



HCS BOARD Goals Evidence of Effort

Presented by
Chuck Hughes
Superintendent

FINANCE Goal

Finance Goal 2021-22 HCS

To remain financially stable, in order to attract and retain quality employees, maintain facilities, technology, and equipment, enhance curriculum, and maintain an appropriate fund balance.



Strategies

- Share “budget to actual” reviews with Board of Education (October -previous year, December and March).
- Explore alternative revenue sources such as grants and rebates.
- Manage employee contracts to ensure that they are fiscally responsible yet able to attract and retain the best employees possible.
- Thoughtful and deliberate expenditure discussions with all programs and departments.
- Optimize sinking fund and COVID grant expenditures.

Activities

- Finance Committee meetings when needed and called by any member.
- Engage in discussions with all employee groups in the fall to ensure that all employees understand the district’s financial picture.
- Prepare for the annual budget audit.
- Present Budget Amendments and explanations to the Finance Committee and share with the rest of the Board.
- Work with finance committee on a budget to actual process that will work for them moving forward.

Committee Members: Bill Gatewood: Chair, Vic Bugni, Thom Dumond, Chuck Hughes, and Rachel Bois

Assessment

- Final district audit presentation by Plante Moran.
- Results of Budget to Actual reviews.
- Maintain fund balance consistent with the approved budget.



How Are We Doing?

1

Audit = We have to wait until the fiscal year is complete. No anticipated issues.

2

Fund Balance = Projected to end at +18% for 21-22 after moving \$5,000,000 to the Capital Projects Fund.

3

Budget to Actual = To be reviewed, but no discernable surprises.

BUILDING AND SITE

Building & Site Goal 2021-22 HCS

To maintain and improve our facilities and technology access as premier learning resources for students and staff.

Strategies

- Maintain our capital improvement projects list on an annual basis.
- Manage our revenue stream to ensure that priority projects are addressed on an annual basis with capital outlay or sinking fund dollars.
- Pursue grants and rebates as alternative revenue sources.
- Ensure that the custodial service provider meets our level of expectation at a reasonable cost.
- Ensure adequate instructional space is available.



Activities

- Analyze demographic projections to determine if there is enough classroom space for the following school year.
- Provide community updates regarding sinking fund and bond projects at BOE meetings and on our website.
- Complete all maintenance and technology work orders in a timely manner.
- Annual Board building visits.
- Efficiently utilize bond bidding to include sinking fund projects as a way to maximize sinking fund expenditures.
- Evaluate facilities for proper cleaning and maintenance.
- Work with personnel to ensure efficient custodial coverage.

Committee Members:
Thom Dumond: Chair,
Meghan Glabach, Michelle Hemeyer, Chuck Hughes, Rachel Bois, and Matt Marino

Assessment

- Project completion list (general fund, bond, and sinking fund)
- Custodial contract status reports.
- Replacement schedule update (technology, buses, vehicles, mowers, etc.).
- Work orders completed in both the technology and maintenance departments (submitted versus completed percentage).



STEM Centers Completed





Robotics Center



Auxiliary Stadium

Summer 2022 Bond Projects



Board Bond Update – April 2022

Summer 2022 projects

- Ore Creek – building carpet replacement, exterior window replacement, stage curtain replacement, fire alarm replacement (sinking fund)
 - Working with contractors on timeline for work
- Districtwide Video Surveillance upgrades
 - Cabling installed at Farms over spring break
- Technology upgrades
 - Replacement of classroom displays at High School, Ore Creek and HESSC
 - Replacement of sound amplification at Ore Creek
- Senior Center upgrades - Restroom renovations, Entrance Door and Sidewalk hand railing
- Round Elementary - Domestic water piping replacement
 - Started on domestic water piping replacement in the tunnels – hanging next to current piping

Bus Inspections



"A PROUD tradition of SERVICE through
EXCELLENCE, INTEGRITY, and COURTESY"

CERTIFICATE OF EXCELLENCE

Awarded with special honor to

Hartland Consolidated Schools

School Calendar Year
2020-2021

for achieving a Pass Rate of 95% or higher for
School Bus Safety Inspections.

Capt. [Signature]

Commercial Vehicle Enforcement Division
Commander

September 1, 2021

Awarded this date

Sinking Fund Update

Sinking Fund Projects Year 5

(Projects to be done during 2021-22)

- **Sound Field Systems at Farms Intermediate and MS = \$112,764**
- **MS Fire Alarm System = \$238,066**
- **Domestic Water Piping Replacement Round = \$440,000**
- **Boiler Replacement (6 Units) Hartland Educational SSC = \$292,142**

Total Estimate for Projects = \$1,082,972

Estimated Total Revenue Generated in Year 5 plus carryover = \$1,685,066

Estimated Total Sinking Fund Revenue Spent Through Year 5 = \$2,726,600

Note: This list may change depending on any needed changes that arise during the school year.

Custodial Update

- We have taken over Lakes, Farms, Creekside and the Hartland Educational Support Center.
- We are preparing to take over Village, Round, and the 51 Building by the end of June.
- We have requests for proposals (RFP's) out for the middle school and high school to start July 1, 2022. RFP's are due on May 12, 2022.

Work Orders Completed

Technology Department:

1,730 tickets opened with 1,707 completed through April 2022 or 98.6%

963 tickets opened with 951 completed through April 2021 or 98.7%
(COVID Year)

Maintenance Department:

4,920 tickets opened with 4,743 completed through April 2022 or 96.4%.

1,184 tickets opened with 1,178 completed through April 2021 or 99.5% (COVID Year)

Replacement
Schedules for
Technology, Buses,
and District Vehicle
Inventory

Technology = Outlined in the Bond and on schedule

Buses = Outlined in the Bond and on schedule

Vehicles = Looking to replace equipment rather than vehicles.

School Safety

What have we done this year?

1. Installed dead bolt locks on the high school doors.

2. ALICE based training for high school staff and some middle school staff.

3. ALICE based training modules required for all staff.

4. Completed all required school safety drills per PA 12 of 2014.

5. Partnership work with Hartland Township, Hartland Schools, and Charyl Stockwell Academy to bring law enforcement to the district for 12 hours a day.

Fall Board Tour



CURRICULUM AND INSTRUCTION

Curriculum and Instruction Goal 2021-22 HCS

Increase student growth and proficiency K-12 to ensure students are college and career ready by graduation.

Strategies

- Retain Instructional Coaches for teaching staff to learn and deliver best practice instruction in the classroom and our STEM centers.
- Offer robust social emotional learning (SEL) and multi-tiered systems of supports/interventions for all students so that every child feels welcome and safe at school.
- Follow a comprehensive curriculum revision protocol to ensure high level alignment, rigor, and relevance.
- Refocus effort on implementing Classroom Assessment for Student Learning (CASL) as an instructional delivery model which is an essential component of our Framework for Highly Effective Teaching teacher evaluation program.



Activities

- Offer professional development opportunities to teaching staff and principals through early release Fridays, and full professional development (PD) days.
- Utilize the expertise of our Instructional Coaches for one-on-one, small group and large group PD.
- Develop, share, and maintain an instructional and social emotional multi-tiered system of supports to provide interventions for all students.
- Maintain social emotional learning (SEL) committees in each building to ensure a quality program focusing on the 3R's, EAGLES, and any District DEI Committee recommendations.
- District Leadership Team meetings to create PD themes and a quality plan of implementation while building teacher leadership capacity.
- Monitor student proficiency progress through common assessment and state assessment data.
- Provide staff meetings focused on PD regarding the development of mastery with the HCS Framework for Highly Effective Teaching expectations.

Committee Members:
Chris Costa: Chair, Kristin Coleman, Bill Gatewood, Chuck Hughes, David Minsker



Assessment

- MSTEP Proficiency Comparison vs County/State
- MSTEP Growth Comparison vs County/State
- SAT College Readiness Data vs County/State
- PSAT College Readiness Data vs County/State
- Growth/Proficiency data compared to "like schools" cohorts via MiSchoolData
- District common assessment data
- Early Literacy/Math Benchmark Assessments (K-2)
- Graduation Rates

MDE School Grades

- **Michigan Shares Proficiency Grades for Schools:** The Michigan Department of Education has released the Michigan School Grades for 2020-21. The grades below reflect the proficiency results for each building. We should all be proud of these results in such a tough year.

HHS: A

MS: A

FIS: B

CES: A

LES: A

RES: A

VES: B

HVA: A

LEGACY C (This is a good grade if compared to past grades for Alternative Ed.)

Hartland Rankings

NICHE Best in Michigan 2022

- Each year NICHE rates school districts in Michigan. This year our Teachers, Academics and College Prep all earned a grade of “A”. The Hartland School District is rated the 8th safest school district out of 578 districts rated in this category and our athletic program is rated 14th out of 571. Our Overall Ranking is 34th out of 556 placing us in the top 6% of school districts in the State of Michigan. See this website <https://www.niche.com/k12/d/hartland-consolidated-schools-mi/> for additional information.

Public School Review

- In a second independent ranking system, the Hartland School District is ranked in the top 5% for our 96% graduation rate, Top 10% for Overall Ranking, Top 5% in Math Proficiency, and Top 10% in Reading Proficiency. See this website: <https://www.publicschoolreview.com/michigan/hartland-consolidated-schools-school-district/2617910-school-district> for additional information.

New Ranking Data Released

- NICHE released County Public Education leaders in the State of Michigan. As a county, we are working hard on collaboration efforts between our public schools. I believe that Livingston County remains a destination county for great schools. The following website shares that Livingston County is rated #12 (out of 93 or Top 15%) for the best public schools in the State of Michigan. Congratulations to everyone who works hard to make this happen.

https://wcsx.com/listicle/these-michigan-counties-have-the-best-public-schools-in-the-state/?utm_source=facebook&utm_medium=social&utm_campaign=SND

Ranking Continued

US News and World Report Ranking for Hartland High School

Hartland High School ranks #121 out of 692 Michigan High Schools listed in the rankings. I answered the question as to why Hartland High School is ranked lower in this survey in the May 4, 2022 Weekly Update.

Top 5% of All Schools for Graduation Rate

According to MLive, Hartland High School is in the top 5% for graduation rates or #18 out of 1,701 public high schools. Congratulations Hartland High School staff and students.

MSTEP / PSAT / SAT

- How our students compared to the County:

- PSAT 8: 1st
- PSAT 9: 1st
- PSAT 10: 2nd
- SAT: 2nd

Spring 2021 M-STEP For County Schools Grades 3-7

School District	Avg. % Tested in All Grades	Rank in County	Avg. Proficiency in All Grades ELA	Avg. Proficiency in All Grades Math
Hartland	92.8%	1	60.1%	52.6%
County Average	83.7%		53.6%	43.6%
State Average	>75%		42.2%	33.8%

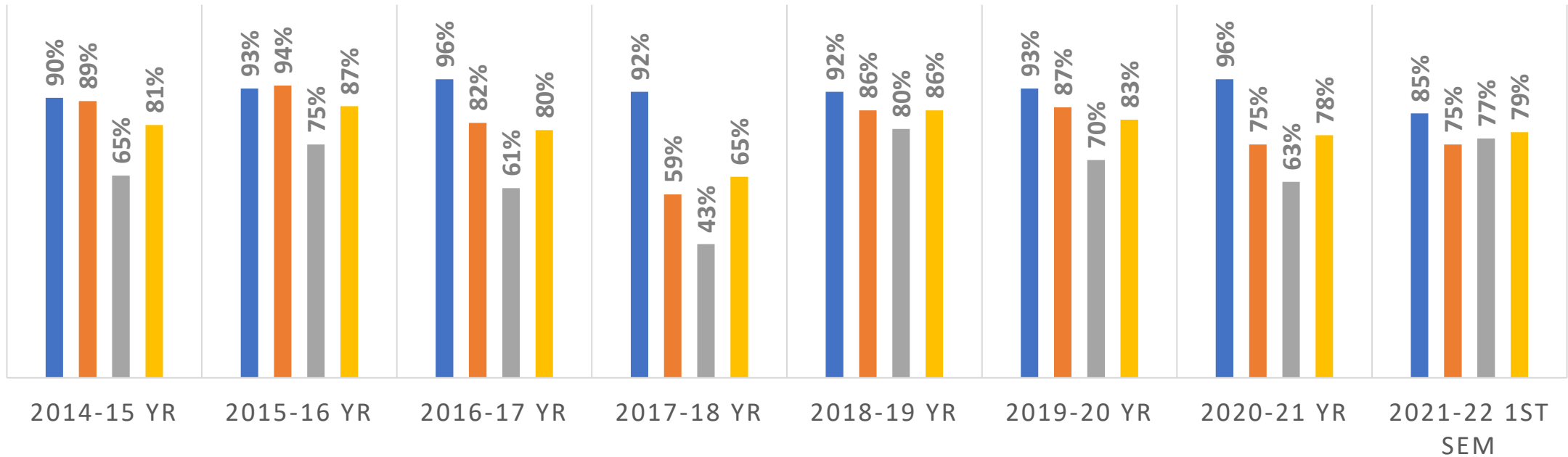
2020-21 PSAT and SAT Scores

	PSAT 8 Mean Score	PSAT 9 Mean Score	PSAT 10 Mean Score	SAT 11 Mean Score
Hartland	909	961	984	1055
County	868	935	961	1024
State	834	891	938	996

Online Learning Success

HARTLAND SCHOOLS ONLINE LEARNING LONGITUDINAL SUCCESS DATA

■ Hartland High ■ LEGACY ■ HVA ■ District Average



District Leadership Survey

I want to thank Dave Minsker for his guidance and leadership in moving our District Leadership Team (DLT) forward this year. This team is made up of our Principals, Instructional Coaches, 20 teachers representing every building, Scott Usher and Adrian Dean, Director of Special Education. This group works on focusing professional development (PD) and building leadership capacity. I have attached the DLT survey for 2021-22. Some key points are:

- 96.9% Agreed or Strongly Agreed (A/SA) that their input was heard by administration
- 84.4% A/SA that they were a part of planning and preparing professional development
- 90.7% A/SA that DLT develops leadership skills and leadership capacity
- 87.5% reported they were satisfied with their building/department professional development plan this year.

PERSONNEL



Personnel Goal 2021-22 HCS

Establish, maintain, and promote a premier educational experience for students, a high quality work-life for employees, and positive relationships with parents and the community.

Expectations

- Timely and relevant presence on social media sites including Facebook, Twitter, Instagram and other sites to attract a diverse pool of new hire candidates.
- Maintain an education and work environment that is free of all forms of unlawful harassment and discrimination.
- Remain transparent while being thoughtful and deliberate regarding district decisions.
- Continue building a culture that is people centered (ex. Personable with strong moral principles and reflective of the tenets of Reason, Respect, and Responsibility).
- Review salaries at least every other year or when contracts are up to ensure market rate compatibility.

Activities

- Staff satisfaction survey, 21-22.
- Annual Senior Exit Survey reported by high school principal.
- Complete new student surveys annually.
- Athletic Program Surveys reported by athletic director.
- Manage social media presence (designated personnel)
- Increase our advertising campaign to include a broader audience to attract a diverse pool of new hire candidates
- Highlight an Employee of the Month in Community Life.
- Highlight the 2021-22 Teacher and Support Person of the Year in Community Life.
- Adjust salaries and benefits where needed to attract and retain the best employees possible.
- Evaluate staff annually.
- Provide teacher mentorship opportunities.
- Meet monthly with employee groups to optimize communication and solve problems proactively.



Committee Members:

Michelle Hemeyer: Chair,
Vic Bugni, Kristin Coleman,
Chuck Hughes, and Scott
VanEpps

Assessment

- Staff Satisfaction Survey results
- Senior Exit Survey results
- Athletic Program Survey results
- School of Choice and New Resident enrollment numbers compared with past years.
- New position fill rates report annually
- Annually summarize discipline data including the number of expulsion hearings, Title IX and other harassment complaints
- New Student Survey results
 - Why Hartland?
 - How did you hear about us?

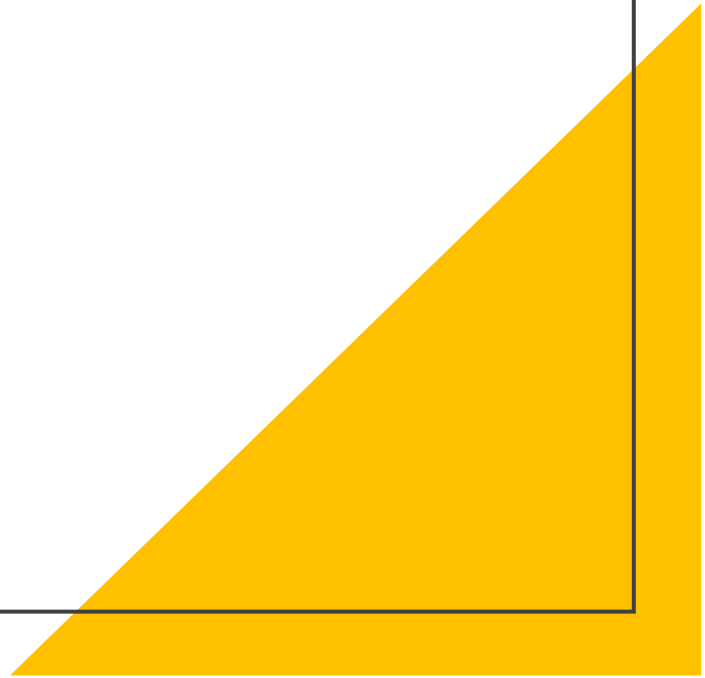
School of Choice

- **School of Choice:** Our school of choice applications saw 213 new enrollments which was off pace by 24 compared to last year (237 in 20-21 and 220 in 19-20). We added 16 students second semester.
- **The largest group of school of choice are:**
 - Kindergarten = 56 + 1 (2nd semester)
 - 9th grade = 33 (10th = 16, 11th = 11, and 12th =11) + 7 (2nd semester)
 - 1st grade = 15

Where did new students come from?

This is a snapshot of roughly 379 new to the district students, not including Kindergarten and JK.

- **40 = Homeschooled**
- **13 = Charyl Stockwell**
- **3 = Fenton**
- **7 = Linden**
- **14 = Brighton**
- **41 = Howell**
- **13 = Huron Valley**
- **29 = Out-of-State**



Student Perception Survey

We surveyed the students in grades 7-12 (see attachment). The high school and LEGACY had 633 responses with 284 at the middle school and 6 in HVA.

- 86% reported that teachers are preparing them for the next school year or post-secondary
- 17% stated that internet access and current technology is keeping them from fully engaging
- 86% feel safe at school
- 87% stipulate that they have a supportive relationship with at least one adult in school
- 82% stipulate that they would recommend their school to friends and family
- 66% stated that they have not been bullied at school while 16% of these students have been bullied on social media
- About 8% of those bullied at the HS or MS state they were bullied in the classroom
- 22% of high school and middle schools' students stated that they have been bullied in the hallways and or cafeteria

Senior Exit Survey

Hartland High School Seniors were asked two questions prior to graduating. Of the 454 seniors, 338 responded.

- Would you recommend HHS to family and friends? **89.1% Responded - Yes**
- Did you have a positive experience while at HHS? **89.1% Responded - Yes**

Parent Perception Survey

Parent Perception Survey

I took the time to review the 2021-22 Parent Perception Survey (see link below) with the community at a BOE meeting on February 14, 2022. I shared that 91% of our parents assigned the district schools a grade of A or B. Each school will analyze their building data and work to address areas they feel can be strengthened. The district will work to support these efforts.

<https://www.hartlandschools.us/documents/Parents--Students/2021-2022-Parent-Perception-Survey-Results.pdf>



New Parent Surveys

41 of 272 (15%)
Returned the New
Parent Survey

I have these for your
review and sent copies
to the building
principals where the
student attends.

Staff Survey

Scott VanEpps completed the 2021-22 Staff Survey. Some good news based on the 246 respondents:

- 91% are proud to be employed by HCS up from 83% last year.
 - 95% feel physically safe up from 86% last year.
 - Is your opinion valued by the BOE and Administration, 58% All or Most of the time compared to 47% last year.
 - Do you feel respected by your immediate supervisor/building principal? 91% stated all or most of the time compared to 86% last year.
 - How well does HCS administration/management communicate with employees? Good to Excellent = 71% compared to 63% last year.
 - I value and support the operation of the district under the current BOE. 90% Agree or Strongly Agree compared to 73% last year.
- **Note:** All indicators moved in a positive direction except, Do you feel adequate support from peers in dealing with difficult issues at work which saw 88% of staff reporting All or Most of the time, which was 88% last year. Great Leadership BOE! Thank you for your continued support.

Athletic Survey

JD Wheeler has surveyed our fall and winter athletes to assist in continuing to provide the best opportunities and experiences possible. Highlights include:

- 98.3% state that they Strongly Agree or Agree (SA/A) that their coach has high expectations regarding good behavior and sportsmanship.
- 97.4% SA/A that their coach treated them with respect.
- 89.8% SA/A that they feel supported by our Athletic Director.
- 99.2% replied that they enjoyed their time with the team and feel their role was valued.

Some comments included the need to build better facilities and procure more equipment. Due to this statement I asked JD to add a question on future surveys asking people to identify specific facility and equipment needs so that we can begin to build a base for future sinking fund or bond projects.

District Job Fair



New Hires 21-22

39 Less than a half-time employee positions

27 Non-instructional staff less than full-time

2 Paraprofessionals

3 Retired Teachers to Substitute

1 Administrator

29 Teachers

Student Expulsion Hearings

	2021-22	2020-21
Controlled Substances	28	27
Fighting or Threatening	1	2
Lewd or Licentious Behavior	1	5
Harassment / Bullying	1	0
Using Racist, Prejudiced, or Sexist Lang.	2	2
Dangerous or Unsafe Behavior	3	0
Weapons	0	3
Stealing	0	1
Willful Destruction of Property	0	1
Sexual Harassment / Assault	0	2
Matters Pertaining to Safety of Others	0	4
Tabacco / Vaping	0	1
Total =	36	48

Common Discipline Infractions

	2021-22	2020-21
Bus Violations	381	219
Destructive Behavior	113	40
Dress Code Violations	10	171
Disrespect	92	25
Fighting	41	29
Inappropriate Behavior	185	73
Total	822	557

DIVERSITY, EQUITY, AND INCLUSION

Diversity, Equity, and Inclusion (DEI) Goal 2021-22 HCS

The Hartland Consolidated School District will advance a district climate that fosters acceptance.

Strategies/Expectations

- Maintain a District Committee to develop recommendations for supporting and promoting an equitable, diverse and inclusive school environment.
- Maintain a DEI Board Subcommittee which will support efforts in HCS.
- Welcome and graduate our diverse population.
- Endeavor to diversify the demographics of our staff.
- Review policies, practices, and procedures to ensure that barriers do not exist which may keep individuals from engaging in all the district has to offer.
- Continue building a culture that is people centered where diversity is embraced, inclusion is encouraged and equitable access is the norm.



Activities

- Provide student and staff training regarding harassment and bullying including the differences when it involves someone from a Protected Class.
- Provide training to staff on bias and microaggressions and how they impact the school environment.
- Support a Unified Sports program.
- Focus our EAGLES framework for Social Emotional Learning and acceptance of all.
- Survey staff and students regarding school building environments.
- Define what diversity, equity and inclusion means to HCS.
- Define the 3R's.



Committee Members:
Chris Costa: Chair, Bill Gatewood, Meghan Glabach, Chuck Hughes, Kate Gregory, Dave Minsker and Scott VanEpps

Assessment

- Summary of Staff Professional Development provided, June 2022
- Student Survey results summary, June 2022
- Complete and adopt 3R definitions, Fall 2021
- Record of District and Board Committee Meetings, June 2022
- Statement of what DEI means in HCS, June 2022



“We strive to be a leading district in Livingston County and the State of Michigan”

District DEI Committee Meetings

April 30, 2021 = Implicit Bias training with MDE

May 6, 2021 = Begin planning and get to know each other meeting

May 20, 2021 = District aspirations, roadblocks, challenges, and potential message

June 9, 2021 = Planning for future professional development

August 9, 2021 = PD topics chosen from different United Way 21 Day Challenge topics such as “micro-aggressions” and “personal racial & social identity.”

October 26, 2021 = 3R Board of Education message

November 17, 2021 = Parent Handbook changes

February 23, 2022 = Parent Survey data review and Parent Handbook changes

March 22, 2022 = Next steps and finish handbook changes

May 3, 2022 = How to continue in 2022-23, school-based committees

What has the District Diversity, Equity, and Inclusion Committee been doing?

- The district committee has been engaging in conversations around policies, practices, and procedure, which may hinder the ability for every student and staff member to engage in all we have to offer. The committee is engaged in reviewing any changes necessary due to legal updates.
- Some of the work we have accomplished this year:
- Developed and recommended definitions for Reason, Respect, and Responsibility which were adopted by the Board of Education in the fall of 2021.
- Engaged in many conversations around equity versus equality as it pertains to policy, practice, and procedure.
- Recommended staff professional development options to our District Leadership Team (teachers and administrators).
- Discussions around support for social emotional learning and bringing Horacio Sanchez, The Poverty Problem, to the district in 2022-23. The District Leadership Team did a book study while administrators and instructional coaches have spent time with Horacio. All recommend inviting him to HCS.
- **The Poverty Problem** = How poverty and trauma changes students brain structure; producing psychological, behavioral, and cognitive issues that impact student learning.
- Currently we are working on the following change recommendations to be presented to the Board of Education:
 - Parent-Student Handbook adjustment for 2022-23
 - Superintendent Message (include the 3R definitions)
 - Student Code of Conduct Language
 - Athletic Eligibility (creating a three-tiered approach to ensure opportunity for intervention, Secondary Schools)
 - Student Appearance (Secondary Schools)
 - Suspension and Procedures (Secondary Schools)
 - Discipline Rubric (Secondary Schools)

Board Adoption of What We Believe



Hartland Consolidated Schools
Reason, Respect, Responsibility



Hartland Consolidated Schools believes in...

Reason: ... the power of our mind to seek to understand and think logically. By developing reasoning skills, our students and staff are better able to think critically in both the academic and social environments in which they find themselves. We support a well-rounded educational experience.

Respect: ...respecting the abilities, qualities, achievements, differences and similarities of all, including ourselves. HCS provides the best possible educational experience for students by eliminating barriers in our policies, practices and procedures that may limit the opportunity for full participation in all that we offer. Hartland Schools strives to be a safe and welcoming place for all students. We will not accept discrimination or harassment in any form. We will not direct or compel students to personally confirm that any person or group is superior or inferior based on sex (including sexual orientation or transgender identity), disability, age, height, weight, English speaking status, race, class, ethnicity, religion, color, national origin or ancestry. We are **ALL** Hartland Eagles!

Responsibility: ... students, staff and parents taking responsibility for their own actions and behaviors. We expect that everyone extends that responsibility to working with individuals, groups, community members and others. This collective responsibility supports Hartland Schools' effort toward cultivating a positive culture where we learn and grow together. Engaging in rational discussions that promote community is important to the development of each person. Being responsible means demonstrating accountability for our own actions and representing our school district in a positive manner, without exception.

Our Helpers

