First Year Strategic Plan Goal Objectives

HCS

Year One 2025-26 Summative

Evidence of Effort Report

Goal # 1: Academic & Programs

Realize a 3% increase in student growth. (All building administrators, instructional coaches, Assistant Superintendent of Curriculum & Instruction, teachers and support staff).

- MICIP 3% Growth in ELA, Math, Science and Social Studies assessment proficiency scores. This includes benchmark assessments, MSTEP, PSAT, SAT, and district common assessments.

  Note: For MSTEP, PSAT, and SAT proficiency scores in the 70's and above are to be considered top state scores and harder to impact in a positive way. For the District's purpose, the following scores reflect this trend, 4th Math = 71%, 4th ELA = 71%, 5th ELA = 71%. At the secondary level ELA scores on the PSAT and SAT were outstanding at 81% in 8th grade, 80% in 9th grade, 71% in 11th grade. Proficiency scores in the 60% range are still considered outstanding, which include 3rd Math = 67%, 3rd ELA = 63%, 5th Math = 62%, 5th Science = 69%, 5th S. Studies = 60%, 6th Math = 62%, and 6th ELA = 66%, 8th S. Studies = 69%, and 69% in 10th grade ELA.

- Instructional Coaches will focus on the district's lowest performing grades and subjects. This includes 7th grade which has 51%, Math proficiency and 46% in ELA. Support for Village Elementary in 3rd grade math (55%) and 3rd grade ELA at Lakes (58%) will also be provided. The district will continue to work with secondary math staff (8th = 58%, 9th = 56%, 10th = 46% and 11th = 37%) and 11th S. Studies at 56% to increase proficiency.
- **METRIC:** The metric to be used to assess success will be 25-26 and beyond assessment proficiency scores. We will also use the MDE school report card Growth Index scores to monitor student growth achievement expectations at the building level. <u>This is a multi-year effort.</u>

Note: For this objective we will look for 3% growth in the average proficiency percent scores on all the state and district benchmark assessments from the 25-26 school year through the 29-30 school year (Proposed Strategic Plan Years).

1) We will use the proficient percent scores for each of the 5 school years of the proposed strategic plan for the following assessments: MSTEP, SAT, PSAT, Smarter Balanced Benchmark, and Early Literacy/Math Benchmark.
2) We will average those proficiency scores together to get an average district proficiency number. The goal is to show 3% growth in that proficiency number each year from the 25-26 school year to the 29-30 school year.

Formula: 24-25 school year average district proficiency score X 3% growth = goal for the 25-26 school year.

We will also use the state growth index average score that indicates our school grade. We have a goal of a 3% increase in that average score each year, this growth will be harder to obtain since we are already well above 90% currently (see below under Evidence of Effort). This score represents the overall health of the district.

Evidence of Effort:

A. 2023-24 MDE Growth Index Baseline Data (2023-24 Average = 93.25%, 24-25 = 96.96% +3.71% increase overall for the district). Resource Allocation = Continue with the employment of intervention positions such as Reading Recovery, Reading Support, Interventionist in Elementary, Title I at Farms, etc.

	23-24	**24-25**
Creekside =	100%	100%
Lakes =	100%	99.12%
Round =	100%	100%
Village =	100%	100%
FIS =	97.03%	95.86%
MS =	89.86%	92.93%
HS =	65.86%	90.83%

B. State MSTEP Testing Scores and County Public School Performance Rankings 2025-26. Resource Allocation: Continue with the employment of Instructional Coaches and Interventionist positions (per A).

Grade/Subject	**HCS**	**County**	**State**	**County Ranking**
3rd Math	67%	58%	43%	1st
3rd ELA	63%	52%	39%	1st
4th Math	71%	53%	39%	1st
4th ELA	71%	55%	42%	1st
5th Math	62%	53%	33%	2nd
5th ELA	71%	61%	44%	1st
5th SS (Pilot)	60%	44%	30%	1st
5th Science	69%	55%	40%	1st
6th Math	62%	49%	32%	2nd
6th ELA	66%	54%	39%	2nd
7th Math	52%	47%	33%	2nd
7th ELA	47%	48%	39%	2nd
8th Math	58%	44%	30%	1st
8th ELS	81%	78%	65%	2nd
8th SS (Pilot)	69%	59%	47%	1st
8th Science	61%	57%	41%	2nd
11th ELA	69%	67%	55%	2nd
11th Math	34%	32%	28%	2nd

11th SS (Pilot)	56%	44%	42%	1st
11th Science	48%	40%	35%	1st

C. Baseline for Teachers and Administrators Earning Effective or Developing status on end of year evaluations is 99%. We expect that this will remain the same each year as growth goals are established and reviewed by administration.
D. The 2025-26 Niche and School Digger school rankings show the district in the top 10% of all Michigan school districts.
E. The 2025-26 US News and World Report shows an increase in rankings by +3.3% over last year with an average ranking in the Top 8.5% of all ranked Michigan schools.
   US News and World Report Rankings
   Creekside = #22 out of 2,601 or Top 1% (last year #14 out of 2,633 or Top 1%)
   Lakes = #108 out of 2,601 or Top 5% (last year #218 out of 2,633 or Top 8%)
   Round = #261 out of 2,601 or Top 10% (last year #320 out of 2,633 or Top 12%)
   Village = #619 out of 2,601 or Top 24% (last year #879 out of 2,633 or Top 33%)
   Farms Intermediate = #162 out of 1,979 or Top 10% (last year #213 out of 1,998 or Top 11%)
   Middle School = #66 out of 1,979 or Top 4% (last year #108 out of 1,998 or Top 5%)
   Hartland High School = #69 out of 1,135 or Top 6% (last year #153 out of 1,163 or AP Honor Roll Achieved Again Top 13%) **Note**: Top 13% in the Nation
F. All district schools rated UNIVERSAL (top rating) by MDE on the annual score card.
G. The high school Advanced Placement program once again has been recognized as an AP Honor Roll program. Last year, they received an overall Bronze rating for College Culture, Silver for College Credit, and Silver for College Optimization. This year they received a Bronze for College Culture and moved up to Gold Medal recognition for the final two categories. Resource Allocation = Staffing and Professional Development.
H. Money Inc. once again rated Hartland High School in the top 30 (#15). Shared in Weekly Update 4-22-2026.

Prepare and launch a system for the 2026-2027 school year which identifies additional student behavioral support needed in the classroom. (Assistant Superintendent of Personnel & Student Services, Assistant Superintendent of Curriculum & Instruction, Director of Special Education, Building Administrators, teachers and support staff)

- The high school will investigate adding a CTE paraeducator as this was an area of concern brought up during the strategic planning session.
- The district will utilize updated IEP data and work with staff to determine if and where additional support is needed.
- Multi-Tiered Systems of Support teams will be in place at each building to identify needs to support students and staff with intervention where needed.

- All building administrators will be attending professional development on effective Multi-Tiered Systems of Support through our partnership with LESA.
- **METRIC:** The metric to be used will be evidence showing that 100% of our buildings have updated their MTSS programs based on the work completed during the year. Building MTSS program documents will be submitted during the end of the year administrative evaluation process. This will be a multi-year effort.

Evidence of Effort:

A. All building administrators partnered with LESA to increase knowledge of the Multi-Tiered Systems of Support on August 4 & 5, 2025.
B. Hired multiple temporary paraeducators work with high need students as they transition into the buildings (IEP reviews). Resource Allocation = Financial support to retain positions.
C. Hired a CTE paraeducator August 7, 2025. Resource Allocation = Financial support to retain position.
D. Hired a second English Language Learner instructor this year to address an increase in students needing English Language Learning (ELL) services. Baseline data for 2025-26, 2024-25 ELL success (no longer need services) grew from 4% in 23-24 to 28% in 2024-25. Students taking the ELL assessment and meeting the goal of 55% increased from 9% in 23-24 to 75% in 2024-25, 2024-25 state average was 9%. Resource Allocation = Financial support to retain positions and encourage professional development and parent participation.
E. Realized zero classroom overage issues to start the 2025-26 school year (meaning all classrooms were within contractual limits for class size).
F. Expanded the number of building para-educators. We have increased from 27 in 2024-25 to 32 in 2025-26. Resource Allocation = Financial support for these positions.
G. Shared the 8 Hallmarks of High Performance which is being used to guide district work (Did You Know 9-12-25).
H. Shared CTE programming availability in Weekly Update on October 22, 2025 highlighting 40 CTE programs HCS students have the privilege of participating in within the county shared-time consortium. Resource Allocation = maintain financial support for programming and staffing.
I. Worked with LESA at the October LCSBA meeting to offer CTE update for Board members. Resource Allocation = Board member commitment of time to attend these meetings.
J. Apprenticeship Wall was installed at Hartland High School on 12-17-2025. Resource Allocation = Cost to install.

Goal # 2 Culture & Learning Environment

Market Parent Perception Survey results by quarter. (Superintendent)

- A 2024-25 Parent Perception Survey review will be provided in a Weekly Update in September. The 2025-26 Parent Perception Survey data will be given in November and December and data shared in January, March and May. Longitudinal data will be compared with the expectation of growth in the percentage of parents rating the district and schools in a positive way.
- **METRIC:** The metric to be used will be "was this done" and the data collected. This will be a multi-year effort.

  Evidence of Effort:
  A. Shared a summary of the 2024-25 Parent Perception Survey in the Weekly Update on July 30, 2025. This included the "chain of command" for addressing concerns when they come up.
  B. Collected the 2025-26 Parent Perception data and shared the data for JK-4, 5-8, and 9-12.
  C. Highlighted how the data will be shared in the November 12th Weekly Update.
  D. Shared the 2025-26 Parent Perception Survey data and reports in November and December Weekly Updates and posted them on the website under Superintendent Update.
  E. Shared the District Parent Perception data in the Weekly Update on December 17, 2025 and posted this on the website under Superintendent Update.
  F. Shared the District Parent Perception data in Community Life, February. Resource Allocation = Staff, publication and mailing to every household in the district.

Develop and launch opportunities for stakeholder involvement in 3R's education. (Assistant Superintendent of Curriculum & Instruction and Building Administrators)

- Provide parents with the 3R's presentation information in August so that they can review and opt-out if they choose. An Opt-out form will be provided with the number of opt-outs reported to the Board.
- Provide parents with information regarding all fieldtrips and assemblies to allow for choosing to opt out of the experience. The expectation will be that this occurs 100% of the time.
- **METRIC:** The metric to be used will be the number of opt-out forms submitted by building and program or event which will demonstrate the extent of involvement of parents in what their children are engaging in. The goal is to see less than 5% utilizing this option. This is a multi-year effort.

  Evidence of Effort:
  A. July 30, 2025, Weekly Update sharing 3R's information and Opt-out form (Zero Opt-Out requests).
  B. Presented an Optout policy for Board consideration on 8-25-2025 Policy Committee. This policy was adopted with some changes on 9-15-2025.
  C. Developed and shared a standard opt-out form for buildings to use according to the policy that was passed on 9-15-2025. The district will collect data regarding the

events in which an opt-out form was used and the number of forms collected for each event post adoption of this new policy.

D. Opt-Out Forms Received: .13% of all opportunities. Shared in the 4-10-2026 Did You Know. 4.87% lower than the target.
Total Events = 90 / Total Opt-Out Forms Submitted for Individual Students = 31 out of 24,579 possible.

E. Student intervention expulsion hearings decreased by 25% from 43 in 2024-25 to 32 this year.

F. Common discipline infractions dropped from 985 in 2024-25 to 793 in 2025-26 (-20%). These infractions include bus violations, disruptive behavior, dress code, disrespect, fighting, and inappropriate behavior.
Note: E and F included as they are offsets of positive expectations in the district.

Goal # 3 Personnel & Leadership

Prepare and launch a revamped new teacher mentor program in 2025-26. (Assistant Superintendent of Personnel & Student Services, Assistant Superintendent of Curriculum & Instruction, HEA President/New Teacher Mentor, Instructional Coaches, Building Administrators)

- Provide a half-day of release (daily) to a teacher to be the New Teacher Mentor within the district. Resource Allocation = Financial support to ensure program is viable.
- Provide a New Teacher Orientation prior to school starting. Resource Allocation = staff support and time to put program together and ensure it is implemented with fidelity.
- Assign a building mentor teacher to each new teacher.
- Monthly meetings require district instructional coaches to support new teachers in effective classroom instructional strategies.
- Develop a professional development plan for each new teacher.
- Ensure each new teacher has an Individual Development Plan in place at the beginning of the year (built in collaboration between teacher and building administrator) and review this plan mid-year.
- **METRIC:** The metric to be used will be a new teacher survey on the effectiveness of these efforts at 80% or better. This is a multi-year effort.

Evidence of Effort:

A. HEA member is provided 3 hours each day to mentor new teachers. Resource Allocation = Time and financial support for this position.

B. The New Teacher Orientation was held on August 6, 2025.

C. All new teachers assigned a mentor in their building, Fall 2025.

D. All new teachers are required to develop an Individual Development plan with their building principal, Fall 2025. This remains a working document while on probation.

E. Instructional coaches developed a calendar and scheduled meetings with new teachers (3 years or less) to provide support and opportunities for professional development

throughout the year. Resource Allocation = Financial support for positions, professional development and support resources.

F. Month-to-Month Professional Development Lists provided to the Board. Resource Allocation = Financial support for substitute teachers, Professional development costs and needed supplies.
G. Instructional Coaches engaged in Coaching Cycles and visits with new teachers. As of 11-12-2025, 139 engagements with new teachers. Resource Allocation = Financial support for positions, professional development, and educational supplies.

Prepare and launch a robust teacher/bus driver recruitment process in 2026-27 (Assistant Superintendent of Personnel & Student Services).

- Develop a budget for supporting recruitment activities.
- Work with the Regional Transportation Consortium to market and recruit new bus drivers.
- Create radio advertisements for WHMI to promote job openings and school of choice enrollment.
- By June 16, 2025, the district identified 24 teachers to hire to replace retirements, resignations, and added positions for 2025-26. Of these teachers 12 or 50% left other districts to come to Hartland and 12 are new teachers.
- **METRIC:** The metric to be used will be data regarding fill rates for all posted teacher positions for the 2025-26 school year and beyond, at 95% or better. This is a multi-year effort.

  Note: The emphasis shall always be on setting the stage to ensure the school environment centers on student achievement which is why we have adopted the motto "Give To All, Gains For All."

  Evidence of Effort:

  A. The 2025-26 school year started with 36 full-time drivers, 5 substitute drivers, and 4 in training, above 100% capacity. Resource Allocation = Marketing budget
  B. The 2025-26 school year started with 24 new teachers. Of these, 12 came from other school districts and 12 were brand new to the profession.
  C. During the year the district has hired 2 additional teachers to fill vacancies.
  D. Mr. Fitzgerad surveyed districts regarding world language offerings and recruitment avenues to assess availability and options for finding staff. No teachers were found that would be acceptable for HCS.
  E. At the end of November 2025, 88% fill-rate for all positions and 100% for teachers and bus drivers.
  F. Hired our first HHS CTE Cadet Teacher on 11-17-2025. Resource Allocation = to support the program.
  G. Kate Gregory and Tony Howerton attended the MSU teacher recruitment fair on 3-9-2026. Resource Allocation = staff time, milage, meal, marketing tools for booth.
  H. Kate Gregory attended the Saginaw VSU recruitment fair on 3-19-2026. Resource Allocation = staff time, milage, meal, marketing tools for booth.

Launch a building-level staff recognition program in Community Life. (Building Administrators)

- From September to May, each building will highlight a staff member who exemplifies reason, respect, and responsibility as an employee in Community Life.
- The Superintendent will highlight a person of the month in the September – April Community Life.
- The district social media content coordinator will highlight the above staff on our social media platforms.
- **METRIC**: The metric to be used is "did this happen." This will be a multi-year effort.

  Evidence of Effort:

  A. Buildings highlighted new staff in Community Life, through November 2025 and in the process for December-May. Resource Allocation = financial support for the continuation of Community Life including editor, printing, and distribution costs.
  B. Building administrators have established a practice to ensure all non-HCS employees in the building (third-party LESA and Edustaff employees) are recognized and treated as HCS employees without exception. This is done by including all staff in all building activities and communications. Resource Allocation = financial support from PTO's, PAC's and the district.
  C. Superintendent has highlighted 7 staff as Employees of the Month (October, November, December, January, February, March and April) in Community Life. Resource Allocation = see A.

Goal # 4 Communication & Community Engagement

Increase student and community attendance at district-wide events. (Building Administrators, Athletic Directors, Social Media Content Coordinator)

- The athletic directors will develop a new fee model with the intent of making it more affordable for students to attend more athletic events.
- Building principals have been charged with utilizing social media and their websites to highlight upcoming events. In the past we have concentrated on what has happened. This should allow stakeholders to plan to attend upcoming events.
- The Superintendent will highlight upcoming events in the Weekly Update.
- **METRIC:** The metric to be used will be data such as athletic tickets sold, musical and play ticket sales, the number of individuals attending superintendent talks, etc. The 2025-26 data will be used as baseline data for future efforts. This will be a multi-year effort.

  Evidence of Effort:

  A. July 30, 2025, rolled out a 50% reduction in student athletic passes for the year through September 8, 2025. Available to purchase in the parent portal. This resulted in selling 423 student passes by August 25, 2025, versus 171 in 2024

B. **Baseline Event Data:** High School Athletic Events # of tickets sold 24-25 = 26,754. Drama productions # of tickets sold 24-25 = 3,689 (1,081 tickets sold for the fall play).
C. For the fall of 2025, we sold 12,190 athletic gate tickets versus 12,618 in 2024. Keep in mind that we sold 252 more student passes, which if you multiply by 5 home football games (not all the other games available) would potentially have added 1,260 tickets.
D. For the winter of 2025-26, we sold 8,568 athletic gate tickets versus 8,135 in 2024-25. Keep in mind that more student athletic tickets were purchased this year, see A.
E. hARTland Art Walk Participation: Students attended the hARTland Art Walk kickoff on 9-20-2025. They held facepainting and arts and crafts booths and the elementary cheerleaders performed. The event was well attended. Superintendent Hughes also attended and shared a quick video on social media inviting the community to come out and enjoy the event. Resource Allocation = making buildings available for displaying art and staff time where needed.
F. We have partnered with the Hartland Optimist Club to provide about 90 identified families with support for the Christmas Holiday season. All schools are participating in the collection of items and money to support this worthy cause. This is a district wide effort. Great way to participate in helping others. Resource Allocation = time for staff to help with this project including shopping, organizing, and distributing.
G. Rolled out the Hartland Living App in the fall. Resource Allocation = district contribution to annual licensing.
H. Partnered with Hartland Township to plan a nice Veteran's Memorial ribbon cutting ceremony. Met with high school band and choir staff to organize. Resource Allocation = district staff time.

Increase parent knowledge of district/community partnerships. (Superintendent)

- Highlight business partnerships between the district and local governmental bodies, chamber of commerce, business, LESA, etc. on a in the Weekly Update.
- **METRIC:** The metric to be used will be providing a list of partnership activities at the end of the year. This 2025-26 data will become the baseline data for future efforts. This will be a multi-year effort.

Evidence of Effort:

A. The July 30, 2025 Weekly Update highlighted the partnership the District has with the Cromaine Library and its connection to the Hartland Area Project.
B. Partnered with LESA and the research firm EAB to increase knowledge of multi-tiered systems of support programming. This will be used during the next few years to review and adjust the district's approach to academic and behavioral intervention and support.

C. Continued partnership with the Partners in Progress (HCS, Hartland Area Chamber of Commerce, Cromaine Library, and Hartland Township) to enhance opportunities in the community.
    a. hARTland Art Walk (culture)
    b. LCSO road patrol (safety)
    c. Hartland Township notification App (communication)
    d. Hartland Living Calendar of Events (communication)
D. Continued partnership with the Tyrone Township PEG fund FACT Area Cable Consortium (communication and resources for the high school multi-media program).
E. Kate Gregory, Assistant Superintendent, is a Hartland Chamber of Commerce Board Member. Resource Allocation = Asst. Superintendent time
F. HCS continues to be a United Way "Pacesetter" Campaign leader. Resource Allocation = staff time
G. Partnered with Lowes' to provide free appliance replacements in Room 222 at HHS. Resource Allocation = Maintenance personnel time
H. Partnered with local businesses to support athletics through banners and score board advertising. Many of which also contribute to individual teams. Resource Allocation = staffing personnel to manage this program
I. Partnership with Planet Fitness which donated school supplies for students in need.
J. Held and all board PIP meeting on 8-20-2025. Resource Allocation = Financial for breakfast
K. Partnership with MEEMIC Insurance to support the annual United Way Pacesetter campaign with a donation of $500 in visa gift cards.
L. Partnership with LESA to distribute backpacks and school supplies for students in need. Resource Allocation = none, staff volunteers
M. Partnership with LACAS for early elementary body safety.
N. Partnered with the Hartland Chamber to facilitate hARTland Art Walk. Resource Allocation = none, staff volunteers
O. Athletic Partners: Bank of AA, Beauchamps Water, Bella Rae, Black Rock, Brighton Foot & Ankle, Brighton Ford, Brock Mechanical, Cabell Family Dental, Culvers, Dave's Hot Chicken, Dermatology Specialists of Brighton, Dunham Hills, Dunkin/Mugg & Bopps, Enzo's Catering, Foguth Financial, Feldman Chevrolet, Gilrich Cooling & Heating, Griffith Realty-Nathan Oake, Hartland Dental, Hartland Flowers, Hartland Insurance, Hartland Mobile General Store, Hartland Tanning, Kensington Valley Varsity, LaFontaine, Lashbrook, Mackle's Tables & Taps, Ashley Legal, Majestic Golf Course, Meijer, Motor City Orthopedics, Oral & Facial Surgeons of Michigan, Spirit of Livingston, Springfield Urgent Care, W4 Signs, Washtenaw CC, Yoni's Physical Therapy, Barton Malow, Crust Bakery, Emagine, Hard Rock Construction, LOC, Siara Olds Ortho, Unilock, Preiss Companies. Roughly $60,000 in value. Resource Allocation = financial resource for staff implementation of marketing strategy.
P. Carol Hayes, Director of Community Education, Kate Gregory, Assistant Superintendent, and Mr. Hughes, Superintendent, are members of the Hartland

Optimist Club. The club will be honoring our law enforcement/safety team (LCSO and Fortis) at the Respect for Law Breakfast on October 8, 2024 in the HCS Board Room. We also participated in the Youth Appreciation activities on 3-18-2026 where we awarded 69 HCS students with Youth Appreciation Awards. Resource Allocation = financial support for membership dues and staff time.

Q. Superintendent sits on the Livingston County Employer Advisory Council which meets quarterly. Resource Allocation = Superintendent's time
R. Superintendent working in conjunction with Hartland Township for HCS to be a part of the new Veteran's Memorial official dedication ceremony. This was supposed to be September 6, 2025 but now it is slated for May 2, 2026 (The HS Band and Choir have committed).
S. Starting in October we have developed a partnership with Speedway to provide resources for the high school food pantries.
T. The HCS website remains ADA compliant so that all wishing to utilize this communication option can do so. Resource Allocation = Technology staffing and professional development where needed.
U. Partnership with Special Olympics and Brighton High School to run a polar plunge fundraiser competition. Resource Allocation = Facilities for participants to change and shower.

Goal # 5 Finance & Operations

Plan for Bond/Sinking Fund programming. (Chief Financial Officer, Board of Education, Superintendent)

- Present Sinking Fund renewal plan to the Board of Education during the 2025-26 school year. **Note:** Over the life of the Sinking Fund, the district has or will complete roughly $7,614,196 worth of projects that did not require out-of-pocket interest costs.
- Request that the Board of Education approve the beginning process for developing the next District bond proposal.
- Determine timeline for discussion a future sinking fund and bond programs in the 2025-26 school year.
- **METRIC:** The metric to be used is "did this happen" and any relevant documentation associated with planning for these endeavors as well as the end of the year fund balance remaining at 12%-15% or better. This is a multi-year effort.

Evidence of Effort:

A. Presented the Board of Education with the rationale for delaying a move on the Sinking Fund due to roll back concerns (Did You Know, 6-27-2025).
B. Obtained verbal commitment from the BOE on 8-11-2025 to start collecting thoughts around what could be included in a future bond package.
C. Central Office staff have been visiting buildings to gather future bond thoughts Resource Allocation = staff time

D. Attending PTO meetings to gather future bond thoughts. Resource Allocation = Superintendent's time
E. Met with high school and middle school students to gather future bond thoughts. Resource Allocation = Superintendent's time
F. Met with district coaches to gather input on a future bond package. Resource Allocation = Superintendent's time
G. Provided a summary of feedback from the above meetings (Did You Know, 9-12-2025).
H. On 11-17-2025 the Board heard that our financial audit resulted in the highest possible rating of "UNMODIFIED." Recourse Allocation = staffing of business department personnel and professional development opportunities
I. Bond refinancing program saved the district just over a million dollars. Resource Allocation = Legal fees and CFO time
J. Posted presentation regarding future bond thoughts. Resource Allocation = Superintendents time and website accessibility.
K. Held a Community Bond Meeting in Board room on April 9, 2026. Resource Allocation = Superintendent time.

Review wage scales for non-union staff. (Assistant Superintendent of Personnel & Student Services, Chief Financial Officer, and Superintendent)

- Review salary schedules, compare market wages, and determine whether any adjustments are necessary over the life of this plan.
- Ensure the annual budget reflects any approved adjustments (June of each year).
- **METRIC:** Board communications regarding any adjustments made to meet this objective, as well as, the result of how staff feel the administration is doing on the annual staff survey. The goal is always 90% approval or better. This is a multi-year effort.

Evidence of Effort:

A. Reviewed all non-union wages at the end of June 2025 for necessary adjustments. Adjusted LEGACY teachers and Technology wages. Mr. Hughes forwarded this to the Board in an August 2025, Did You Know. Resource Allocation = financial support to settle contracts when they come up ensuring fair wages and working conditions.
B. Community Education reviewed wages and adjusted for the 2025-26 school year. Mr. Hughes forwarded this to the Board in August 2025, Did You Know. Resource Allocation = financial support.
C. Worked with the LESA GSRP Consortium to establish wages for teachers and support staff as we expanded GSRP. Shared information with the BOE and obtained authority at a BOE meeting to move forward on this collaborative effort. Resource Allocation = staff time

D. The district received a UNMODIFIED opinion (highest rating possible) for the 24-25 Final Audit. Resource Allocation = Business office staff and professional development
E. Extended the Student Nutrition contract. Board approved the extension on December 15, 2025 Resource Allocation = Financial support
F. Extended the Hartland Consolidated School District Administrators Contract with a Tentative Agreement. The Board will act in February. Resource Allocation = Financial support.
G. Extension of the Regional Transportation Consortium contract to provide an increase of 5% over the next two years for bus drivers. Resource Allocation = Financial support
H. Adjusted Board Policies 1410 and 1410.01 regarding non-union wages and working conditions. The Board will act at its March meeting. Resource Allocation = Financial support.
I. Rolled individual administrative contracts over for the next three years. This is a positive way to retain staff. Resource Allocation: financial support.
J. Adoption of Superintendent salary schedule to meet ORS requirement. Resource Allocation = Time at Board meeting and to seek to understand.

Complete a technology assessment to determine future needs. (Director of Technology)

- Review the Technology program from the 2020 Bond program with the Board of Education in January 2026.
- Complete a future needs assessment and develop a 3–5-year plan for addressing these needs.
- Collaborate with the Livingston Educational Service Agency to finalize plans for updating the districts fiber connectivity capability for the next 10 years. **Note:** Our current fiber infrastructure (either underground or hanging on poles) is roughly 20 years old and aging quickly. The average lifespan for fiber is around 25 years.
- **METRIC:** The metric to be used will be in the form of Board presentations and documents associated with this effort, as well as a technology work order analysis of common concerns at the end of 2025-26. This is a multi-year effort.

Evidence of Effort

A. As of 9-22-2025 the district has had logged 863 tech help requests. Of these 821have been processed and handled or 95%. Resource Allocation = Technology personnel and professional development
B. The County has not been easy to work with regarding the fiber connection plan originally outlined for district participation. Right now, it seems the deal made has fallen through and the district may be responsible for underground connectivity later. The Technology Director believes the fiber that connects HCS to LESA will be good until a future bond probably around 2040.
C. Bond Update shared with the Board and included technology needs.

D. The Director of Technology presented the state of technology at the January Board meeting. Resource Allocation = Personnel and bond dollars