2023-24

HCS District Goals

Finance Goal
2023-24 HCS

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

Strategies

- Share "budget to actual" reviews with Board of Education
- Continue to pursue alternative revenue sources such as grants and rebates
- Manage employee contracts to ensure that they are fiscally responsible while designed to attract and retain the best employees possible
- Remain thoughtful and deliberate with expenditures
- Optimize bond and sinking fund dollars
- Implement & monitor our safety program with the goal of long-term sustainability

Activities

- Finance Committee will meet when needed
- Continue to collaborate with employee groups to ensure that all employees understand the district's financial picture
- Complete the 2022-23 budget audit
- Present Budget Amendments and explanations to the Finance Committee and share with the rest of the Board
- Meet with individual Board of Education members when requested to educate them on processes and expenditures

Assessment

- Final district audit presentation by Plante Moran with an expected "unqualified opinion" outcome, the highest possible rating
- Results of Budget to Actual review
- Maintain fund balance consistent with the approved budget
- Review the end of year budget and adopt the 2024-25 budget

Personnel Goal 2023-24 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 environment that is free of all forms of harassment, bullying 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)
- Focus on increasing leadership capacity throughout the district

Activities

- Staff satisfaction and parent survey, 23-24
- Annual Senior Exit Survey reported by high school principal
- Athletic Program Surveys for all seasons reported by athletic director (3 times a year at BOE meetings)
- Continue to get creative in an effort to increase our advertising campaign to include a broader audience (where possible) to attract a diverse pool of new hire candidates
- Highlight an Employee of the Month in Community Life
- Highlight the 2023-24 Teacher and Support Person of the Year in Community Life and at BOE meetings
- Continue the practice of adjusting salaries and benefits where needed to attract and retain the best employees possible
- Regularly evaluate staff for effectiveness
- Implement a new teacher program at the high school and with the other schools with our Instructional Coaches
- Meet monthly with employee groups to optimize communication and solve problems proactively.
- Continue the practice of employing a social media expert

Activities (continued)

- Implement a BOE/Adm. building relationship program

Assessment

- Present the Staff Satisfaction, Senior Exit, Parent, and Athletic Program Survey results
- Regular communication with the community through Weekly Updates and social media
- School of Choice and New Resident enrollment numbers compared with past years
- Vacancy fill rates report
- Annually summarize discipline data including the number of expulsion hearings, Title IX investigations, and other harassment complaints
- Begin development of a system for identifying reasons for enrollments and exits

Note: The survey effort will be to get a 30% return rate and 80% minimum satisfaction, before intervention plans are created.

Curriculum & Instruction Goal 2023-24 HCS

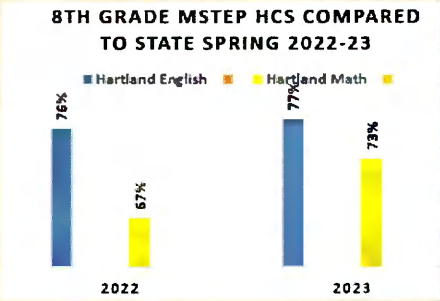
Increase student growth and proficiency K-12 while focusing on college and career readiness by graduation.

Strategies/Expectations

- Retain Instructional Coaches for teaching staff to learn about best practice instruction, effective delivery of instruction and K-12 intervention. The focus on "Give to All, Gains for all" will guide this work
- Continue offering a robust multi-tiered systems of supports (MTSS) and interventions for academic and behavior needs. This will help to ensure that every child feels welcome, supported, and safe at school
- Focus on the K-12 instructional delivery model, found in the Framework for Highly Effective Teaching, teacher evaluation program
- Continue offering advanced educational experiences for students throughout their educational experience. This includes highly capable clusters, advanced placement, honors courses, and dual enrollment opportunities

Activities

- Offer professional development opportunities to our teaching staff and administrators through early release Fridays, and full professional development (PD) days
- Utilize the expertise of our Instructional Coaches for one-on-one, small group, and larger group PD
- Continue building on the success of Career Technology Education in conjunction with the Livingston County Career Technology Consortium
- Maintain a multi-tiered system of supports for academics to provide intervention for all students to support high achievement for all
- Maintain school improvement teams in our schools that connect student needs to school goals
- Monitor student proficiency & growth progress through local and state assessment data
- Provide staff with focused PD regarding the development of mastery within the HCS Framework for Highly Effective Teacher expectations
- Maintain an expectation that individual and small group instruction is a focus in all K-12 classrooms



Assessment

- MSTEP proficiency comparison vs County/State
- Increased number of assessment bands reaching 70% proficiency (6 in 2023)
- SAT data vs County/State
- PSAT data vs County/State
- Growth/Proficiency data compared to "like school" cohorts via MiSchoolData
- District common assessment data
- District ranking data from available real estate sites
- Early literacy and math benchmark assessments (K-2)
- Graduation Rates

Building & Site Goal 2023-24 HCS

Maintain and improve the district's facilities, equipment, and technology to provide a premier learning environment.

Strategies/Expectations

- Maintain a needs assessment document and complete capital improvement projects annually
- Manage the district's maintenance and operations budget to include transportation, building and grounds, technology, and mechanical needs
- Pursue grants and rebates where available
- Assess and make a determination on the continuation of ABM Custodial for the MS and HS by mid January
- Remain diligent in assessing instructional space relative to projected enrollment

Activities

- Analyze demographic projections to determine if there is enough classroom space for the future
- Share community updates regarding sinking fund and bond projects at BOE meetings, in Community Life, on our website, and through social media outlets
- Complete all maintenance and technology work orders in a timely manner
- Host Board of Education building visits
- Efficiently utilize bond bidding to include sinking fund projects as a way to maximize fiscal resources
- Evaluate facilities for proper cleaning and maintenance

Assessment

- Provide a project completion list (general fund, bond, and sinking fund) at the end of the year
- Review custodial status with Building & Site mid-year
- Maintain and share a replacement schedule for technology, buses, vehicles, mowers, etc.
- Work orders completed in both the technology and maintenance departments (submitted versus completed percentage) at a 95% or better completion rate

Health & Safety Goal 2023-24 HCS

Increase student and staff safety by supporting the health and safety needs of all students and staff.

Strategies/Expectations

- Implement health and safety recommendations from administration
- Institute a School Resource Officer and School Safety Officer program
- Gather input from the community regarding safety and security concerns

The Fortis Group

Activities

- Create a financial budget to support the SRO and SSO program as directed by the Board of Education
- Hire a Director of Student Services to oversee the district's efforts at maintaining a safe and orderly learning/working environment
- Remain vigilant in maintaining the district's Knox Boxes and building "To Go Boxes"
- Assess safety personnel to ensure the right individuals are in place
- Provide ALICE training to all school building employees prior to the 2023-24 school year
- Continue building a district threat assessment team and rely heavily on their expert recommendations
- Effectively implement our Multi-tiered Systems of Support (MTSS) and Positive Behavioral Interventions and Supports (PBIS) throughout the district
- Monthly SRO/SSO meetings.
- Quarterly LCSO/Partnership road patrol meetings.
- Install and manage the Raptor building access system in all buildings.
- Review safety polices where needed.

Assessment

- End of year safety team report based on a team member survey
- Annual criminal incident report, 2023-24 (Michigan State Police and District)
- Parent Perception Survey data regarding safe school environment questions
- Annual report on issues addressed through the Health & Safety Committee process
- Periodically review school safety team impact within the school environment

Diversity, Equity, and Inclusion (DEI) Goal 2023-24 HCS

The Hartland Consolidated School District will foster a school/work culture that ensures a sense of belonging, safety, and support for all students and staff.

Strategies/Expectations

- Maintain a District Wide Committee to review practices, policies and procedures to provide potential recommendations for supporting and promoting an equitable, diverse and inclusive school environment
- Maintain a DEI Supt./Adm. Subcommittee which will meet when necessary to support the efforts of the Districtwide Committee
- Welcome and graduate our diverse population
- Endeavor to diversify the HCS demographics with high quality staff
- Hire a Director of Student Services who will coordinate district educational and behavior intervention for issues affecting a welcoming educational environment for all

Activities

- Continue providing student and staff training regarding discrimination, harassment and bullying including the differences when it involves someone from a protected class
- Support an inclusive Unified Sports program
- Focus the EAGLES framework on the Multi-Tiered Systems of Support process to address academic and behavior intervention
- Complete student and parent surveys regarding the experiences our students are having regarding acceptance and fairness within the learning environment
- Develop plans for moving forward based on the above survey results, in conjunction with the needs of the Department of Justice monitoring program

Assessment

- Summary of staff professional development training
- Summary of student educational activities regarding bullying, harassment and discrimination
- Summary of school district climate survey with an emphasis on racial experiences and perspective

REASON RESPECT RESPONSIBLITY

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