			Д	Anticipated Progress or Comple	
	Current Status/Baseline	Period 1: Jul-Sept 2013	Period 2: Oct-Dec 2013	Period 3: Jan-Mar 2014	
OUTCOME 1		·		•	
2014-15 budget that reflects significant steps to align resources needed to implement the instructional strategies desired by the KCS leadership.	The 2014-15 budget development cycle has not yet begun. Steps to identify resource alignment opportunities to maximize funding for highest impact areas have not yet been taken.	Key inputs developed (e.g., determining level of alignment between district's strategic priorities and actual resource allocation, ROI calculations where possible); will feed into budget preparation discussions.	Draft 2014-15 budget recommendations reflect significant steps to align resources needed to implement district's instructional priorities, and are based on analyses conducted in July-Oct 2013 and stakeholder engagement conducted in July-Dec 2013.		
Milestone 1-a					
further investigation and hypothesis testing.	The KCS leadership team held a number of brainstorming sessions in April 2013 and arrived at a number of initial areas and hypotheses for investigation, laid out in the proposal itself.	KCS leadership prioritizes the questions / hypotheses that will inform resource allocation and student performance analysis.			
Milestone 1-b					
•	Full data request has been shared with the district.	 (1) KCS shares all relevant data. (2) ERS codes data according to its framework and clarifies / cleans any data issues encountered along the way. (3) In the course of its Strategic Mapping Process, ERS flags any areas where financial or HR data should be tagged differently to enable analysis in future years. 	The process of tagging financial and HR data (if applicable) begins.	The process of tagging financial and HR data (if applicable) continues.	

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letion Period 4: Apr-Jun 2014 Period 5: Jul-Oct 2014 tted Final 2014-15 budget (approved The work of implementing by both the Board and then by resource alignment the County Commission) opportunities agreed to in the reflects significant steps to 2014-15 budget begins. align resources needed to implement district's instructional priorities. ial The process of tagging financial and HR data (if applicable) is completed.

		APPENDIX A: O	UTCOMES AND MILES	TONES CHART		BILL& MELINDA GATES foundation
Milestone 1-c						
Prioritize specific areas as resource alignment opportunities.	hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.	comprehensive report which	 (1) KCS prioritizes specific areas as resource alignment opportunities. (2) KCS and Parthenon develop a "phasing" plan (when each opportunity might be addressed in the 3-5 year plan. (3) KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. (4) KCS shares recommendations with stakeholders for input and reactions. (5) KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment. 	early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input	A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS.	Work on implementing agreed upon resource alignment opportunities begins.
Milestone 1-d				I		
Complete a Time Audit of key instructional positions.	how key instructional positions spend their time.	time audit instrument (survey) for	 (1) Results of the survey are combined with the financial analysis and student performance analysis to make recommendations about potential changes to responsibilities/loads, support structures and processes. (2) Key findings are incorporated into discussions with stakeholders, as appropriate. 	Survey tool and documented methodology are handed off to KCS (with training, as needed) and become part of the KCS' portfolio of tools, to be used as needed in future years.		
Milestone 1-e						
Complete student performance analysis (by school and for selected programs) and eROI analysis.	for more detail.	school (and program/ initiative,		Relevant KCS staff are trained (as needed) in the use of the ROI methodology. The framework becomes part of the tool portfolio at the disposal of the KCS for use in future budget cycles, as needed.		

	APPENDIX A: O	UTCOMES AND MILES	TONES CHART		BILL&MELINDA GATES foundation
benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would	brought on board. (2) Mapping of stakeholders and outreach strategy to each group completed. (3) Outreach to stakeholders initiated. (4) Stakeholder engagement begins in August	(discussions of analysis and early recommendations) begin in October and continue through November.	recommendations with stakeholders. (2) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Preliminary budget submitted to the Board of Education.	 and submitted to County Mayor. (2) County-wide budget recommendations made by the County Commission and public budget hearings. (3) Any proposed revisions to KCS budget shared with the KCS. (4) Final KCS budget approved by the County Commission as part of the county-wide budget and capital plan. (5) Next round of stakeholder engagement meetings initiated to develop detailed implementation 	Updates shared with stakeholders on a regular basis, via most appropriate communication vehicles.
level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school	models in personalized learning (including cost requirements of each model) synthesized. (2) Assessment of KCS' current capabilities in this area begins.	capabilities in this area and potential gaps (infrastructure, etc.)	the Board of Education includes initial investments targeted at	and approved by the County Commission includes initial	Implementation of personalized learning strategy begins.
	benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern. The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 (1) Director of Strategic Planning brought on board. (2) Mapping of stakeholders and outreach CORRE report and 2009 Strategic Planning Process described in detail in the proposal). strategy to each group completed. Stakeholder engagement in the resource allocation work would follow a similar pattern. (3) Outreach to stakeholder engagement begins in August (input sessions) and continues in September. The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption (1) Most promising external models in personalized learning (including cost requirements of each model) synthesized. (2)	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 (1) Director of Strategic Planning brought on board. (2) Mapping of stakeholders and outreach (2) Change management sessions of analysis and early recommendations) begin in detail in the proposal). (3) Outreach to stakeholders initiated. (4) Stakeholder engagement in the resource allocation work would follow a similar pattern. (3) Outreach to stakeholders engagement in the resource allocation work would follow a similar pattern. (1) Most promising external models in personalized learning personalized learning best personalized learning best practices and costs, and is models in personalized learning best personalized learning best protection work and the ded with an 11-school pilot, but needs more information to develop a district-wide adoption (1) Most promising external models in personalized learning cincluding cost requirements of each model) synthesized. (2) Assessment of KCS' current capabilities in this area begins. (1) Assessment of KCS' current capabilities in this area begins.	benefit of prior planning processes on which if can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern. September/October. (2) Change management sessions strategy to each group completed. (3) Outreach to stakeholder initiated. (4) Stakeholder (nput sessions) and continues in September. September/October. (2) Change management sessions strategy to each group completed. (3) Stakeholder feedback incorporated in preliminary budget recommendations in December. continues to share intended (2) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Stakeholder feedback incorporated in preliminary budget recommendations in December. (3) Preliminary budget submitted to the Board of Education. The KCS has done some high level benchmarking of practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption (1) Most promising external models in personalized (2) Assessment of KCS' current capabilities in this area begins. The 2014-15 budget proposed to the Board of Education includes potential gaps (infrastructure, etc.) initiated adoption (2) Personalized learning strategy more broadly across the district.	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 continues of strategic Planning Processes described in the proposal). (1) Input sessions continue in continues to share intended (2) Change management sessions strategic (and budget) recommendations) begin in detail in the proposal). (1) Strategic planning processes described in the strategy to each group completed. (discussions of analysis and early recommendations) begin in December. (2) Change management sessions strategic (and budget) recommendations with stakeholders. (2) County-wide budget recommendations begin in October and continues to share intended (3) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (4) Final KCS budget approved by the County Commission ap part of the county-wide budget and capital plan. Flee KCS has done some high level benchmarking of paracises and costs, and is models in personalized learning best models with an 11-school plat, but needs more information graduated on plan to accompany new Strategic (2) Personalized learning strategy more broady across the district. The 2014-15 budget submitted to and approved by the County Commission includes in this area begins. The kCS has done some high level benchmarking of personalized learning best model synthesized (2) Assessment of KCS current capabilities in this area begins. (1) Assessment of KCS current capabilities in this area begins. The 2014-15 budget submitted to and approved by the County Commission includes initital capabi

The bandwidth of the KCS staff, especially senior leadership, to devote time to both the analysis work (discussion of analyses, action planning) and simultaneous stakeholder engagement. The KCS will overcome the issue of resource mapping and analytical bandwidth through outside partners (Parthenon and ERS). And on the stakeholder engagement side, KCS has created a temporary position (Director of Strategic Planning) and has already filled this position with an Ed.L.D. resident who will be dedicated full-time to coordinating the strategic planning effort on behalf of the district. In May-July 2013, the KCS senior leadership team will come together, as they did for the 2008 CORRE report and for the 2009 strategic plan, to create an intentional mapping of internal district facilitators against stakeholder meetings and focus groups. The KCS will also turn to strong external partners (Great Schools Partnership and the Knoxville Chamber) for help with facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

			Α	Inticipated Progress or Complet
	Current Status/Baseline	Period 1	Period 2	Period 3
OUTCOME 2				
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	The KCS does not currently have a strategic finance plan to support its strategic plan. This outcome coincides well with the fact that the KCS will be refreshing its Strategic Plan this year. The Strategic Plan will drive the 5-year Finance Plan.		Outline (main components) of the 5-year Strategic Finance Plan drafted - includes strategic priorities, total estimated costs, high level roadmap of when costs would be incurred (how they would be spread over the 5-year period), and high-level implementation plan.	Additional stakeholder input collected, and more detailed implementation plan development begins, with support from a variety of district stakeholders (following best practice established during prior iteration of the strategic planning process).
Milestone 2-a				
Agree on how resource alignment opportunities will be phased in over the five-year period.	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, the KCS leadership will have these discussions.	 (1) ERS and Parthenon develop a comprehensive report which paints a clear picture of current resource allocation, including: where and how funds are spent, by school, program, service, and potentially even by type of student. (2) KCS develops a deep understanding of the degree of alignment between district strategic priorities and current resource allocation. 	 (1) KCS prioritizes specific areas as resource alignment opportunities. (2) KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. (3) KCS and Parthenon develop a "phasing" plan for the resource alignment opportunities (when each opportunity might be addressed in the 5-year plan). (4) Based on internal discussions and stakeholder input, KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment over the 3-5 year period. (5) KCS and Parthenon draft a preliminary 5-year finance plan that reflects the phasing in of resource alignment opportunities. 	 (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget. (3) The draft 3-5 year finance platic is updated to reflect any changes in approach/ phasing that occurred between December 2013 and March 2014.

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letion Period 5 Period 4 Finalized Strategic Finance Work on implementing agreed Plan, with more detailed upon resource alignment implementation plan (developed opportunities in the f-year with stakeholder input) for Year Strategic Finance Plan begins. 1 (2014-15) and key milestones ng for the years beyond 2014-15. (1) A substantial portion of Work on implementing agreed resource alignment opportunities upon resource alignment prioritized for 2014-15 are opportunities begins. in captured in the final budget that is approved for KCS. (2) The 3-5 year finance plan is es finalized and reflects any ut additional changes in approach/ ed in phasing that occurred between March and June 2014. lan es

		APPENDIX A: O	UTCOMES AND MILES	TONES CHART		BILL&MELINDA GATES foundation
Milestone 2-b						
areas where additional investments may need to be made).	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, Parthenon will assist the KCS leadership in developing the cost implications of moving ahead with various changes.		Cost implications of recommended changes finalized and incorporated into the 2014-15 budget recommendations and the 5-year finance plan.	feedback from stakeholders).	Cost implications updated as appropriate (if adjusting approach/scale/phasing post feedback from stakeholders). Decisions incorporated into the final 5-year finance plan.	Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from some initiatives to others).
Milestone 2-c						
level milestones for years beyond 2014-15.	The KCS has a strong record of setting performance targets and developing actionable implementation plans to achieve these targets. The KCS will apply the same rigorous and inclusive approach to this process (will involve relevant stakeholders in the development of detailed implementation plans).	Information collected from KCS leadership and any stakeholder meetings that may help inform the creation of a high-level implementation plan.	High-level implementation plan drafted, with key activities and activity owners, for vetting with Project Working Group and Steering Committee. Feedback from Project Working Group and Steering Committee. Incorporated into next iteration of implementation plan.	District sets up a stakeholder engagement process to flesh out the implementation plan in more detail and shares process with broader district community.	Implementation plan finalized through stakeholder engagement process (with greater level of detail for 2014-15 and lower level of detail for the years beyond 2014-15), and incorporated into the final strategic finance plan.	Implementation of activities outlined in the plan begins.
Milestone 2-d						
strategy for the district, with cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.	 (1) Most promising external models in personalized learning (including cost requirements of each model) synthesized. (2) Assessment of KCS' current capabilities in this area begins. 	 Assessment of KCS' current capabilities in this area and potential gaps (infrastructure, etc.) completed. Personalized learning strategy recommendations finalized, including cost implications for 2014-15 and beyond. The draft strategic finance plan includes a roadmap for the KCS to follow toward a vision of personalized learning for all students over five years, includes the cost implications of doing so, and identifies sources of funds (where will dollars be found) to support the strategy. 	deploying a personalized learning strategy more broadly across the district.(2) The longer roadmap in the draft finance plan is updated, as needed, based on additional	Commission includes initial	Implementation of personalized learning strategy begins.

(Anticipated) External

Challenges or Factors

Over the course of the project, it will be important to make the time not only to conduct the analysis, create a solid factbase, understand the implications, and develop action plans, but also to create a genuine dialog around the initial findings and recommendations. The analyses may well lead to recommendations that are not universally accepted by stakeholders. The KCS will work closely with its partners, Parthenon and ERS, to develop a factbase of critical information on each major resource allocation topic. The goal will be to create a common understanding of the facts among stakeholders, and to have all discussions be informed and driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

			Anticipated Progress or Completion						
	Current Status/Baseline	Period 1	Period 2	Period 3	Period 4	Period 5			
OUTCOME 3	•	·		•					
The KCS leadership will be a) willing to continue the resource alignment work, b) understand what needs to be done annually as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	illustrated by the execution against the 2009 strategic plan, the aggressive cost	The KCS leadership identifies capacity gaps, and builds a plan with support from Parthenon to address the gaps. This includes both determination whether any additional staff are needed as well as the development / revision of existing processes (e.g., annual planning and budgetary process) to ensure that programmatic evaluations and resource allocation decisions are intimately linked.	capacity-building plan, as needed, based on any additional information that is	The KCS leadership begins to address identified capacity gaps through either process, additional staff, or additional training solutions.	The KCS leadership continues to address identified capacity gaps through either process, additional staff, or additional training solutions.	The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.			
Milestone 3-a									
Complete organizational review of key functions	The KCS has a lean central office and has some initial ideas about where skill gaps might reside, but this has not been synthesized / looked at in the aggregate.	 (1) One-on-one interviews with senior KCS leadership and any middle management staff identified by leadership completed. (2) Organizational themes from these interviews synthesized and translated into preliminary capacity-building recommendations, reviewed with KCS leadership team. (3) KCS capacity building plan finalized by end of August. 		Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.			

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	APPENDIX A: OUTCOMES AND MILESTONES CHART							
Milestone 3-b								
Make changes to current planning and budgetary processes.	The KCS has a budget development and adoption process, but the various evaluation and continuous improvement processes occurring in different pockets in the district do not necessarily connect well with the budgetary process.	Detailed understanding of current planning and budgetary processes and potential shortcomings developed in detail (through interviews with key central office staff).		Immediate changes to processes that had been agreed upon with the district are acted upon	Immediate changes to processes that had been agreed upon with the district are acted upon	More comprehensive changes to processes begin with the 2014-15 school year.		
Milestone 3-c								
Create a simple tool for the KCS to measure their progress in building capacity.	This does not exist today.		Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	of quarter. Survey results used to brainstorm	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.		
Milestone 3-d		1	1	1				
Identify resources for additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.	additional staff might be needed in	 (1) Sources of immediate funding, if applicable, identified (e.g., to enable hiring before the next fiscal year, if needed). (2) Sources of longer-term funding for additional staff identified for subsequent fiscal years (reallocation from other line items vs incremental funding). (3) Operating costs associated with additional staff in specific functions and funding sources included in the draft 2014-15 budget. 					

APPENDIX A: OUTCOMES AND MILESTONES CHART Milestone 3-e Hire additional staff (if needed). The KCS has a very lean central Milestone 3-a determines whether (1) Milestone 3-d identifies (1) Immediate hires made office; we may find over the additional staff might be needed in sources of funding and (assuming funding sources have course of the project, that the KCS certain areas. determines what hiring timeline is been identified and are available needs to augment central office feasible (from budget in the immediate term). staff with a few more staff, with perspective). (2) Internal reallocation of specific skillsets. (2) In addition, interviews and day-responsibilities begins, if to-day observations/ analysis of applicable. resource alignment activities allow KCS leadership and Parthenon to determine whether any responsibilities need to be reallocated within existing district staff (senior leadership and middle management) to make the workload sustainable. (3) Draft job descriptions are developed for any additional staff needed by the district Milestone 3-f Educate the KCS leadership on The KCS is not vet familiar with Additional training (on tools and (1) Key tools and analyses applied (1) Agreement on priority metrics resource allocations tools/ analyses. the tools/analyses that Parthenon by ERS and Parthenon as part of that will be tracked annually to methodologies) provided to and ERS will utilize during this the resource alignment work (e.g., inform resource alignment over designated (existing) KCS staff Strategic Resource Mapping, needed as well as to any new project. time. hires (if applicable) Time Audit, ROI). (2) Summary documents created (2) KCS Project Working Group that outline approaches/ consulted on methodologies methodologies of various throughout the project. analyses conducted throughout the project. (3) All analyses (data files) and methodology summaries handed off to the KCS. (4) Designated KCS staff (targeted number) trained on key analyses and methodologies. (Anticipated) External **Challenges or Factors**

Implementation Risk. The KCS together with Parthenon will design an improved process, but implementation of this process will depend on the district's ability to protect this as a priority and to guard against other priorities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome this by assigning primary responsibility for the overarching continuous improvement process to a specific functional area which will act as the "owner" or "coordinator." Which group / individuals will drive the process (es) going forward will be determined as part of the project. Once the roles of senior district leadership in this process are better defined, they too will be become part of an accountability system (i.e., become part of "management objectives" against which performance is evaluated annually).

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ve le	 (1) Internal reallocation of responsibilities, if applicable, completed. (2) Job descriptions for remaining additional staff finalized. 	(1) Remaining new positions filled. (2) New staff trained on relevant tools/analyses/ processes as part of an onboarding process.
d f as	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)

Instructions for documenting progress towards outcomes:

Complete the yellow cells with your Actual Progress or Completion for this reporting period. Include one to two points on your progress for each outcome and each milestone.
 If your Anticipated Progress or Completion has changed for future periods, please update it on the chart below (columns F through I).

3) If changed, please update the "(Anticipated) External Challenges or Factors" section at the bottom of the chart.

NOTE: This spreadsheet is designed to populate with data from either the "Proposed Outcomes & Milestones" tab or from the last completed "Period X Report" tab. Formulas are included in all cells except the yellow cells. If you need to overwrite your Anticipated Progress or Completion for future periods or your External Challenges or Factors, click on the cell once and type in your text. You should overwrite any formulas in those cells. The next reporting period will populate with this text in the appropriate cell.

	Baseline	Completion			ess or Completion		
	Dasenne	Period 1	Period 1	Period 2	Period 3	Period 4	Period 5
OUTCOME 1	•	• •	•	•	•		
Knox County Schools adopts a 2014-15 budget that reflects significant steps to align resources needed to implement the instructional strategies desired by the KCS leadership.	opportunities to maximize funding for highest impact areas have not yet been taken.	determining level of alignment between district's strategic priorities and actual resource		Draft 2014-15 budget recommendations reflect significant steps to align resources needed to implement district's instructional priorities, and are based on analyses conducted in July-Oct 2013 and stakeholder engagement conducted in July-Dec 2013.	Draft 2014-15 budget submitted to the Board of Education reflects significant steps to align resources needed to implement district's instructional priorities.	Final 2014-15 budget (approved by both the Board and then by the County Commission) reflects significant steps to align resources needed to implement district's instructional priorities.	The work of implementing resource alignment opportunities agreed to in the 2014-15 budget begins.
Milestone 1-a							
Finalize programmatic areas for further investigation and hypothesis testing.	number of brainstorming sessions in April 2013 and arrived at a	KCS leadership prioritizes the questions / hypotheses that will inform resource allocation and student performance analysis.					
Milestone 1-b							
Complete all data collection and clean-up in order to begin detailed financial and resource allocation analysis.	shared with the district.	 (1) KCS shares all relevant data. (2) ERS codes data according to its framework and clarifies / cleans any data issues 		The process of tagging financial and HR data (if applicable) begins.	The process of tagging financial and HR data (if applicable) continues.	The process of tagging financial and HR data (if applicable) is completed.	
Milestone 1-c							

		APPENDIX A:	OUTCOMES AND MIL
Prioritize specific areas as resource alignment opportunities.	The KCS leadership team hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.	 (1) ERS and Parthenon develop a comprehensive report which paints a clear picture of current resource allocation, including: where and how funds are spent, by school, program, service, and potentially even by type of student. (2) KCS develops a deep understanding of the degree of alignment between district strategic priorities and current resource allocation. 	
Milastona 1 d			
Milestone 1-d Complete a Time Audit of key instructional positions.	The KCS does not have enough information today to determine how key instructional positions spend their time.	 (1) KCS and Parthenon develop a time audit instrument (survey) for selected instructional positions. (2) Parthenon conducts interviews with 10-15 principals to refine survey approach. (3) Parthenon conducts survey and analyzes results. 	
Milestone 1-e			
Complete student performance analysis (by school and for selected programs) and eROI analysis.	The KCS has conducted some of this analysis already for the recent ROI analysis (Appendix F), but at a higher level and is now looking for more detail.	(1) Student performance data, by school (and program/ initiative, where possible) is collected and analyzed . (2) ROI calculated for selected programs, initiatives, and school models (where possible).	
Milestone 1-f		1	

ESTONES CHART			BILL&MELINDA GATES foundation
 (1) KCS prioritizes specific areas as resource alignment opportunities. (2) KCS and Parthenon develop a "phasing" plan (when each opportunity might be addressed in the 3-5 year plan. (3) KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. (4) KCS shares recommendations with stakeholders for input and reactions. (5) KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment. 	early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget.	A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS.	Work on implementing agreed upon resource alignment opportunities begins.
 (1) Results of the survey are combined with the financial analysis and student performance analysis to make recommendations about potential changes to responsibilities/loads, support structures and processes. (2) Key findings are incorporated into discussions with stakeholders, as appropriate. 	and become part of the KCS' portfolio of tools, to be used as		
(1) Key ROI findings are	Relevant KCS staff are trained		
incorporated into discussions with stakeholders, for input and reactions. (2) ROI findings are also used as			

		APPENDIX A:	OUTCOMES AND MIL	ESTONES CHART			BILL&MELINDA GATES foundation
Develop and execute Stakeholder Engagement Plan.	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern.	 (1) Director of Strategic Planning brought on board. (2) Mapping of stakeholders and outreach strategy to each group completed. (3) Outreach to stakeholders initiated. (4) Stakeholder engagement begins in August (input sessions) and continues in September. 		 (1) Input sessions continue in September/October. (2) Change management sessions (discussions of analysis and early recommendations) begin in October and continue through November. (3) Stakeholder feedback incorporated in preliminary budget recommendations in December. 	 (1) Strategic planning process continues to share intended strategic (and budget) recommendations with stakeholders. (2) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Preliminary budget submitted to the Board of Education. 	 (1) Budget approved by the Board and submitted to County Mayor. (2) County-wide budget recommendations made by the County Commission and public budget hearings. (3) Any proposed revisions to KCS budget shared with the KCS. (4) Final KCS budget approved by the County Commission as part of the county-wide budget and capital plan. (5) Next round of stakeholder engagement meetings initiated to develop detailed implementation plan to accompany new Strategic Plan. 	Updates shared with stakeholders on a regular basis via most appropriate communication vehicles.
Milestone 1-g				•			
Finalize a Personalized Learning strategy for the district, with cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.	(1) Most promising external models in personalized learning (including cost requirements of each model) synthesized. (2) Assessment of KCS' current capabilities in this area begins.		 Assessment of KCS' current capabilities in this area and potential gaps (infrastructure, etc.) completed. Personalized learning strategy recommendations finalized, including cost implications for 2014-15 and beyond. 	The 2014-15 budget proposed to the Board of Education includes initial investments targeted at deploying a personalized learning strategy more broadly across the district.	The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying a personalized learning strategy more broadly across the district.	learning strategy begins.
(Anticipated) External Challenges or Factors							
(Anticipated) External Challenges or Factors The bandwidth of the KCS staff, especially senior leadership, to and ERS). And on the stakeholder engagement side, KCS has KCS senior leadership team will come together, as they did for t	created a temporary position (Direc	tor of Strategic Planning) and has a	already filled this position with an E	d.L.D. resident who will be dedicat	ed full-time to coo	ordinating the stra	ordinating the strategic planning effort on behalf of the

and the Knoxville Chamber) for help with facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

KCS senior leadership team will come together, as they did for the 2008 CORRE report and for the 2009 strategic plan, to create an intentional mapping of internal district facilitators against stakeholder meetings and focus groups. The KCS will also turn to strong external partners (Great Schools Partnership

	Baseline	Anticipated Progress or Completion	Actual Progress or Completion		Anticipated Progr	ess or Completion	-
	Daseine	Period 1	Period 1	Period 2	Period 3	Period 4	Period 5
OUTCOME 2	• •		•		•		
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	a strategic finance plan to support its strategic plan. This outcome coincides well with the fact that the KCS will be refreshing its Strategic Plan this year. The Strategic Plan will drive the 5-	Groundwork laid for capturing key resource alignment priorities, costs associated with growing particular initiatives, and identification of initiatives which can be deprioritized over time (become funding sources for other initiatives).		Outline (main components) of the 5-year Strategic Finance Plan drafted - includes strategic priorities, total estimated costs, high level roadmap of when costs would be incurred (how they would be spread over the 5-year period), and high-level implementation plan.	Additional stakeholder input collected, and more detailed implementation plan development begins, with support from a variety of district stakeholders (following best practice established during prior iteration of the strategic planning process).	implementation plan (developed	Work on implementing agreed upon resource alignment opportunities in the f-year Strategic Finance Plan begins.
Milestone 2-a Agree on how resource alignment opportunities will be phased in over the five-year period.	opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, the KCS leadership will have these discussions.	 (1) ERS and Parthenon develop a comprehensive report which paints a clear picture of current resource allocation, including: where and how funds are spent, by school, program, service, and potentially even by type of student. (2) KCS develops a deep understanding of the degree of alignment between district strategic priorities and current resource allocation. 		 (1) KCS prioritizes specific areas as resource alignment opportunities. (2) KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. (3) KCS and Parthenon develop a "phasing" plan for the resource alignment opportunities (when each opportunity might be addressed in the 5-year plan). (4) Based on internal discussions and stakeholder input, KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment over the 3- 5 year period. (5) KCS and Parthenon draft a preliminary 5-year finance plan that reflects the phasing in of resource alignment opportunities. 	 (1) All agreed upon resource alignment opportunities are reflected in Strategic Planning document that will be finalized in early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget. (3) The draft 3-5 year finance plan is updated to reflect any changes in approach/ phasing that occurred between December 2013 and March 2014. 	• • • •	Work on implementing agreed upon resource alignment opportunities begins.
Milestone 2-b							
Develop detailed cost implications of recommended changes (e.g., for areas where additional investments may need to be made).	discussed resource alignment	Work to develop cost implications of recommended changes begins.		Cost implications of recommended changes finalized and incorporated into the 2014-15 budget recommendations and the		appropriate (if adjusting approach/scale/phasing post	Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from
Milestone 2-c Develop detailed implementation plan for 2014-14 school year and higher level milestones for years beyond 2014-15. Milestone 2-d	setting performance targets and developing actionable	Information collected from KCS leadership and any stakeholder meetings that may help inform the creation of a high-level		High-level implementation plan drafted, with key activities and activity owners, for vetting with Project Working Group and	District sets up a stakeholder engagement process to flesh out the implementation plan in more detail and shares process with	Implementation plan finalized through stakeholder engagement process (with greater level of detail for 2014-15 and lower level	Implementation of activities outlined in the plan begins.

		APPENDIX A:	OUTCOMES AND MILE	STONES CHART			BILL&MELINDA GATES foundation
cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.	 (1) Most promising external models in personalized learning (including cost requirements of each model) synthesized. (2) Assessment of KCS' current capabilities in this area begins. 		potential gaps (infrastructure, etc.) completed. (2) Personalized learning strategy recommendations finalized, including cost implications for 2014-15 and beyond.	personalized learning strategy more broadly across the district. (2) The longer roadmap in the draft finance plan is updated, as needed, based on additional stakeholder input.	 (1) The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying a personalized learning strategy more broadly across the district. (2) The finalized strategic finance plan lays out the finalized roadmap for the KCS to move toward a vision of personalized learning for all students over five years. 	Implementation of personalized learning strategy begins.
(Anticipated) External Challenges or Factors							

Over the course of the project, it will be important to make the time not only to conduct the analysis, create a solid factbase, understand the implications, and develop action plans, but also to create a genuine dialog around the initial findings and recommendations. The analyses may well lead to recommendations that are not universally accepted by stakeholders. The KCS will work closely with its partners, Parthenon and ERS, to develop a factbase of critical information on each major resource allocation topic. The goal will be to create a common understanding of the facts among stakeholders, and to have all discussions be informed and driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

	Baseline	Anticipated Progress or Completion	Actual Progress or Completion		Anticipated Progr	ress or Completion		
	Daseille	Period 1	Period 1	Period 2	Period 3	Period 4	Period 5	
OUTCOME 3								
The KCS leadership will be a) willing to continue the resource alignment work, b) understand what needs to be done annually as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	against the 2009 strategic plan, the aggressive cost management practices, by investment of time and resources into the ROI study, and by follow-through on key recommendations of this study. A preliminary assessment of KCS'	The KCS leadership identifies capacity gaps, and builds a plan with support from Parthenon to address the gaps. This includes both determination whether any additional staff are needed as well as the development / revision of existing processes (e.g., annual planning and budgetary process) to ensure that programmatic evaluations and resource allocation decisions are intimately linked.		The KCS leadership adjusts the capacity-building plan, as needed, based on any additional information that is acquired through the analysis, planning, and stakeholder engagement activities.	The KCS leadership begins to address identified capacity gaps through either process, additional staff, or additional training solutions.		The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.	
Milestone 3-a								
Complete organizational review of key functions	-	senior KCS leadership and any		Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.	
Milestone 3-b				•	-			
Make changes to current planning and budgetary processes.	development and adoption process, but the various evaluation and continuous improvement processes occurring	Detailed understanding of current planning and budgetary processes and potential shortcomings developed in detail (through interviews with key central office staff).		Draft recommendations on strategy review, planning and budgetary process improvements developed and vetted with KCS leadership team. Agreement on changes to processes that can be incorporated immediately vs. changes that may need to occur in the 2014-15 school year.	Immediate changes to processes that had been agreed upon with the district are acted upon	Immediate changes to processes that had been agreed upon with the district are acted upon	More comprehensive changes to processes begin with the 2014-15 school year.	

		APPENDIX A:	OUTCOMES AND MIL	ESTONES CHART			BILL&MELINDA GATES foundation
Create a simple tool for the KCS to measure their progress in building capacity.	This does not exist today.	Short "pulse survey" developed to assess KCS senior leadership attitudes toward resource allocation work, level of understanding of what needs to be done, and perceptions of individual and team ability to get the work done. Pulse survey launched in July for the first time to create baseline, and repeated in September.		Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.
Milestone 3-d							
Identify resources for additional staff (if needed).	-	Milestone 3-a determines whether additional staff might be needed in certain areas.		 (1) Sources of immediate funding if applicable, identified (e.g., to enable hiring before the next fiscal year, if needed). (2) Sources of longer-term funding for additional staff identified for subsequent fiscal years (re-allocation from other line items vs incremental funding). (3) Operating costs associated with additional staff in specific functions and funding sources included in the draft 2014-15 budget. 			
Milestone 3-e		•		•	÷		
Hire additional staff (if needed). Milestone 3-f	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.	Milestone 3-a determines whether additional staff might be needed in certain areas.		 (1) Milestone 3-d identifies sources of funding and determines what hiring timeline is feasible (from budget perspective). (2) In addition, interviews and day to-day observations/ analysis of resource alignment activities allow KCS leadership and Parthenon to determine whether any responsibilities need to be reallocated within existing district staff (senior leadership and middle management) to make the workload sustainable. (3) Draft job descriptions are developed for any additional staff needed by the district 	in the immediate term). (2) Internal reallocation of responsibilities begins, if applicable.	 (1) Internal reallocation of responsibilities, if applicable, completed. (2) Job descriptions for remaining additional staff finalized. 	 (1) Remaining new positions filled. (2) New staff trained on relevant tools/analyses/ processes as part of an onboarding process.

APPENDIX A: OUTCOMES AND MILESTONES CHART									
analyses. analyses. analyses. broject. bro	Summary documents created hires (if applicable) hires (if applicab								

(Anticipated) External Challenges or Factors Implementation Risk. The KCS together with Parthenon will design an improved process, but implementation of this process will depend on the district's ability to protect this as a priority and to guard against other priorities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome this by assigning primary responsibility for the overarching continuous improvement process to a specific functional area which will act as the "owner" or "coordinator." Which group / individuals will drive the process(es) going forward will be determined as part of the project. Once the roles of senior district leadership in this process are better defined, they too will be become part of an accountability system (i.e., become part of "management objectives" against which performance is evaluated annually).

Instructions for documenting progress towards outcomes:

- 2) If your Anticipated Progress or Completion has changed for future periods, please update it on the chart below (columns F through I).
- 3) To see past Anticipated Progress or Completion for a reporting period, click on the + sign at the top of the page.
- 4) If changed, please update the "(Anticipated) External Challenges or Factors" section at the bottom of the chart.

NOTE: This spreadsheet is designed to populate with data from either the "Proposed Outcomes & Milestones" tab or from the last completed "Period X Report" tab. Formulas are included in all cells except the yellow cells. If you need to overwrite your Anticipated Progress or Completion for future periods or your External Challenges or Factors, click on the cell once and type in your text. You should overwrite any formulas in those cells. The next reporting period will populate with this text in the appropriate cell.

	Baseline	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	A	Anticipated Progress or Completi	on
	Dasenne	Period 1	Period 2	Period 2	Period 3	Period 4	Period 5
OUTCOME 1							
Knox County Schools adopts a 2014-15 budget that reflects significant steps to align resources needed to implement the instructional strategies desired by the KCS leadership.	The 2014-15 budget development cycle has not yet begun. Steps to identify resource alignment opportunities to maximize funding for highest impact areas have not yet been taken.		Draft 2014-15 budget recommendations reflect significant steps to align resources needed to implement district's instructional priorities, and are based on analyses conducted in July-Oct 2013 and stakeholder engagement conducted in July-Dec 2013.		Draft 2014-15 budget submitted to the Board of Education reflects significant steps to align resources needed to implement district's instructional priorities.	Final 2014-15 budget (approved by both the Board and then by the County Commission) reflects significant steps to align resources needed to implement district's instructional priorities.	The work of implementing resource alignment opportunities agreed to in the 2014-15 budget begins.
Milestone 1-a							
Finalize programmatic areas for further investigation and hypothesis testing.	The KCS leadership team held a number of brainstorming sessions in April 2013 and arrived at a number of initial areas and hypotheses for investigation, laid out in the proposal itself.						
Milestone 1-b		•					
Complete all data collection and clean-up in order to begin detailed financial and resource allocation analysis.	Full data request has been shared with the district.		The process of tagging financial and HR data (if applicable) begins.		The process of tagging financial and HR data (if applicable) continues.	The process of tagging financial and HR data (if applicable) is completed.	
Milestone 1-c							

1) Complete the yellow cells with your Actual Progress or Completion for this reporting period. Include one to two points on your progress for each outcome and each milestone.

	APPE	ENDIX A: OUTCOMES AND MILESTONES CH	IART		BILL& MELINDA GATES foundation
rioritize specific areas as resource alignment opportunities.	The KCS leadership team hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.	 (1) KCS prioritizes specific areas as resource alignment opportunities. (2) KCS and Parthenon develop a "phasing" plan (when each opportunity might be addressed in the 3-5 year plan. (3) KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. (4) KCS shares recommendations with stakeholders for input and reactions. (5) KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment. 	 (1) All agreed upon resource alignment opportunities are reflected in Strategic Planning document that will be finalized in early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget. 	A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS.	Work on implementing agreed upon resource alignment opportunities begins.
Milestone 1-d					
Complete a Time Audit of key instructional positions.	The KCS does not have enough	(1) Results of the survey are	Survey tool and documented		
	information today to determine	combined with the financial	methodology are handed off to		
	how key instructional positions	analysis and student	KCS (with training, as needed)		
	spend their time.	performance analysis to make	and become part of the KCS'		
Milestone 1-e					
Complete student performance analysis (by school and for selected programs)	The KCS has conducted some of	(1) Key ROI findings are	Relevant KCS staff are trained		
ind eROI analysis.	this analysis already for the	incorporated into discussions with	(as needed) in the use of the ROI		
	recent ROI analysis (Appendix F),	stakeholders, for input and	methodology. The framework		
	but at a higher level and is now	reactions.	becomes part of the tool portfolio		
	looking for more detail.	(2) ROI findings are also used as	at the disposal of the KCS for use		
		a key input to making preliminary	in future budget cycles, as		
		2014-15 budget	needed.		
		recommendations/ decisions.			
		(3) ROI methodology is			
		documented for KCS future use.			
Milestone 1-f					
Develop and execute Stakeholder Engagement Plan.	The KCS leadership team has the	(1) Input sessions continue in	(1) Strategic planning process	(1) Budget approved by the	Updates shared with
evelop and excedite elakenolder Engagement i lan.	benefit of prior planning	September/October.	continues to share intended	Board and submitted to County	stakeholders on a regular basi
	processes on which it can draw	(2) Change management	strategic (and budget)	Mayor.	via most appropriate
	(2008 CORRE report and 2009	sessions (discussions of analysis	recommendations with	(2) County-wide budget	communication vehicles.
Milestone 1-g				(_, county muc budgot	
nalize a Personalized Learning strategy for the district, with cost implications	The KCS has done some high	(1) Assessment of KCS' current	The 2014-15 budget proposed to	The 2014-15 budget submitted to	Implementation of personalize
included, both for the 2014-15 budget and for the five-year strategic finance	level benchmarking of	capabilities in this area and	the Board of Education includes	and approved by the County	learning strategy begins.
an.	personalized learning best	potential gaps (infrastructure,	initial investments targeted at	Commission includes initial	
	practices and costs, and is	etc.) completed.	· · · · · · · · · · · · · · · · · · ·	investments targeted at deploying	
		,		1	L

come together, as they did for the 2008 CORRE report and for the 2009 strategic plan, to create an intentional mapping of internal district facilitators against stakeholder meetings and focus groups. The KCS will also turn to strong external partners (Great Schools Partnership and the Knoxville Chamber) for help with facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

incorporates the district's programmatic priorities, the cost of implementing these setting priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	Baseline e KCS has a strong record of tting performance targets and eveloping actionable plementation plans to achieve ese targets. The KCS will apply e same rigorous and inclusive	Completion Period 2 Outline (main components) of the 5-year Strategic Finance Plan	Period 2	Period 3	Period 4	Period 5
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	tting performance targets and eveloping actionable plementation plans to achieve ese targets. The KCS will apply	· · · · ·				
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners). these the setting the se	tting performance targets and eveloping actionable plementation plans to achieve ese targets. The KCS will apply	· · · · ·				
the	proach to this process (will volve relevant stakeholders in e development of detailed plementation plans).	drafted - includes strategic priorities, total estimated costs, high level roadmap of when costs would be incurred (how they would be spread over the 5-year period), and high-level implementation plan.		implementation plan development begins, with support from a variety of district stakeholders		Work on implementing agreed upon resource alignment opportunities in the f-year Strategic Finance Plan begins.
Milestone 2-a						
year period. disc opp ana con thes Onc KCS	hile the KCS leadership has soussed resource alignment oportunities at a high level, the alysis has not yet been inducted to determine whether ese opportunities are real. Ince the analysis is done, the CS leadership will have these soussions.	 KCS prioritizes specific areas as resource alignment opportunities. KCS and Parthenon identify areas most likely to be reflected in the 2014-15 budget. KCS and Parthenon develop a "phasing" plan for the resource alignment opportunities (when each opportunity might be addressed in the 5-year plan). Based on internal discussions and stakeholder input, KCS leadership team finalizes which programmatic areas will be deprioritized or discontinued, and which areas will receive additional investment over the 3-5 year period. KCS and Parthenon draft a preliminary 5-year finance plan that reflects the phasing in of resource alignment opportunities. 		reflected in Strategic Planning document that will be finalized in early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected	 (1) A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS. (2) The 3-5 year finance plan is finalized and reflects any additional changes in approach/ phasing that occurred between March and June 2014. 	Work on implementing agreed upon resource alignment opportunities begins.
Milestone 2-b						
Develop detailed cost implications of recommended changes (e.g., for areas where additional investments may need to be made). opp ana cond thes Onc Part lead impli	hile the KCS leadership has scussed resource alignment portunities at a high level, the alysis has not yet been nducted to determine whether ese opportunities are real. nce the analysis is done, arthenon will assist the KCS adership in developing the cost plications of moving ahead with rious changes	Cost implications of recommended changes finalized and incorporated into the 2014- 15 budget recommendations and the 5-year finance plan.		approach/scale/phasing post feedback from stakeholders).	appropriate (if adjusting	Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from some initiatives to others).

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		APPENDIX A: OUTCOMES AND MILESTO	NES CHART			BILL&MELINDA GATES foundation
Develop detailed implementation plan for 2014-14 school year and higher level milestones for years beyond 2014-15.	The KCS has a strong record of setting performance targets and developing actionable implementation plans to achieve these targets. The KCS will apply the same rigorous and inclusive approach to this process (will involve relevant stakeholders in the development of detailed implementation plans).	High-level implementation plan drafted, with key activities and activity owners, for vetting with Project Working Group and Steering Committee. Feedback from Project Working Group and Steering Committee. Incorporated into next iteration of implementation plan.		the implementation plan in more detail and shares process with broader district community.	Implementation plan finalized through stakeholder engagement process (with greater level of detail for 2014-15 and lower level of detail for the years beyond 2014-15), and incorporated into the final strategic finance plan.	Implementation of activities outlined in the plan begins.
Milestone 2-d Finalize a Personalized Learning strategy for the district, with cost implications	The KCS has done some high	(1) Assessment of KCS' current		(1) The 2014-15 budget	(1) The 2014-15 budget	Implementation of personalized
included, both for the 2014-15 budget and for the five-year strategic finance	level benchmarking of	capabilities in this area and		proposed to the Board of	submitted to and approved by the	learning strategy begins.
plan.	personalized learning best	potential gaps (infrastructure,		Education includes initial	County Commission includes	
	practices and costs, and is	etc.) completed.		investments targeted at deploying	-	
	moving ahead with an 11-school	(2) Personalized learning strategy			deploying a personalized	
	pilot, but needs more information	recommendations finalized,		more broadly across the district.	learning strategy more broadly	
	to develop a district-wide adoption plan.	including cost implications for 2014-15 and beyond.		(2) The longer roadmap in the draft finance plan is updated, as	across the district. (2) The finalized strategic finance	
	adoption plan.	(3) The draft strategic finance			plan lays out the finalized	
		plan includes a roadmap for the		stakeholder input.	roadmap for the KCS to move	
		KCS to follow toward a vision of			toward a vision of personalized	
		personalized learning for all			learning for all students over five	
		students over five years, includes			years.	
		the cost implications of doing so,				
		and identifies sources of funds				
		(where will dollars be found) to				
		support the strategy.				
(Anticipated) External Challenges or Factors						

(Anticipated) External Challenges or Factors Over the course of the project, it will be important to make the time not only to conduct the analysis, create a solid factbase, understand the implications, and develop action plans, but also to create a genuine dialog around the initial findings and recommendations. The analyses may well lead to recommendations that are Over the course of the project, it will be important to make the time not only to conduct the analysis, create a solid factbase, understand the implications, and develop action plans, but also to create a genuine dialog around the initial findings and recommendations. The analyses may well lead to recommendations that are Derthease of critical information on each major resource allocation topic. The goal will be to create a common understanding of the facts among stakeholders, and to have all discussions be informed and not universally accepted by stakeholders. The KCS will work closely with its partners, Parthenon and ERS, to develop a factbase of critical information topic. The goal will be to create a common understanding of the facts among stakeholders, and to have all discussions be informed and driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

	Baseline	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	A	nticipated Progress or Completion	on
	Daseille	Period 1	Period 2	Period 2	Period 3	Period 4	Period 5
OUTCOME 3							
The KCS leadership will be a) willing to continue the resource alignment work, b understand what needs to be done annually as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	The KCS leadership is already quite committed to the work, as illustrated by the execution against the 2009 strategic plan, the aggressive cost management practices, by investment of time and resources into the ROI study and by follow-through on key recommendations of this study. A preliminary assessment of KCS' capacity to execute this work on its own is provided in Criterion 5 of the proposal.	,	The KCS leadership adjusts the capacity-building plan, as needed, based on any additional information that is acquired through the analysis, planning, and stakeholder engagement activities.		The KCS leadership begins to address identified capacity gaps through either process, additional staff, or additional training solutions.	The KCS leadership continues to address identified capacity gaps through either process, additional staff, or additional training solutions.	The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.
Milestone 3-a							
Complete organizational review of key functions	The KCS has a lean central office and has some initial ideas about where skill gaps might reside, but this has not been synthesized / looked at in the aggregate.		Modifications made to capacity building plan, as needed.		Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.	Modifications made to capacity building plan, as needed.
Milestone 3-b							
Milestone 3-b Make changes to current planning and budgetary processes.	The KCS has a budget development and adoption process, but the various evaluation and continuous improvement processes occurring in different pockets in the district do not necessarily connect well with the budgetary process.		Draft recommendations on strategy review, planning and budgetary process improvements developed and vetted with KCS leadership team. Agreement on changes to processes that can be incorporated immediately vs. changes that may need to occur in the 2014-15 school year.		Immediate changes to processes that had been agreed upon with the district are acted upon	Immediate changes to processes that had been agreed upon with the district are acted upon	More comprehensive changes to processes begin with the 2014-15 school year.
Milestone 3-c							
Create a simple tool for the KCS to measure their progress in building capacity.	This does not exist today.		Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity			Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity	
Milestone 3-d		•	•		•		

	APPEI	NDIX A: OUTCOMES AND MILESTONES CHART	Г	BILL&MELINDA GATES foundation
Identify resources for additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.	 (1) Sources of immediate funding, if applicable, identified (e.g., to enable hiring before the next fiscal year, if needed). (2) Sources of longer-term funding for additional staff identified for subsequent fiscal years (re-allocation from other line items vs incremental funding). (3) Operating costs associated with additional staff in specific functions and funding sources included in the draft 2014-15 budget. 		
Milestone 3-e				
Hire additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.	 (1) Milestone 3-d identifies sources of funding and determines what hiring timeline is feasible (from budget perspective). (2) In addition, interviews and day- to-day observations/ analysis of resource alignment activities allow KCS leadership and Parthenon to determine whether any responsibilities need to be reallocated within existing district staff (senior leadership and middle management) to make the workload sustainable. (3) Draft job descriptions are developed for any additional staff needed by the district 	 (1) Immediate hires made (assuming funding sources have been identified and are available in the immediate term). (2) Internal reallocation of responsibilities begins, if applicable. 	 (1) Internal reallocation of responsibilities, if applicable, completed. (2) Job descriptions for remaining additional staff finalized. (2) New staff trained on relevan tools/analyses/ processes as part of an onboarding process.
Milestone 3-f				
Educate the KCS leadership on resource allocations tools/ analyses.	The KCS is not yet familiar with the tools/analyses that Parthenon and ERS will utilize during this project.	 (1) Agreement on priority metrics that will be tracked annually to inform resource alignment over time. (2) Summary documents created that outline approaches/ methodologies of various analyses conducted throughout the project. (3) All analyses (data files) and methodology summaries handed off to the KCS. (4) Designated KCS staff (targeted number) trained on key analyses and methodologies. 	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)
Anticipated) External Challenges or Factors				

Implementation Risk. The KCS together with Parthenon will design an improved process, but implementation of this process will depend on the district's ability to protect this as a priority and to guard against other priorities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome this by assigning primary responsibility for the overarching continuous improvement process to a specific functional area which will act as the "owner" or "coordinator." Which group / individuals will drive the process(es) going forward will be determined as part of the project. Once the roles of senior district leadership in this process are better defined, they too will be become part of an accountability system (i.e., become part of "management objectives" against which performance is evaluated annually).

- 3) To see past Anticipated Progress or Completion for a reporting period, click on the + sign at the top of the page.
- 4) If changed, please update the "(Anticipated) External Challenges or Factors" section at the bottom of the chart.

NOTE: This spreadsheet is designed to populate with data from either the "Proposed Outcomes & Milestones" tab or from the last completed "Period X Report" tab. Formulas are included in all cells except the yellow cells. If you need to overwrite your Anticipated Progress or Completion for future periods or your External Challenges or Factors, click on the cell once and type in your

		Actual Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	Anticipated Prog	ress or Completion
	Baseline	Period 1	Period 2	Period 3	Period 3	Period 4	Period 5
OUTCOME 1							
Knox County Schools adopts a 2014-15 budget that reflects significant steps to align resources needed to implement the nstructional strategies desired by the KCS leadership.	The 2014-15 budget development cycle has not yet begun. Steps to identify resource alignment opportunities to maximize funding for highest impact areas have not yet been taken.			Draft 2014-15 budget submitted to the Board of Education reflects significant steps to align resources needed to implement district's instructional priorities.		Final 2014-15 budget (approved by both the Board and then by the County Commission) reflects significant steps to align resources needed to implement district's instructional priorities.	The work of implementing resource alignment opportunities agreed to in the 2014-15 budget begins.
Milestone 1-a							
Finalize programmatic areas for further investigation and hypothesis esting.	The KCS leadership team held a number of brainstorming sessions in April 2013 and arrived at a number of initial areas and hypotheses for investigation, laid out in the proposal itself.						
Milestone 1-b							
Complete all data collection and clean-up in order to begin detailed inancial and resource allocation analysis.	Full data request has been shared with the district.			The process of tagging financial and HR data (if applicable) continues.		The process of tagging financial and HR data (if applicable) is completed.	
Milestone 1-c							
Prioritize specific areas as resource alignment opportunities.	The KCS leadership team hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.			 (1) All agreed upon resource alignment opportunities are reflected in Strategic Planning document that will be finalized in early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget. 		A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS.	Work on implementing agreed upon resource alignment opportunities begins.

Instructions for documenting progress towards outcomes:
Complete the yellow cells with your Actual Progress or Completion for this reporting period. Include one to two points on your progress for each outcome and each milestone.
If your Anticipated Progress or Completion has changed for future periods, please update it on the chart below (columns F through I).

	APPENDIX A: O	UTCOMES AND MILESTONES CHART	BILL&MELINDA GATES foundation
Complete a Time Audit of key instructional positions.	The KCS does not have enough information today to determine how key instructional positions spend their time.	Survey tool and documented methodology are handed off to KCS (with training, as needed) and become part of the KCS' portfolio of tools, to be used as needed in future years.	
Milestone 1-e			
Complete student performance analysis (by school and for selected programs) and eROI analysis.	The KCS has conducted some of this analysis already for the recent ROI analysis (Appendix F), but at a higher level and is now looking for more detail.	Relevant KCS staff are trained (as needed) in the use of the ROI methodology. The framework becomes part of the tool portfolio at the disposal of the KCS for use in future budget cycles, as needed.	
Milestone 1-f			
Develop and execute Stakeholder Engagement Plan.	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern.	(1) Strategic planning process continues to share intended strategic (and budget) recommendations with stakeholders. (2) Annual State of the Schools Address (Jan/Feb) reflects stakeholder input. (3) Preliminary budget submitted to the Board of Education.	 (1) Budget approved by the Board and submitted to County Mayor. (2) County-wide budget recommendations made by the County Commission and public budget hearings. (3) Any proposed revisions to KCS budget shared with the KCS. (4) Final KCS budget approved by the County Commission as part of the county-wide budget and capital plan. (5) Next round of stakeholder engagement meetings initiated to develop detailed implementation plan to accompany new Strategic Plan.
Milestone 1-g			
inalize a Personalized Learning strategy for the district, with cost mplications included, both for the 2014-15 budget and for the five- ear strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.	The 2014-15 budget proposed to the Board of Education includes initial investments targeted at deploying a personalized learning strategy more broadly across the district.	The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying a personalized learning strategy more broadly across the district.
Anticipated) External Challenges or Factors			
nticipated) External Challenges or Eactors			

team will come together, as they did for the 2008 CORRE report and for the 2009 strategic plan, to create an intentional mapping of internal district facilitators against stakeholder meetings and focus groups. The KCS will also turn to strong external partners (Great Schools Partnership and the Knoxville Chamber) for help with facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

		Actual Progress or Completion Actual Progress or Completion	Anticipated Progress or	Actual Progress or Completion	Anticipated Progress or Completion
	Baseline	Period 1 Period 2	Completion Period 3	Period 3	Period 4 Period 5
OUTCOME 2					
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	The KCS does not currently have a strategic finance plan to support its strategic plan. This outcome coincides well with the fact that the KCS will be refreshing its Strategic Plan this year. The Strategic Plan will drive the 5-year Finance Plan.		Additional stakeholder input collected, and more detailed implementation plan development begins, with support from a variety of district stakeholders (following best practice established during prior iteration of the strategic planning process).		Finalized Strategic Finance Plan, with more detailed implementation plan (developed with stakeholder input) for Year 1 (2014-15) and key milestones for the years beyond 2014-15.
Milestone 2-a					
Agree on how resource alignment opportunities will be phased in over the five-year period.	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, the KCS leadership will have these discussions.		 (1) All agreed upon resource alignment opportunities are reflected in Strategic Planning document that will be finalized in early Spring. (2) A substantial portion of resource alignment opportunities prioritized for 2014-15 (with input from stakeholders) are reflected in the preliminary budget. (3) The draft 3-5 year finance plan is updated to reflect any changes in approach/ phasing that occurred between December 2013 and March 2014. 		 (1) A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS. (2) The 3-5 year finance plan is finalized and reflects any additional changes in approach/ phasing that occurred between March and June 2014.
Milestone 2-b			-		
Develop detailed cost implications of recommended changes (e.g., for areas where additional investments may need to be made).	r While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, Parthenon will assist the KCS leadership in developing the cost implications of moving ahead with various changes.		Cost implications updated as appropriate (if adjusting approach/scale/phasing post feedback from stakeholders).		Cost implications updated as appropriate (if adjusting approach/scale/phasing post feedback from stakeholders). Decisions incorporated into the final 5-year finance plan. Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from some initiatives to others).
Milestone 2-c					
Develop detailed implementation plan for 2014-14 school year and higher level milestones for years beyond 2014-15.	The KCS has a strong record of setting performance targets and developing actionable implementation plans to achieve these targets. The KCS will apply the same rigorous and inclusive approach to this process (will involve relevant stakeholders in the development of detailed implementation plans).		District sets up a stakeholder engagement process to flesh out the implementation plan in more detail and shares process with broader district community.		Implementation plan finalized through stakeholder engagement process (with greater level of detail for 2014-15 and lower level of detail for the years beyond 2014-15), and incorporated into the final strategic finance plan.
Milestone 2-d					

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		APPENDIX A: C	
Finalize a Personalized Learning strategy for the district, with cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.		

(Anticipated) External Challenges or Factors Over the course of the project, it will be important to make the time not only to conduct the analysis, create a solid factbase, understand the implications, and develop action plans, but also to create a genuine dialog around the initial findings and recommendations. The analyses may well lead to recommendations that are not universally accepted by stakeholders. The KCS will work closely with its partners, Parthenon and ERS, to develop a factbase of critical information on each major resource allocation topic. The goal will be to create a common understanding of the facts among stakeholders, and to have all discussions be informed and driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

AND MILESTONES CHART		BILL&MELINDA GATES foundation
 (1) The 2014-15 budget proposed to the Board of Education includes initial investments targeted at deploying a personalized learning strategy more broadly across the district. (2) The longer roadmap in the draft finance plan is updated, as needed, based on additional stakeholder input. 	 The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying a personalized learning strategy more broadly across the district. The finalized strategic finance plan lays out the finalized roadmap for the KCS to move toward a vision of personalized learning for all students over five years. 	Implementation of personalized learning strategy begins.

				Anticipated Progress or			
	Baseline	Actual Progress or Completion		Completion	Actual Progress or Completion		ess or Completion
		Period 1	Period 2	Period 3	Period 3	Period 4	Period 5
OUTCOME 3							
alignment work, b) understand what needs to be done annually as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	The KCS leadership is already quite committed to the work, as illustrated by the execution against the 2009 strategic plan, the aggressive cost management practices, by investment of time and resources into the ROI study, and by follow-through on key recommendations of this study. A preliminary assessment of KCS' capacity to execute this work on its own is provided in Criterion 5 of the proposal.			The KCS leadership begins to address identified capacity gaps through either process, additional staff, or additional training solutions.		The KCS leadership continues to address identified capacity gaps through either process, additional staff, or additional training solutions.	The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.
Milestone 3-a							
	The KCS has a lean central office and has some initial ideas about where skill gaps might reside, but this has not been synthesized / looked at in the aggregate.			Modifications made to capacity building plan, as needed.			Modifications made to capacity building plan, as needed.
Milestone 3-b							
Make changes to current planning and budgetary processes.	The KCS has a budget development and adoption process, but the various evaluation and continuous			Immediate changes to processes that had been agreed upon with the district are acted upon			More comprehensive changes to processes begin with the 2014-15 school year.
Milestone 3-c				•			
Create a simple tool for the KCS to measure their progress in building capacity.	This does not exist today.			Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.		of quarter. Survey results used to brainstorm potential modifications to capacity	Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.
Milestone 3-d							
Identify resources for additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.						

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office: we may find over the course of the project, that the course of the project, that the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets. (assuming funding sources have been identified and are available in the immediate term). (2) Internal reallocation of responsibilities been is, if applicable, office staff with a few more staff, with specific skillsets. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsibilities been is, if applicable. (2) Internal reallocation of responsite is if applicable. (2) Internal real			APPENDIX A: OUTCOMES	AND MILESTONES CHART	BILL&M GAT	LELINDA TES foundation
Educate the KCS leadership on resource allocations tools/ analyses. The KCS is not yet familiar with the tools/analyses that Parthenon and ERS will utilize during this project. Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) will utilize during this (if applicable) will utilize during this (if applicable) will utilize to any new hires (if applicable) will exist and the constrained on th	Hire additional staff (if needed).	office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff,		(assuming funding sources have been identified and are available in the immediate term). (2) Internal reallocation of responsibilities begins, if	responsibilities, if applicable, (2) New staff trained of completed. (2) New staff trained of completed. (2) Job descriptions for remaining of an onboarding process.	on relevant esses as part
the tools/analyses that Parthenon and ERS will utilize during this project. the tools/analyses that Parthenon and ERS will utilize during this project. methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable) methodologies) provided to designated (existing) KCS staff as needed as well as to any new 	Milestone 3-f					
	Educate the KCS leadership on resource allocations tools/ analyses.	the tools/analyses that Parthenon and ERS will utilize during this		methodologies) provided to designated (existing) KCS staff as needed as well as to any new	methodologies) provided to methodologies) provided to designated (existing) KCS staff as designated (existing) needed as well as to any new needed as well as to any new	ded to KCS staff as
		n improved process, but implementat	ion of this process will depend on the district's ability	o protect this as a priority and to quard against other pric	orities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome t	this by

Implementation Risk. The KCS together with Parthenon will design an improved process, but implementation of this process will depend on the district's ability to protect this as a priority and to guard against other priorities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome this by assigning primary responsibility for the overarching continuous improvement process to a specific functional area which will act as the "owner" or "coordinator." Which group / individuals will drive the process(es) going forward will be determined as part of the project. Once the roles of senior district leadership in this process are better defined, they too will be become part of an accountability system (i.e., become part of "management objectives" against which performance is evaluated annually).

Instructions for documenting progress towards outcomes: 1) Complete the yellow cells with your Actual Progress or Completion for this reporting period. Include one to two points on your progress for each outcome and each milestone.

2) If your Anticipated Progress or Completion has changed for future periods, please update it on the chart below (columns F through I). 3) To see past Anticipated Progress or Completion for a reporting period, click on the + sign at the top of the page.

4) If changed, please update the "(Anticipated) External Challenges or Factors" section at the bottom of the chart.

NOTE: This spreadsheet is designed to populate with data from either the "Proposed Outcomes & Milestones" tab or from the last completed "Period X Report" tab. Formulas are included in all cells except the yellow cells. If you need to overwrite your Anticipated Progress or Completion for future periods or your External Challenges or Factors, click on the cell once and type in your

		Actual Progress or Completion	Actual Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion
	Baseline	Period 1	Period 2	Period 3	Period 4	Period 4	Period 5
OUTCOME 1							
Knox County Schools adopts a 2014-15 budget that reflects significant steps to align resources needed to implement the instructional strategies desired by the KCS leadership.	The 2014-15 budget development cycle has not yet begun. Steps to identify resource alignment opportunities to maximize funding for highest impact areas have not yet been taken.				Final 2014-15 budget (approved by both the Board and then by the County Commission) reflects significant steps to align resources needed to implement district's instructional priorities.		The work of implementing resource alignment opportunities agreed to in the 2014-15 budget begins.
Milestone 1-a							
Finalize programmatic areas for further investigation and hypothesis testing.	The KCS leadership team held a number of brainstorming sessions in April 2013 and arrived at a number of initial areas and hypotheses for investigation, laid out in the proposal itself.						
Milestone 1-b	4		L	1	4		
Complete all data collection and clean-up in order to begin	Full data request has been shared with the district.				The process of tagging financial and HR data (if applicable) is completed.		
Milestone 1-c							
	The KCS leadership team hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.				A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS.		Work on implementing agreed upon resource alignment opportunities begins.
Complete a Time Audit of key instructional positions.	The KCS does not have enough						
	information today to determine how key instructional positions spend their time.						

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			OUTCOMES AND MIL	ESTONES CHART			BILL&MELINDA GATES foundation
Complete student performance analysis (by school and for selected programs) and eROI analysis.	The KCS has conducted some of this analysis already for the recent ROI analysis (Appendix F), but at a higher level and is now looking for more detail.						
Milestone 1-f							
Develop and execute Stakeholder Engagement Plan.	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern.				 (1) Budget approved by the Board and submitted to County Mayor. (2) County-wide budget recommendations made by the County Commission and public budget hearings. (3) Any proposed revisions to KCS budget shared with the KCS. (4) Final KCS budget approved by the County Commission as part of the county-wide budget and capital plan. (5) Next round of stakeholder engagement meetings initiated to develop detailed implementation plan to accompany new Strategic Plan. 		Updates shared with stakeholders on a regular basis, via most appropriate communication vehicles.
Milestone 1-g	The KCC has done some high				The 2014 15 hudget submitted to		
Finalize a Personalized Learning strategy for the district, with cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	level benchmarking of personalized learning best practices and costs, and is				The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying		Implementation of personalized learning strategy begins.
(Anticipated) External Challenges or Factors	· · · · · · · · ·				<u> </u>		·
The bandwidth of the KCS staff, especially senior leadership, and ERS). And on the stakeholder engagement side, KCS has KCS senior leadership team will come together, as they did for	as created a temporary position (Dired	ctor of Strategic Planning) and has	already filled this position with an I	d.L.D. resident who will be dedica	ted full-time to coordinating the strat	egic planning effort on behalf of th	e district. In May-July 2013, the

and ERS). And on the stakeholder engagement side, KCS has created a temporary position (Director of Strategic Planning) and has already filled this position with an Ed.L.D. resident who will be dedicated full-time to coordinating the strategic planning effort on behalf of the district. In May-July 2013, the KCS senior leadership team will come together, as they did for the 2008 CORRE report and for the 2009 strategic plan, to create an intentional mapping of internal district facilitators against stakeholder meetings and focus groups. The KCS will also turn to strong external partners (Great Schools Partnership and the Knoxville Chamber) for help with facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

		APPENDIX A	OUTCOMES AND MIL	ESTONES CHART			BILL&MELINDA GATES foundation
	Baseline	Actual Progress or Completion	Actual Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion
		Period 1	Period 2	Period 3	Period 4	Period 4	Period 5
OUTCOME 2							
Knox County Schools develops a 3- to 5-year strategic finance plan that incorporates the district's programmatic priorities, the cost of implementing these priorities, and has a clear implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	The KCS does not currently have a strategic finance plan to support its strategic plan. This outcome coincides well with the fact that the KCS will be refreshing its Strategic Plan this year. The Strategic Plan will drive the 5-year Finance Plan.				Finalized Strategic Finance Plan, with more detailed implementation plan (developed with stakeholder input) for Year 1 (2014-15) and key milestones for the years beyond 2014-15.		Work on implementing agreed upon resource alignment opportunities in the f-year Strategic Finance Plan begins.
Milestone 2-a							
Agree on how resource alignment opportunities will be phased in over the five-year period.	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, the KCS leadership will have these discussions.				 (1) A substantial portion of resource alignment opportunities prioritized for 2014-15 are captured in the final budget that is approved for KCS. (2) The 3-5 year finance plan is finalized and reflects any additional changes in approach/ phasing that occurred between March and June 2014. 		Work on implementing agreed upon resource alignment opportunities begins.
Milestone 2-b							
Develop detailed cost implications of recommended changes (e.g., for areas where additional investments may need to be made).					Cost implications updated as appropriate (if adjusting approach/scale/phasing post feedback from stakeholders). Decisions incorporated into the final 5-year finance plan.		Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from some initiatives to others).
Milestone 2-c	The KCS has a strong record of				Implementation plan finalized		Implementation of activities
Develop detailed implementation plan for 2014-14 school year and higher level milestones for years beyond 2014-15.	The KCS has a strong record of setting performance targets and developing actionable implementation plans to achieve these targets. The KCS will apply the same rigorous and inclusive approach to this process (will involve relevant stakeholders in the development of detailed implementation plans).				Implementation plan finalized through stakeholder engagement process (with greater level of detail for 2014-15 and lower level of detail for the years beyond 2014-15), and incorporated into the final strategic finance plan.		Implementation of activities outlined in the plan begins.
Milestone 2-d			1				

		APPENDIX A:	OUTCOMES A
cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-school pilot, but needs more information to develop a district-wide adoption plan.		
(Anticipated) External Challenges or Factors Over the course of the project, it will be important to make the	time not only to conduct the analys	is create a solid factbase understa	nd the implications and
recommendations that are not universally accepted by stakeh			-

recommendations that are not universally accepted by stakeholders. The KCS will work closely with its partners, Parthenon and ERS, to develop a factbase of critical information on each major resource allocation topic. The goal will be to create a common understanding of the facts among stakeholders, and the initial findings and driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

(4) The OOM 4 45 buildret submitted	GATES foundation
 (1) The 2014-15 budget submitted to and approved by the County Commission includes initial investments targeted at deploying a personalized learning strategy more broadly across the district. (2) The finalized strategic finance plan lays out the finalized roadmap for the KCS to move toward a vision of personalized learning for all students over five years. 	Implementation of personalized learning strategy begins.

		APPENDIX	A: OUTCOMES AND MIL	ESTONES CHART			BILL& MELINDA GATES foundation
	Baseline	Actual Progress or Completi	on <i>Actual</i> Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion	Anticipated Progress or Completion
		Period 1	Period 2	Period 3	Period 4	Period 4	Period 5
OUTCOME 3		Γ					
annually as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	The KCS leadership is already quite committed to the work, as illustrated by the execution against the 2009 strategic plan, the aggressive cost management practices, by investment of time and resources into the ROI study, and by follow-through on key recommendations of this study. A preliminary assessment of KCS' capacity to execute this work on its own is provided in Criterion 5 of the proposal.				The KCS leadership continues to address identified capacity gaps through either process, additional staff, or additional training solutions.		The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.
Milestone 3-a	1	1					
	The KCS has a lean central office and has some initial ideas about where skill gaps might reside, but this has not been synthesized / looked at in the aggregate.				Modifications made to capacity building plan, as needed.		Modifications made to capacity building plan, as needed.
Milestone 3-b	-						
	The KCS has a budget development and adoption process, but the various evaluation and continuous improvement processes occurring in different pockets in the district do not necessarily connect well with the budgetary process.				Immediate changes to processes that had been agreed upon with the district are acted upon		More comprehensive changes to processes begin with the 2014-15 school year.
Milestone 3-c							
Create a simple tool for the KCS to measure their progress in building capacity.	This does not exist today.				Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.		Pulse survey repeated toward end of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.
Milestone 3-d				•			
	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.						

		APPENDIX A:	OUTCOMES AND MIL	ESTONES CHART
Hire additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.			
Milestone 3-f		•		
Educate the KCS leadership on resource allocations tools/ analyses.	The KCS is not yet familiar with the tools/analyses that Parthenon and ERS will utilize during this project.			
(Anticipated) External Challenges or Factors				
Implementation Risk. The KCS together with Parthenon will of by assigning primary responsibility for the overarching continu leadership in this process are better defined, they too will be l	ous improvement process to a spec	cific functional area which will act as	the "owner" or "coordinator." Which	ch group / individuals will drive th

AND MILESTONES CHART		BILL&MELINDA GATES foundation
	 Internal reallocation of responsibilities, if applicable, completed. Job descriptions for remaining additional staff finalized. 	 Remaining new positions filled. New staff trained on relevant tools/analyses/ processes as part of an onboarding process.
	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)
lity to protect this as a priority and to guard againator." Which group / individuals will drive the provide the performance is evaluated appually.		

Instructions for documenting progress towards outcomes: 1) Complete the yellow cells with your Actual Progress or Completion for this reporting period. Include one to two points on your progress for each outcome and each milestone.

To see past Anticipated Progress or Completion for a reporting period, click on the + sign at the top of the page.
 If changed, please update the "(Anticipated) External Challenges or Factors" section at the bottom of the chart.

						Anticipated Progress or	
	Baseline	Actual Progress or Completion	Completion	Actual Progress or Completion			
		Period 1	Period 2	Period 3	Period 4	Period 5	Period 5
OUTCOME 1							
	The 2014-15 budget development					The work of implementing resource	
instructional strategies desired by the KCS leadership.	cycle has not yet begun. Steps to identify resource alignment opportunities to maximize funding for highest impact areas have not yet been taken.					alignment opportunities agreed to in the 2014-15 budget begins.	
Milestone 1-a							
Finalize programmatic areas for further investigation and hypothesis testing.	The KCS leadership team held a number of brainstorming sessions in April 2013 and arrived at a number of initial areas and hypotheses for investigation, laid out in the proposal itself.						
Milestone 1-b							
detailed financial and resource allocation analysis.	Full data request has been shared with the district.						
Milestone 1-c							
	The KCS leadership team hypothesizes that the degree of alignment between district priorities and resource alignment is relatively strong, but needs to test this through ERS's Strategic Resource Map.					Work on implementing agreed upon resource alignment opportunities begins.	
	The KCS does not have enough		1				
	information today to determine how key instructional positions spend their time.						
Milestone 1-e							
selected programs) and eROI analysis.	The KCS has conducted some of this analysis already for the recent ROI analysis (Appendix F), but at a higher level and is now looking for more detail.						
Milestone 1-f							

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		APPENDIX	A: OUTCOMES AND MILE	ESTONES CHART			BILL&MELINDA GATES foundation
Develop and execute Stakeholder Engagement Plan.	The KCS leadership team has the benefit of prior planning processes on which it can draw (2008 CORRE report and 2009 Strategic Planning Process described in detail in the proposal). Stakeholder engagement in the resource allocation work would follow a similar pattern.					Updates shared with stakeholders on a regular basis, via most appropriate communication vehicles.	
Milestone 1-g	, , , , , , , , , , , , , , , , , , ,						
Finalize a Personalized Learning strategy for the district, with cost implications included, both for the 2014-15 budget and for the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11-					Implementation of personalized learning strategy begins.	
(Anticipated) External Challenges or Factors The bandwidth of the KCS staff, especially senior leadership, to of on the stakeholder engagement side, KCS has created a tempora come together, as they did for the 2008 CORRE report and for the	ary position (Director of Strategic Plan	ning) and has already filled this posit	ion with an Ed.L.D. resident who will	be dedicated full-time to coordinating	the strategic planning effort on beha	If of the district. In May-July 2013, the	KCS senior leadership team will

facilitating meetings, especially meetings with the business community, to augment the capacity of the district.

		APPENDIX A	A: OUTCOMES AND MILI	ESTONES CHART			BILL&MELINDA GATES foundari
	Baseline	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completic			
		Period 1	Period 2	Period 3	Period 4	Period 5	Period 5
OUTCOME 2							
implementation plan to achieve these priorities within a 5-year timeframe (including key activities and activity owners).	The KCS does not currently have a strategic finance plan to support its strategic plan. This outcome coincides well with the fact that the KCS will be refreshing its Strategic Plan this year. The Strategic Plan will drive the 5-year Finance Plan.					Work on implementing agreed upon resource alignment opportunities in the f-year Strategic Finance Plan begins.	
Milestone 2-a							
	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, the KCS leadership will have these discussions.					Work on implementing agreed upon resource alignment opportunities begins.	
Milestone 2-b	While the KCS leadership has					Work on implementing agreed upon	
made).	While the KCS leadership has discussed resource alignment opportunities at a high level, the analysis has not yet been conducted to determine whether these opportunities are real. Once the analysis is done, Parthenon will assist the KCS leadership in developing the cost implications of moving ahead with various changes					Work on implementing agreed upon resource alignment opportunities begins (district begins to redeploy funding from some initiatives to others).	
Milestone 2-c							
	The KCS has a strong record of setting performance targets and developing actionable implementation plans to achieve these targets. The KCS will apply the same rigorous and inclusive approach to this process (will involve relevant stakeholders in the development of detailed implementation plans).					Implementation of activities outlined in the plan begins.	
Milestone 2-d Finalize a Personalized Learning strategy for the district with	The KCS has done some high lovel					Implementation of personalized	
the five-year strategic finance plan.	The KCS has done some high level benchmarking of personalized learning best practices and costs, and is moving ahead with an 11- school pilot, but needs more information to develop a district- wide adoption plan.					Implementation of personalized learning strategy begins.	

driven by data, to the extent possible. Getting to this level of stakeholder engagement will be necessary to get to an actionable 5-year plan.

		APPENDIX	A: OUTCOMES AND MILE	ESTONES CHART			BILL&MELINDA GATES foundation
	Baseline	Actual Progress or Completion	Anticipated Progress or Completion	Actual Progress or Completion			
	Dasenne	Period 1	Period 2	Period 3	Period 4	Period 5	Period 5
OUTCOME 3							
as part of the work, c) will have begun to develop/acquire skillsets necessary to do the work on an ongoing basis, and 2) will have a plan to fill in remaining capacity gaps.	The KCS leadership is already quite committed to the work, as illustrated by the execution against the 2009 strategic plan, the aggressive cost management practices, by investment of time and resources into the ROI study, and by follow-through on key recommendations of this study. A preliminary assessment of KCS' capacity to execute this work on its own is provided in Criterion 5 of the proposal.					The KCS now has a revamped planning and budgetary process it can begin implementing in the fall of 2014.	
Milestone 3-a							
	The KCS has a lean central office and has some initial ideas about where skill gaps might reside, but this has not been synthesized / looked at in the aggregate.					Modifications made to capacity building plan, as needed.	
Milestone 3-b							
	The KCS has a budget development and adoption process, but the various evaluation and continuous improvement processes occurring in different pockets in the district do not necessarily connect well with the budgetary process.					More comprehensive changes to processes begin with the 2014-15 school year.	
Milestone 3-c Create a simple tool for the KCS to measure their progress in	This does not exist today.					Pulse survey repeated toward end	
building capacity. Milestone 3-d						of quarter. Survey results used to brainstorm potential modifications to capacity building plan or processes.	
	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.						

		APPENDIX	A: OUTCOMES
Hire additional staff (if needed).	The KCS has a very lean central office; we may find over the course of the project, that the KCS needs to augment central office staff with a few more staff, with specific skillsets.		
Milestone 3-f	-	-	
Educate the KCS leadership on resource allocations tools/ analyses.	The KCS is not yet familiar with the tools/analyses that Parthenon and ERS will utilize during this project.		
(Anticipated) External Challenges or Factors			
Implementation Risk. The KCS together with Parthenon will de primary responsibility for the overarching continuous improvem better defined, they too will be become part of an accountability	nent process to a specific functional are	a which will act as the "owner" or "coo	ordinator." Which grou

AND MILESTONES CHART		BILL&MELINDA GATES foundat
	 (1) Remaining new positions filled. (2) New staff trained on relevant tools/analyses/ processes as part of an onboarding process. 	
	Additional training (on tools and methodologies) provided to designated (existing) KCS staff as needed as well as to any new hires (if applicable)	

ty to protect this as a priority and to guard against other priorities or "fire drills" displacing this on the priority list. The KCS will attempt to overcome this by assigning group / individuals will drive the process(es) going forward will be determined as part of the project. Once the roles of senior district leadership in this process are I annually).