and Report

- **Timeline:** Fall 2021-Winter 2022
- **Focus:** Develop Summary Report and Strategic Plan Updates and Recommendations

## Phase I: Pre-Entry | *Transition Goals*

- 1** Foster a smooth and successful transition of leadership.
- 2** Build a structure for the superintendent to get to know all of the people involved in running the Peninsula School District. Listen broadly and learn comprehensively about the schools.
- 3** Ensure multiple perspectives and voices are heard and build strong relationships with stakeholder groups, including a foundation for connection and communication with parents.
- 4** Focus on building relationships in support of student achievement.
- 5** Learn the history and norms of the district, and their effect on how the organization functions now and may function in the future.
- 6** Review the organizational structure, climate, and key work priorities to ensure alignment of resources, efficiency, and effectiveness in meeting the needs of all students.
- 7** Determine concerns and issues in regard to improving children's performance that need to be clearly examined and addressed.
- 8** Set clear expectations for the superintendent and others.
- 9** Use data and feedback gathered to inform the district's strategic plan and process.
- 10** Formulate priorities and a plan to accomplish them.

## Phase I: Pre-Entry | *Outcomes*

Expected results of this entry plan include:

- Summary report of observations and key findings shared in 2011; and
- Updates to the district's target, measures of progress, and work priorities in the developing the strategic plan for Peninsula School District.



## Phase I: Pre-Entry | Structure

Superintendent Bahr will engage in an intentional purposeful effort to listen to the community and learn about the Peninsula School District. The following activities will be core components of the entry plan:

- School visits and meetings with school staff.
- Meetings, interviews, and listening posts.
- Cultivation of a working relationship with the district's labor associations and their leaders.
- Cultivation of relationships with a diversity of district families, businesses, and community leaders.
- Cultivation of a working relationship with the Peninsula School District Board of Directors.
- Data analysis and document review.
- Communication with local media for reporting to the public.

## Phase II: Entry | *First Day of School Welcome Activities, School and Classroom Visits*

On the first day of school, the superintendent will invite a diverse group of community leaders and elected officials to join in welcoming students at schools. In addition, the central office staff will have the opportunity to begin the day during the opening week of school 2021-2022 in our schools to assist school staff.

Operating with the deeply held belief that spending time in schools and classrooms provides the foundation of learning about the district, as well as relationship building, the superintendent will visit every school by the end of September.

Superintendent Bahr will set a goal to spend one-half or one full day in each school prior to Thanksgiving break in November. Each principal and staff will create the agenda for the visit to allow Superintendent Bahr to experience their school as a learner and provide the opportunity to visit every classroom to get to know staff and students. The goal will be to visit every classroom in the district.



The superintendent will conduct a series of meetings and key informational interviews to hear from members of the community, policymakers, and other stakeholders.

## Students and Parents

### Student groups, including:

- *Student leadership classes, recent graduates, high school dropouts.*

### Parent groups, including:

- *Parent District Council, PTA leaders, Booster Club leaders, Peninsula program advisory group, Title I School Improvement Parent Advisory Group, English Language Learner (ELL) parent groups, home visits, private and homeschool connections.*

## Staff

### Administrators:

- *Central office administrators, principals, Superintendent Leadership Team.*

### Staff:

- *School classified and certificated staff, secretaries, departmental in-services with food services, maintenance and transportation.*

### Collective Bargaining/Labor Management Groups:

- *Public School Employees of Peninsula (PSE), Peninsula Principals Association (PPA), Peninsula Education Association (PEA), Washington Alliance of Technology Workers.*

## Key Questions

1

What should I know about Peninsula schools and its community?

2

What is going well and should be continued?

3

What are challenges and areas for growth?



## Educational Partners

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- Higher education officials from Pierce County
- Pierce County Superintendent's Group and local superintendents, including PSESD
- Native American Tribal leaders K-12 schools director and tribal leaders
- Career and Technical Education Advisory Group
- Early childhood and Head Start
- Pierce County Retired Educators Association
- Community Stakeholders Local Government
- Mayor, County Executive and other elected officials
- Chiefs of public safety organizations and local emergency response leaders
- Legislative contacts and League of Education Voters
- Gig Harbor and Kitsap Peninsula Public Library
- Gig Harbor and Key Peninsula Chamber of Commerce
- Northwest Economic Development Council and technology Alliance Group
- Northwest Washington Hispanic Chamber of Commerce
- Pierce County/Kitsap Peninsula County Realtors Association
- Farm to School Advisory Group and School Garden Collective
- Red Barn Key Peninsula
- Science, Technology, Engineering and Math (STEM) leaders from Local Tech businesses
- St. Anthony Hospital and local health/mental health professionals
- Nonprofit and Local Partners
- Peninsula Public School Foundation, Dollars for Scholars and Peninsula Community Foundation
- Arc of Key Peninsula County (includes Parent Coalition and Down Syndrome Outreach Groups), Special Olympics Washington, Division of Developmental Disabilities (DDD)
- Peninsula service organizations such as Rotary, Kiwanis, Lions Club, Eagles, Professional Firefighters of GH Peninsula, Granges, Soroptimist International...(Will attend a meeting or be a guest speaker, and will join a local service organization after getting acquainted with the community.)
- Nonprofit community organizations that support district families such as Boys & Girls Club, Communities in Schools of Peninsula, YMCA
- Arts and music leaders
- Religious leaders

*Invite the Superintendent*

**If you are a community member and are interested in having Superintendent Bahr attend your event, please contact Tonya Beattie, executive assistant, at [beattiet@psd401.net](mailto:beattiet@psd401.net).**

## Phase II: Entry | *Listening Tour*

### Superintendent Listening Tour Activities

The listening tour will provide opportunities for parents, community members, students, staff and other interested parties to share their ideas and perspectives about the Peninsula School District with Superintendent Bahr. Below is a sample and general outline of some activities planned for this phase.

- **Walk and Talk:** Superintendent Bahr will share her passion for health and wellness by encouraging students, staff, parents and community members to join her for a walk through local neighborhoods. Participants can visit afterwards with the superintendent over a healthy snack at a neighborhood school.
- **Coffee Chats with Superintendent Bahr:** Superintendent Bahr will visit informally with community members at local coffee establishments.
- **Family Feedback Forums:** Hosted by parent representatives from each school, these in-person gatherings will take place at a school, neighborhood park or community center. Students are encouraged to attend if date/time permits.
- **Host a Session with the Superintendent:** Superintendent Bahr will request meetings with groups and organizations in the Gig Harbor/Key Peninsula communities who previously hosted Dr. Jarvis and other former superintendents.

Check [psd401.net](http://psd401.net) for the dates, times, and locations of these activities.

## Phase II: Entry | *Data Analysis and Document Review*

The superintendent, working with the central administrative team and leadership team, will conduct an analysis of performance indicators and examine a wide variety of data sources, particularly student achievement data, to discern trends, patterns, areas of accomplishment, and opportunities for improvement.

Student outcomes on standardized tests, value-added data, dropout and graduation rates, staff and student attendance rates, truancy and discipline data, Advanced Placement (AP) course/CITHS and dual enrollment and passing rates, SAT and ACT scores, collegebound rates, and other relevant indicators will be disaggregated by program, ethnicity and geography, and carefully studied.

Superintendent Bahr will review all critical documents, the district's organizational chart, employee handbooks, policy and procedure manuals, district and school strategic plans, and all commissioned studies by outside agencies. Additionally, operating and capital improvement budgets will be closely assessed through the lens of equity, effectiveness, and efficiency, along with their alignment to the educational goals of the district and the needs of children.

The current budget development process will be evaluated, as well as how the district is meeting its goals and the service expectations of our community. Written reports and presentations about Peninsula's use of resources, personnel, organization, leadership, and/or academic outcomes will be carefully studied.



## Phase II: Entry | *Board Relations*

Superintendent Bahr will meet individually with the Peninsula School District Board of Directors to develop a strong working relationship. She will also meet with the school board in a retreat format in summer 2021 for the purposes of board professional development, strategic plan review, visioning, and planning.

## Phase II: Entry | *Media Relations*

Communicating with and through the media to ensure public understanding of, and involvement in, the mission of the schools, the superintendent will engage local media to introduce herself and deepen her understanding of issues important to the Peninsula community. The superintendent will seek to better understand both the internal and external communications opportunities in the district.

## Phase II: Entry | *Communications*

The following tools will be used in communications with staff, students, and community members:

- Video series, social media, emails, web page news posts, and updating the superintendent's web page.

## Phase III: Reflect and Report | *Develop Summary Report and Strategic Plan Updates*

Superintendent Bahr will develop and present a summary report to the Peninsula School District Board of Directors, which will include recommendations for updating the district's strategic plan.

The entry plan culminates with the development and presentation of a summary report in 2022, outlining the superintendent's findings, observations, and next steps.

Superintendent Bahr will work with the Board of Directors to establish a timeline and process for updating the district's strategic plan.

