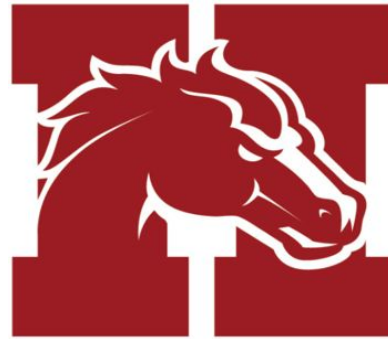


Holly Area Schools

2015 - 2018 Strategic Plan



Increase Student Achievement
Achieve Financial Stability
Maintain Quality Facilities and Grounds

In the Spring of 2015, Holly Area Schools (HAS) embarked upon a process to create a new Strategic Plan. Established board goals in the areas of student achievement, finance, and facilities management outlined the district's focus areas for the years 2015 - 2018. The objective of this strategic plan is to develop a roadmap for growth and improvement in the focus areas over the next three years.

Central office administration have collaborated with HAS principals, teacher leaders, students and community members to gather input and feedback for the development and direction of the new strategic plan. Accomplishing the objectives in our goal areas will require the joint effort of all stakeholders.

The first focus area of the Strategic Plan is to address systemic challenges we are facing with instruction and student achievement. The overarching goal for this area is "HAS will design and implement essential curriculum, instructional design and assessment practices to ensure effectiveness and student learning across all grades and courses." There are nine objectives supporting this goal.

1. Objective 1: We will review and implement aligned curriculum through a phase-in plan using the newly adopted HAS Atlas Rubicon (curriculum mapping tool).
2. Objective 2: We will develop valid, reliable Y5 - 12 student assessments aligned to the curriculum that support student learning and achievement.
3. Objective 3: We will implement a valid, aligned, and rigorous Y5 - 12 math curriculum that supports student learning and achievement through a balanced combination of procedure and understanding.
4. Objective 4: Using the 5 Dimensions of Teaching and Learning Instructional Framework and the 5D+ Teacher Evaluation Rubric, we are implementing intentional, researched-based classroom instructional practices.
5. Objective 5: We will implement an AdvancED School System Accreditation process for supporting systemic, sustainable, and continuous improvement across the district.
6. Objective 6: We will support the leadership success of our Elementary and Secondary Department Advisors by increasing their confidence and effectiveness with collaboration around curriculum and assessment development, dialogue about student data, problem-solving, and overall management of group energy.
7. Objective 7: We will implement Mobile Device Management (MDM) for our district iPads.
8. Objective 8: We will review and determine a plan for modernizing classroom projectors and document cameras.
9. Objective 9: We will review and determine a plan for modernizing student computers (Mac computers) at the middle school and high school.

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 1: We will review and implement aligned curriculum through a phase-in plan using the newly adopted HAS Atlas Rubicon (curriculum mapping tool).

Action: Y5 - 12 district curriculum teams will research, create, and revise curriculum maps in ELA and Math to align with state academic standards.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
ELA & Math Phase 1 curriculum review in HAS Atlas Rubicon is completed.	ELA & Math Phase 2 curriculum review & implementation	2014 - 2015	Sub cost for 52 teachers x 1 day workshop = \$5200 (60% Title II Funds) ELA/Math Dept. Advisor Stipends = \$14,400 (31a Funds)	- Diary Mapping Function - Full-day math workshop - Full-day ELA workshop - 2 - 3 dates of Monthly after-school PLC Time	-Teachers -Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	ELA & Math Phase 3 curriculum review & implementation	2015 - 2017	Teachers/Departments update curriculum 3x a year at end of each Trimester. - Dept. Advisor curriculum review workshop day in June - Dept. Advisor Stipends = \$14,400 (Possible 31a Funds)	- ELA/Math teachers utilize diary mapping function in HAS Atlas Rubicon to record input & feedback - ELA/Math Department Advisors manage revisions in HAS Rubicon May/June.	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 1 continued: We will review and implement aligned curriculum through a phase-in plan using the newly adopted HAS Atlas Rubicon (curriculum mapping tool).

Action: Y5 - 12 district curriculum teams will research, create, and revise curriculum maps in **Science and Social Studies** to align with state academic standards.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Science & Social Studies Phase 1 curriculum review in HAS Atlas Rubicon is presently in progress.	Science & Social Studies Phase 1 curriculum review & implementation	2014 - 2015	Sub cost: 52 teachers x 3 workshop days = \$15,600 (Title II Funds) Material order (pending funds)	- 3 Full-day Sci workshops - 3 Full-day SS workshops - 2 - 3 dates of Monthly after-school PLC Time	-Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	Science & Social Studies Phase 2 curriculum review & implementation	2015 - 2016	Teachers/Departments update curriculum 3x a year at end of each Trimester. - Dept. Advisor curriculum review workshop day in June - Dept. Advisor Stipends = \$14,400 (Possible 31a Funds)	- Sci/SS teachers utilize diary mapping function in HAS Atlas Rubicon to record input & feedback - Sci/SS Department Advisors manage revisions in HAS Rubicon May/June. - Diary Mapping training for secondary.	
	Science & Social Studies Phase 3 curriculum review & implementation	2016 - 2018	Sci/SS Department Advisors manage revisions in HAS Rubicon May/June. Dept. Advisor Stipends = \$14,400	- On-going use of Diary Mapping in HAS Atlas Rubicon - Professional Development time for teachers	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 1 continued: We will review and implement aligned curriculum through a phase-in plan using the newly adopted HAS Atlas Rubicon (curriculum mapping tool).

Action: Y5 - 12 district curriculum teams will research, create, and revise curriculum maps in **co-curricular subjects (music, art, physical education, health, world languages)** to align with state academic standards.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Co-Curricular Phase 1 curriculum review in HAS Atlas Rubicon has not been initiated	Co-Curricular Phase 1 curriculum review & implementation	2015 - 2016	Sub cost: 32 teachers x 2 workshop days = \$6,464 Plus 4 half-day workshops during district PD.	- 1 Full-day workshop day with subs. - Plus 4 half-day workshops during district PD. - Possible 2 dates of Monthly after-school PLC Time	-Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	Co-Curricular Phase 2 curriculum review & implementation	2016 - 2017	Co-Curricular Dept. Advisor Stipends = \$3600 - \$4800 (Possible Sub cost for teachers x 1 day workshop = \$ 2700), pending PD calendar, PLC time	- 2 - 3 dates of Monthly after-school PLC Time - Dept. Advisor Workshop Day in June	
	Co-Curricular Phase 3 curriculum review & implementation	2017 - 2019	Co-Curricular Department Advisors manage revisions in HAS Rubicon May/June. Dept. Advisor Stipends = \$3600 - \$4800	- On-going use of Diary Mapping in HAS Atlas Rubicon - Professional Development time for teachers	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 2: We will develop valid, reliable Y5 - 12 student assessments aligned to the curriculum that support student learning and achievement.

Action: Y5 - 12 district curriculum teams will participate in **ELA & Math common assessment development** training to develop a deeper understanding of how a quality balanced assessment system will improve student learning and achievement.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Common Assessment Development Phase 1 is presently in progress	Phase 1: A TRI III ELA & Math unit/module Common Assessment administration	2014 - 2015	Sub cost: 52 teachers x 3 workshop days = \$15,600 Sub cost for additional time = \$5,500 - \$7,000	- August 2014 PD day - 3 Full-day workshops (Sept, December, May) - Additional sub time for curriculum teams - 2 dates of Monthly after-school PLC Time - <i>Involves considerable time & in-depth work for learning entirely new blueprint model for developing common assessments.</i>	-Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	Phase 2: A Tri I and Tri II unit/module Common Assessment completed for implementation	2015 - 2016	Sub cost: 52 teachers 1 workshop date = \$5200 plus 4 half-day workshops during district PD.	TBD - Blueprint process	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 2 continued: We will develop valid, reliable Y5 - 12 student assessments aligned to the curriculum that support student learning and achievement.

Action: Y5 - 12 district curriculum teams will participate in **Science & Social Studies common assessment development** training to develop a deeper understanding of how a quality balanced assessment system will improve student learning and achievement.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Common Assessment Development Phase 1 has not been initiated	Phase 1: A TRI III Science & Social Studies unit/module Common Assessment administration	2015 - 2016	Sub cost: 52 teachers x 3 workshop days = \$15,600 Sub cost for additional time = \$5,500 - \$7,000 - Or - 1 workshop date = \$5200 plus 4 half-day workshops during district PD.	- 3 Full-day workshops w/ subs or 1 workshop date w/ subs & 4 half-day workshops during district PD - Additional sub time for curriculum teams - Possible 2 dates of Monthly after-school PLC Time <i>- Involves considerable time & in-depth work for learning entirely new blueprint model for developing common assessments.</i>	-Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	Phase 2: A Tri I and Tri II unit/module Common Assessment completed for implementation	2016 - 2017	Sub cost: 1 workshop date = 52 teachers - \$5200 plus 4 half-day workshops during district PD.	TBD: - Blueprint process	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 3: We will implement a valid, aligned, and rigorous Y5 - 8 math curriculum that supports student learning and achievement through a balanced combination of procedure and understanding.

Action: Y5 - 8 district curriculum teams will embed **Eureka Math** into the HAS Atlas Rubicon providing teachers with a consistent, rigorous, and vertically aligned math program across the district for improving student learning and achievement.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>Year 1 of Y5 -8 Eureka Math curricula is presently in progress</p>	<p>Full integration of Eureka Math curricula Y5 - 8</p>	<p>2014 - 2018</p>	<ul style="list-style-type: none"> - 2013 - 14 Eureka Math Teacher Edition Texts = \$8,000 - 2013 - 14, K - 5 Math Manipulatives = \$12,000 - Adding Student Workbooks in Fall 2015 = \$18,000 - 21,000 (will reduce copy machine costs) - At-Risk Interventionist/Teacher Coaching in Math at K - 5 - TBD: At-Risk Math Interventionist at 6 - 8 - Sub Time for curriculum teams - Possible stipend for necessary curriculum team planning - Eureka Math Training Costs for Math Leaders 	<ul style="list-style-type: none"> - HAS summer conference opportunities - August 2014 PD day - Additional sub time for curriculum teams - 2 - 3 dates of Monthly after-school PLC Time - Math Roadshow (Math workshop model) supports this work. - Opportunities for collaborative curriculum team meetings/dialogue - HS and MS teachers visit elementary classrooms 	<ul style="list-style-type: none"> -Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 4: Using the 5 Dimensions of Teaching and Learning Instructional Framework and the 5D+ Teacher Evaluation Rubric, we are implementing intentional, researched-based classroom instructional practices.

Action: Principals will engage teachers in an inquiry cycle of observations, analysis, and formative feedback providing professional growth for teachers and as a result improving student learning and achievement.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Presently Implementing 3 dimensions of the 5D+ Rubric: Purpose, Student Engagement, and Professional Collaboration and Communication	Full implementation of Inquiry Cycle to evaluate teachers in the Purpose, Student Engagement, and Professional Collaboration and Communication Dimensions. Evaluators script, code, and provide targeted feedback.	2014 - 2015	Title II Funds supporting 6 Full days of Training	<ul style="list-style-type: none"> - 6 full days of framework training (Title II Funding) - 1 half-day Pivot (electronic tool) training - Admin PLC - Building Staff Meetings - Building PD 	<ul style="list-style-type: none"> -Teachers - Dept. Advisors -Principals -Coordinator of Curriculum -Assistant Superintendent
	Classroom Environment & Culture dimension is implemented for evaluation. Training on Assessment for Student Learning begins.	2015 - 2016	Possible Title II Funds or State Funding pending Legislation	<ul style="list-style-type: none"> - 3 days of Rater Reliability Training and/or 2 days of Coaching and Feedback Training 	
		2016 - 2017		<ul style="list-style-type: none"> - - 3 days of Rater Reliability Training and/or 2 days of Coaching and Feedback Training 	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 5: We will implement an AdvancED School System Accreditation process for supporting systemic, sustainable, and continuous improvement across the district.

Action: HAS central office administrators, principals, and teachers will use the AdvancED Standards for Quality to collaboratively review the quality of our individual schools and overall district and their contributions to teaching and learning.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>Recommended as a Candidate for Systems Accreditation in June 2014</p> <p>Fall of 2014, we reviewed accreditation fee structure. Survey of Oakland County Schools & Flint Metro League Schools found 90% have AdvancED Accreditation. Most of them building. Systems (District) accreditation will put us in a unique category. (Marketing)</p>	<ol style="list-style-type: none"> 1. Board of Education pass resolution in March/April 2015 supporting district to enter process for systems accreditation. 2. District submits Letter of Commitment April 2015 3. AdvancED sends Candidacy Letter to District. 4. Assistant Superintendent identifies date in 2016 - 2017 school year for External Review 	2015 - 2017	<p>Sub Costs for Planning = \$4,000 - \$5,000 estimated</p> <p>External Visit Cost in 2016 - 2017 = \$4,500 - \$5000 (3 nights lodging for 6 people, Airfare for 3 out-of-state reviewers, 3 nights dinner, 3 lunches, materials, etc.)</p>	<p>- Will need dedicated time and professional learning for collaborative planning, system review, and overall school improvement implementation based on the five AdvancED Standards for Quality School Systems:</p> <ol style="list-style-type: none"> 1. Purpose and Direction 2. Governance and Leadership 3. Teaching and Assessing for Learning 4. Resources and Support Systems 5. Using Results for Continuous Improvement 	<ul style="list-style-type: none"> - Teachers - Dept. Advisors - School Improvement Teams -Principals -Coordinator of Curriculum -Assistant Superintendent - Superintendent - School Board

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 6: We will support the leadership success of our Elementary and Secondary Department Advisors by increasing their confidence and effectiveness with collaboration around curriculum and assessment development, dialogue about student data, problem-solving, and overall management of group energy.

Action: HAS Department Advisors will participate in professional learning activities and trainings to increase their skills, flexibility, confidence, and overall effectiveness as a teacher leader.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>- 2014-2015 is first year for ELA & Math Lead Teachers at elementary.</p> <p>MS & HS have assigned Department Advisors.</p>	<p>- In Spring 2015, develop new and revised Duties and Management responsibilities for K - 12 Department Advisors</p> <p>- In Spring 2015, develop new selection process for assigning Department Advisors.</p> <p>- Increase leadership capacity, district-wide communication, ...</p>	2015 - 2016	(approx. 25 - 30 attendees = \$1250 - \$1500 & sub cost = \$2500 - \$3000)	<p>- Leadership & Facilitation Skills for Group Effectiveness training at Oakland Schools on 5/1/15.</p> <p>- Consulting with Oakland Schools on specific leadership PD in Summer 2015 to train Department Advisors and Principals at the same time - understanding the role of Department Advisors.</p> <p>- Consulting with ASCD (Association for Supervision and Curriculum Development) about a possible workshop for training our Department Advisors.</p>	<p>- Teachers</p> <p>- Dept. Advisors</p> <p>- School Improvement Teams</p> <p>-Principals</p> <p>-Coordinator of Curriculum</p> <p>-Assistant Superintendent</p> <p>- Superintendent</p> <p>- School Board</p>
	TBD (increased leadership with assessment development, data review)	2016 - 2017			

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 7: We will implement Mobile Device Management (MDM) for our district iPads.

Action: HAS Technology Department will install a solution on each iPad that will effectively provide central management of the devices.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Presently we have 500 iPads K-12 managed manually by staff which is highly inefficient and prevents widespread deployment of applications to support classroom learning.	-A technical solution to deliver the applications from a central console. -The organizational structure and responsibilities will be developed for using Casper to manage the iPad fleet.	2015 - 2016	-Purchase of Casper (licenses & servers) \$10,000 (TRIG funds) -PD time for Tech Dept. Advisors -Purchases of new apps for iPads to support classroom learning (need to <u>review & implement a process</u> for determining mission critical (core instructional) apps. Cost TBD and new to building budgets	-Technology Department is engaged with Casper for training and deployment of the solution -Tech Dept will provide inservice on Casper to Principals and Tech Dept. Advisors -Communications with all staff	-Technology Dept. staff - Technology Dept. Advisors -Principals
	Review of operational state of Casper for adjustments and further promotion of using iPads in the classroom	2016 - 2017	-Renewal of licenses and maintenance, approx. \$2000 -PD costs	-PD for system updates - Summer Conference Session	
		2017 - 2018	-Renewal of licenses and maintenance, approx. \$2000 -PD costs	-PD for system updates	

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 8: We will review and determine a plan for modernizing classroom projectors and document cameras.

Action: HAS Technology Department will review our current inventory of projectors and document cameras to identify our greatest needs for supporting daily classroom technology.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Presently Grades 2 - 5 & 9 - 12 classrooms have 2010 models of projectors and document cameras. Quality of image is become more insufficient (difficult to see by students) and the ongoing support costs are increasing (increased cleaning and bulbs)	Need to determine an option for replacing the worst cases of this 2010 Technology (approximately 12 classrooms by start of year and up to a 100 classrooms before the start of next school year) -Option 1: purchase latest projector and document camera technology that has lower support cost and improve image. -Option 2: purchase flat panel TVs & Doc Camera w/ exception of larger classrooms.	2015 - 2016	-Option 1: Projector & Document Camera package is \$1000 Total \$100,000 -Option 2: Flat panel TVs is \$1100 (with a much longer life than Projector) & Doc Camera is \$500 Total: \$160,000 <i>Note: Bulb cost for Projectors is \$200 w/ an hour of labor to replace. New bulb life is about 2 years for projectors used consistently.</i>	-Extended PD for Projector and Doc Camera at August Summer PD - PD for Flat Panels will be necessary if this option is determined.	-Technology Dept. staff - Technology Dept. Advisors -Principals

Board Approved, August 10, 2015

Goal #1: HAS will design and implement essential curriculum, instructional design and assessment practices to ensure teacher effectiveness and student learning across all grades and courses.

Objective 9: We will review and determine a plan for modernizing student computers (Mac computers) at the middle school and high school.

Action: HAS Technology Department will review our current inventory of secondary student computers to identify our greatest needs for supporting daily classroom technology.

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Presently Grades 6 - 12 student labs/mobile carts have 2010 models student (Mac) computers. Computers have difficulty running current applications resulting in much slower times and thus reducing student time on task. Hardware is beginning to fail on these computers.	<ul style="list-style-type: none"> - Increase the memory of these computers in August to the maximum to improve ability to run applications (temporary relief for the problem). - Upgrade batteries in each of these computers to make them functional for students all day. - Develop a plan for modernizing the student computers through a replacement phase. 	2015 - 2017	<ul style="list-style-type: none"> - \$5,000 - \$6,000 to upgrade memory in computers 6 - 12 by our technology staff (TRIG Grant) vs. \$12,000 by Digital Medics - Purchase of batteries: \$20 a battery for a total of \$2,800 (TRIG Grant) - Purchase for replacements is TBD based on determination of computer selection. (approximately 500 computers) 	<ul style="list-style-type: none"> - No PD for upgrade - PD for new computers TBD 	<ul style="list-style-type: none"> -Technology Dept. staff - Technology Dept. Advisors -Principals

Board Approved, August 10, 2015

The second focus area of the Strategic Plan is to address systemic challenges we are facing with short and long term financial stability. The overarching goal is ensure HAS maintains solid fiscal viability to support quality learning experiences and facilities for Holly students. There are nine objectives supporting this goal.

1. Objective 1: Provide a continuous review and update of the General Fund budget.
2. Objective 2: Develop Fund Balance Protocol
3. Objective 3: Implement Finance Software Conversion for Business and Human Resources
4. Objective 4: HAS will expand and enhance Early Childhood opportunities for HAS families.
5. Objective 5: HAS will stabilize and increase entry level enrollment by enhancing learning opportunities for GSRP students through integration of technology.
6. Objective 6: HAS will maintain and expand Young 5's opportunities at each elementary building.
7. Objective 7: HAS will improve communication of HAS pre-kindergarten program opportunities to the HAS community.
8. Objective 8: HAS will improve public relations and marketing of school programs.
9. Objective 9: Develop an equipment replacement plan for instructional and support service departments.

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 1: Provide a continuous review and update of the General Fund budget.

Action: Provide Monthly Reports of Updates and Changes to the General Fund Budget					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Started monthly reports in September 2014	Provide monthly Budget Journal Entry Reports to include: <ul style="list-style-type: none"> • a log of each budget adjustment • a summary report of the dollar impact on the budget of each adjustment • actual journal entries 	2014-15	Time	Provide timely information to the Board of Education	S. Lenar
Action: Develop a calendar of events related to budget development and review throughout the year					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Various versions of timelines shared as requested	Annual August presentation of timeline (schedule) of factors affecting the district's budget, including: <ul style="list-style-type: none"> • revenue schedule • expense schedule • budgetary timelines • required annual Board resolutions Updates will occur in November and February	2015-16	Time	Provide timely information to the Board of Education	S. Lenar

Board Approved, August 10, 2015

Action: Provide an estimated budget for the next fiscal year					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Does not exist	Provide a summary budget for the next fiscal year along with budget assumptions. Updates to occur when budget amendments are requested	2015-16	Time		S. Lenar
Action: Use the Finance Committee to review financial activity					
<u>Current Status</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Committee meets as necessary	Meet a minimum of 4 times per year with additional meetings as necessary. <ul style="list-style-type: none"> September - Audit November - Budget Update February - Budget Update and Forecast June - Final Budget 	2015-16	Financial Data and reports		Finance Committee Superintendent Asst Supt - Admin Srvcs Others as needed
Action: Balance Budget Approval					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Has not always been the practice	Provide balanced operating budgets for board approval	2015-16	Appropriate funding and expenses		Board of Education Superintendent All District Staff

Board Approved, August 10, 2015

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 2: Develop Fund Balance Protocol

Action: Develop Board of Education Policy and Goal Statement					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Policy # 6220 - Budget Preparation identifies 10% of preceding year's expenditures as required fund balance	Maintain current policy <u>or</u> revise to meet current law	2015-16	Appropriate revenue and expenses		Board of Education Superintendent Asst. Supt.- Admin. Services

Board Approved, August 10, 2015

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 3: Implement Finance Software Conversion for Business and Human Resources

Action: Review Alternatives and Implement Change of Finance Software					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
<p>CIMS through BAISD since 1998</p> <p>BAISD will no longer support CIMS after June 2016</p>	<p>Update financial software and expand to include an HR component</p>	<ul style="list-style-type: none"> October 2015 - Change CIMS service to lower cost vendor November 2015 - Review long term alternatives Possible implementation of new software - July 2016 or July 2017 	<ul style="list-style-type: none"> Currently pay \$9 per pupil annually to BAISD - Approx \$33,000/year CMT - \$3/pupil Longterm \$6-8 per pupil Conversion and Start Up Costs - Approx \$40,000 to \$60,000 Long Term cost of data storage from old system 	<p>Training for Central Office and building staff</p>	<p>Superintendent Asst. Supt. - Admin. Services Finance and HR Staff</p>

Board Approved, August 10, 2015

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 4: HAS will expand and enhance Early Childhood opportunities for HAS families.

Action: Expand the Great Start Readiness Program (GSRP) from half day to full day at each elementary building.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2013-14: Four half-day and two full-day programs exist in elementary buildings	Full-day programs in each elementary building as resources allow to build stronger school/family partnerships and improve kindergarten readiness	2014-15	GSRP funds will fully support the program at no cost to the district. Classroom availability will increase due to 6th graders moving back to HMS	GSRP coordinator on High Scope curriculum. Building PD to vertically align school readiness expectations with Young 5's and Kindergarten.	GSRP Coordinator Principals Assistant Superintendent of Curriculum and Instruction Coordinator of Curriculum
Action (Updated): Expand the Great Start Readiness Program (GSRP) from half-day to full-day at each elementary building.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Two half-day and six full-day programs in elementary buildings during the 2014-15 school year	Full-day programs in each elementary building as resources allow to build stronger school/family partnerships and improve kindergarten readiness	2015-16	GSRP funds will fully support the program at no cost to the district Classroom availability will	GSRP coordinator on High Scope curriculum. Building PD to vertically align school readiness expectations with Young 5's and Kindergarten	GSRP Coordinator Building Principals Assistant Superintendent of

Board Approved, August 10, 2015

<p>GSRP enrollment increased from 54 (2012) to 128 (2015)</p>			<p>increase due to 6th graders moving back to HMS</p>		<p>Curriculum and Instruction Coordinator of Curriculum</p>
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Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Board Approved, August 10, 2015

Objective 5: HAS will stabilize and increase entry level enrollment by enhancing learning opportunities for GSRP students through integration of technology.

Action: Purchase and install Hatch early learning tables in each GSRP classroom.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Instructional technology is limited to a few iPads for GSRP students	Install Hatch learning tables in each GSRP classroom	2014-15	GSRP funding will fully support the purchase of table and staff training	Hatch trainers	Superintendent Coordinator of Curriculum GSRP Coordinator

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Board Approved, August 10, 2015

Objective 6: HAS will maintain and expand Young 5's opportunities at each elementary building.

Action: Offer a Young 5's program at each elementary building as resources allow.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2013-14: Young 5's was first offered at each building for the 2012-13 school year	Increase Young 5's enrollment across the district.	2014-15	Financial support will come from Young 5's FTE enrollment and foundation allowance	Building principals	Assistant Superintendent of Instruction
2013-14: Young 5's enrollment was 51 students at three buildings	Establish a Young 5's classroom at Rose Pioneer Elementary	2014-15		Building/district early elementary teacher PLC	Coordinator of Curriculum Building principals
Action (Updated): Offer a Young 5's program at each elementary building as resources allow.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2014-15: Young 5's enrollment at 53 across HAS	Increase Young 5's enrollment across the district.	2015-16	Financial support will come from Young 5's FTE enrollment and foundation allowance	Building principals	Assistant Superintendent of Instruction
	Establish a Young 5's classroom at Rose Pioneer Elementary			Building/district early elementary teacher PLC	Coordinator of Curriculum Building principals

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

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Objective 7: HAS will improve communication of HAS pre-kindergarten program opportunities to the HAS community.

Action: Design and publish brochures communicating the benefits and attributes of each pre-K program.					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2013-14: Printed materials do not exist and are not available to prospective parents	Attractive and informative brochures available at each building site. Building office staff trained to answer questions from prospective parents	2014-15	District funds	Training from Assistant Superintendent, Coordinator of Curriculum, Principals and Program Directors	Assistant Superintendent and Coordinator of Curriculum
Action:					

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 8: HAS will improve public relations and marketing of school programs.

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Action: Effectively utilize social media tools					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2014-15: Some District buildings currently operate a Facebook page	District and all school buildings to utilize social media and other communication vehicles for coordinated messaging	2015-16	Training		
Action: Create printed material promoting HAS programs and successes					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
	Brochures and other printed material to be available in schools and key locations in the community	2015-16	Funding Creative talent		

Goal #2: HAS will design and implement protocols and programs to ensure long term financial stability.

Objective 9: Develop an equipment replacement plan for instructional and support service departments.

Board Approved, August 10, 2015

Action: Student Transportation Vehicle Replacement

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Bus Lease program initiated in 2001	Continue lease program for buses using a 2 year lease rollover Review life span of spares and replace one every 3-4 years	Annual renewals 12 Buses in FY16 15 Buses in FY17 12 Buses in FY18 Purchase outgoing lease in FY18	Current funding should be adequate Approximately \$65,000		Transportation Mechanics Bus Drivers Administration

Action: Maintenance and Food Service Vehicle Replacement

<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
December 2001 Purchased Dump Truck August 2001 Purchased 1999 Towmaster Trailer October 2003 Purchased Ford Front End Loader 655D June 2004 Purchased Chevrolet Silverado 2500	Replace Replace	2017-18 2016-17	\$40,000 - \$50,000 \$30,000		

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<p>May 2005 Purchased 2004 Towmaster Trailer</p> <p>October 2005 Purchased Chevrolet Silverado 2500</p> <p>August 2009 Purchased Ford Super Duty 350</p> <p>July 2015 Purchased Chevy 2011 Cut-away Van with lift</p>	<p>Replace</p> <p>Replace</p>	<p>2018-19</p> <p>2021-22</p>	<p>\$30,000</p> <p>\$20,000</p>		
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Action: Upgrade to Network Infrastructure					
<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Installed Summer 2010	Installed network switches and firewall at all sites to connect to wide area fiber network	2010	2006 Bond Funds		Tech Department

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	<p>Install new switches at district head end and High School</p> <p>Use old switches as spares for other buildings</p>	<p>2016-17 and 2017-18</p>	<p>\$125,000 in the 2016-17 and 2017-18 budgets</p>		<p>Tech Department</p>
	<p>Install new switches at all elementaries and MS</p>	<p>2018-19</p>	<p>\$125,000 in the 2018-19 budget</p>		<p>Tech Department</p>

Goal #3: Develop a financial plan to secure, allocate and reallocate resources for maintaining and improving district facilities.

Objective 1: Facilitate and develop a long term plan to maximize the use of financial resources.

Action: Evaluate current conditions of facilities, grounds and other significant district assets.

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<u>Current Status</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
2002 - Architect prepared a facility assessment for Bond Referendum - Voters Approved \$22.5M Bond	Have architect update facility needs assessment	2015-16	Architect Admin/Staff \$25K - \$30K	To keep Board of Education informed about facility needs Assist in educating community about long term needs	Bd of Education Superintendent Administration Facility Director
2006 - Architect updated facility needs for Bond Referendum - Voters Approved \$20M Bond	Update facility needs assessment annually	2016-17	\$10,000	Update Board of Education	
2010 - Architect updated facility assessment in preparation for Sinking Fund Proposal - Voters rejected 3 sinking fund proposals over past 4 years.					

Goal #3: Develop a financial plan to secure, allocate and reallocate resources for maintaining and improving district facilities.

Objective 2: Implement a short/long term plan to ensure timely maintenance and capital replacement cycles.

Action: Purchase SchoolDude Maintenance Essentials (or similar product) to enhance utilization of technology for data management and record keeping.

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<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
Currently use SchoolDude for Maintenance Work Orders and Utility Tracking	Maintain existing modules purchase new for Preventive Maintenance and Facility Planning Incorporate needs assessment from above into Facility Planning and annual updates	2015-16 2015-16 and beyond	\$4,500	Assist administration in communicating facility programs and to inform the Board of Education	Superintendent Asst. Supt. - Admin. Services Admin/Staff Facility Director

Goal #3: Develop a financial plan to secure, allocate and reallocate resources for maintaining and improving district facilities.

Objective 3: Explore and evaluate revenue sources.

Action: Consider funding opportunities such as Sinking Fund, Technology Bond, Building Bond and others.

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<u>Current State</u>	<u>Proposed State</u>	<u>Timeline</u>	<u>Resources</u>	<u>Professional Learning</u>	<u>Ownership</u>
None	Complete financial projection for current bond payments and School Loan Revolving Fund using existing Debt millage rate. Estimate timing for next potential election.	2015-16 2017-18			

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