

Kelloggsville Public Schools



Kelloggsville Plan for Success

Three Year Plan
2022 – 2025

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Plan for Success

Three Year Plan

2022 - 2025

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September 2022

Dear Community:

As we finalize our three year plan for the 2022-23 school year we want you to know the primary goal remains to serve our students. Kelloggsville Public Schools has a long history of putting students' needs first and this year isn't any different. We know the importance of raising scores and student achievement, but also recognize the importance of educating the *whole* child. We have developed goals to help raise student achievement through data investigation and implementation, improved facilities, and updated technology. The desired outcome of these goals include refined learning environments, supplementary support services, and collective community involvement to better provide for our students and families.

Kelloggsville Public Schools remains committed to offering exciting opportunities both inside and outside of the classroom as well as removing any barriers to ensure a strong foundation for Kelloggsville students. We navigate the path to success intentionally through proper planning, being fiscally responsible, and collaboration with our community; our students are provided technology, field trips, athletic opportunities, and academic enrichment at little or no cost to our families. The Board of Education and our local families have partnered for many years to build a district that provides top rated facilities for each student both academically and athletically; these goals will help continue our partnership.

The following three-year plan showcases our intent to keep the focus on our students but also improve how we provide the education that is going to lead our graduates to being successful, productive citizens. We, again, call upon all interested parties, the staff, administration, school board, and community members, to work together under this plan to produce the best educational system possible for our students.

Sincerely,

Laura Tanis

Jane Ward

Debra Sellers

Marie Groters

Gary Marihugh

Crystal Reidzans

Gladys Townsend

Project Teams

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Goals

Board of Education

2022-23 GOALS:

1. Monitor the mental health supports and initiatives (SEL Curriculum, PBIS/PSC, Restorative Practices, School Counselors, and Mental Health Clinicians) by using data gathered from these groups, teams, or programs.

Desired Results: Ensure resources are available to support the school community in cultivating a safe and positive learning environment, developing healthy relationships, and addressing mental health concerns.

2. Monitor the data of the Diversity, Equity, and Inclusion programs across all curriculum areas and buildings throughout the district to ensure that we are meeting the needs of our students both academically and culturally.

Desired Results: Provide a district where students and adults are welcomed and supported; where their faces, voices and experiences are reflected in our curriculum and valued so the uniqueness of everyone is honored.

3. Develop a training program for board members to include conferences and workshops that will help diversify the board member's skill levels and outlooks.

Desired Results: Broaden the board's perspective at the local/national level on leadership and student achievement issues and communicate those highlights, observations, and overall values to the district. All board members will be encouraged to attain first level CBA certification within the first two (2) years of being on the board.

4. Review data associated with curriculum, demographics, attendance, behavior, grades and test scores to help identify areas of need that will increase student achievement in school courses and grades, local assessments, and state testing for all students.

Desired Results: Raise student achievement in the classroom, on locate assessments (NWEA) and state testing (PSAT, SAT, MSTEP) with a focus on raising our scores district wide.

5. Create educational opportunities for all K-12 students with a focus on STEM activities to help grow the STEM curriculum district wide to match or enhance the curriculum at the high school.

Desired Results: Provide Kelloggsville students enhanced educational opportunities with a focus on STEM curriculum and activities K-12 in order to have organic growth district wide that will raise awareness of our new STEM addition at the high school.

2023-24 INTERMEDIATE GOALS:

1. Further develop and monitor student participation in the governance of the district.

Desired Results: Encourage student involvement to create a better understanding of and mutual respect for each other's concerns and share ideas for school improvement.

2. Review curriculum so it is aligned with current state and national standards and monitor implemented programs to increase student achievement.

Desired Results: Ensure that all students are progressing to meet state and federal guidelines.

2024-25 LONG-TERM GOALS:

1. Review and revitalize the student mentor program implemented in 2017-18.

Desired Results: Determine if the program provides enough mentors to help our students with academic issues they may have.

2022-25 ON-GOING GOALS:

1. Monitor the financial position of the district and determine initiatives to maintain or enhance the resources of the district.

Desired Results: Long range planning to stabilize district finances with strategies that may include accepting more School of Choice students, adjust staffing levels, selling school owned real estate or other items of value.

2. Review, evaluate and acquire feedback on the district's marketing plan.

Desired Results: Ensure that a successful marketing plan is reaching out to the Kelloggsville community.

3. Monitor and promote the Kelloggsville Virtual School program.

Desired Results: Ensure that virtual students are provided with the education necessary to be successful while promoting and expanding the opportunities of the program for the future.

4. Review the credits earned through AP and GRCC classes offered at the high school.

Desired Results: Monitor the number of college credits earned through these programs.

5. Update and maintain Board Policy to meet changing needs of the district.

Desired Results: Quarterly review of the recommended policy changes to comply with current law, as well as develop policy to meet specific needs of the K-12 program.

Instruction

(Student Achievement, K-12 Programs, Alternative Ed., Technology, Special Education, Media, At-Risk Programs, Preschool, Gifted & Talented, Vocational Education, Career Education).

2022-23 GOALS:

1. Provide all students with equitable access to grade level content, with a specific focus on reading skills.

Desired Results: All students will have opportunities to work with grade level content regardless of current achievement level, resulting in higher achievement scores.

2. Each building will create a school improvement plan that will have measurable academic goals, as well as goals that address the non-academic aspects of student growth and development; DEI, CHAMPS, PBIS, SEL, Restorative Practices, etc.

Desired Results: Improve student achievement as well as create a positive student experience in our schools.

3. Monitor the implementation of new curricular materials in all core subjects.

Desired Results: All new curriculum, in both print and digital formats, will be used effectively by classroom teachers to increase student achievement.

4. Improve achievement scores in all state-mandated, district benchmark assessments and local assessments.

Desired Results: 1.) State mandated test scores (SAT, M-Step, WIDA) will be on par or higher than surrounding districts with similar demographics. 2.) Using NWEA data, 50% of all students will make the expected growth from the Fall to Winter and Fall to Spring testing periods. 3.) Close achievement gaps that currently exist among demographic groups.

5. Review available resources to implement SEL practices at our high schools.

Desired Results: Students at this level will have access to regular, aligned instruction to maintain mental health.

6. Monitor the programing offered by Kelloggsville Virtual School.

Desired Results: Provide the best possible virtual learning environment for our students as well as attract additional students to the program.

7. Enhance STEM programming at the elementary level.

Desired Results: Increase the number of students in our middle and high school programs.

8. Update curriculum maps for all subjects and classes taught in the district.

Desired Results: 1.) Make sure that relevant information is easily accessible to building administrators. 2.) Ensure that new teachers have all the resources they need to effectively teach the subject or class.

2023-24 INTERMEDIATE GOALS:

1. Monitor the STEM programs at KMS and KHS.

Desired Results: Grow these programs to provide more opportunities for our students.

2. Monitor the design and construction of the STEM building.

Desired Results: Make sure the building meets the specific needs of our STEM programs.

3. Develop a plan to provide effective professional development in the area of math for all teaching and support staff.

Desired Results: Help staff provide the best possible math instruction for our students.

4. Monitor the development of the new media center at Southeast Elementary.

Desired Results: Make sure the renovation meets the needs of the students at Southeast Elementary.

5. Monitor the effectiveness of teaching stations in the district.

Desired Results: Ensure that classroom teachers have the necessary equipment that is compatible with other classroom technologies.

6. Evaluate the effectiveness of the service delivery model used by the resource rooms in the district.

Desired Results: Provide the best possible services for our special education students.

7. Evaluate the specials being offered at the elementary level.

Desired Results: Make sure that programs meet the needs of our students and is in line with other initiatives in the district.

8. Review our K-12 EL programs and practices to evaluate their effectiveness.

Desired Results: To optimize programs and practices to provide a continuum of progress to proficiency in English language learning for identified students.

2024-25 LONG-TERM GOALS:

1. Review Benchmark Assessments being used in the district.

Desired Results: Make sure the assessments are being used to drive instruction.

2. Review assessment data to determine the effectiveness of new curricular materials purchased in 2021 and 2022.

Desired Results: Determine if these materials have had a positive impact on student achievement.

2022-25 ON-GOING GOALS:

1. Monitor curriculum in all core content areas.

Desired Results: Ensure that staff have the necessary resources to teach our students.

2. Improve the attendance rate of students attending Kelloggsville Public Schools.

Desired Results: Increase the daily attendance rate at each building which can lead to higher student achievement.

3. Monitor formative and summative achievement data.

Desired Results: Determine the best instructional strategies to increase student achievement.

4. Monitor the Diversity, Equity, and Inclusion initiative.

Desired Results: Make sure that Kelloggsville Public Schools continues with efforts to provide the best possible learning environment for our students.

Human Resources

(Staff Training & Development, Staffing, Guidance Services, Labor Relations, Employee Benefits, Appraisal System)

2022-23 GOALS:

1. Monitor current initiatives and expand on opportunities for staff development in the area of Diversity, Equity, and Inclusion.

Desired Results: Continue to monitor and develop a comprehensive plan to meet staff and community needs.

2. The Academic Dean of Students and Human Resources Committee will investigate different trades and entrance requirements for student participation (including 54th Street Academy students).

Desired Results: Create a catalog of apprenticeship requirements and contact information.

3. Research and evaluate strategies, including improving substitute fill rates, that will help the district retain employees.

Desired Results: Develop and implement policies that will assist the district in retaining employees.

4. Review, monitor and develop safety training for staff and students.

Desired Results: Ensure the district is a safe place to work and learn.

5. Review all labor, discrimination, and health department posters.

Desired Results: Ensure that all district buildings will be compliant with current law.

6. Review and update employee handbooks from all labor groups.

Desired Results: Create employee handbooks that are current and up to date.

2023-24 INTERMEDIATE GOALS:

1. Review staff levels for at-risk populations to ensure there are appropriate levels to meet the needs of students while staying within financial parameters.

Desired Results: Compare to local norms and determine the efficiency of current staffing levels in all buildings and districts.

2. Monitor and evaluate the employee mentor/mentee program established for all new and probationary staff.

Desired Results: Ensure that the resources and guidelines implemented are effectively meeting the needs of staff.

3. District and labor groups will collaboratively begin to review current labor agreements prior to their expiration in August 2024.

Desired Results: All labor contracts will be successfully completed during the summer of 2024.

2024-25 LONG-TERM GOALS:

1. Monitor and update the SEL program for K-12 students.

Desired Results: Ensure that services are effectively addressing individual mental health issues and needs as well as assisting with the social-emotional development of our students.

2022-25 ON-GOING GOALS:

1. Maintain open communication between administration and labor groups through dialogue at the building and district level.

Desired Results: Maintain a collaborative relationship between labor groups and administration.

2. Monitor and review strategies and guidelines to increase student attendance as well as prevent truancy.

Desired Results: Incrementally increase student attendance to surpass a 96% attendance rate.

Community

(Day Care, Intramurals, After-School Programs, Adult Enrichment, Summer Enrichment Programs for Students, Adult Recreation, Community Celebration, Marketing, Co-Curricular Program)

2022-23 GOALS:

1. Grow the Community Coalition and re-establish the Division Avenue Business Association during the 2022-23 school year.

Desired Results: Enhance and showcase community involvement with those organizations.

2. Partner with local health officials to provide a vaccine clinic for the Kelloggsville community.

Desired Results: Provide wellness opportunities to our community.

3. Research new platforms for the district and tools to analyze and share marketing data.

Desired Results: Continue to effectively engage community members through our current marketing platforms.

4. Share with the community information on the Non-Homestead election in Spring 2023 through various media platforms.

Desired Results: Help educate the community on the Non-Homestead election.

5. Build and expand partnerships with local businesses to provide more options to our students in the school-to-work program.

Desired Results: Continue to build and expand the school-to-work program.

6. Focus on sharing the mental health programs that exist in the district and programs that are available for our community members.

Desired Results: Share with our community the mental health opportunities for students and community members.

7. Evaluate after-school programming (intramurals, Credit Recovery, etc.) specifically club activities.

Desired Results: Determine if after-school programs are meeting the needs of students and community.

8. Develop a plan to revitalize and increase parent involvement.

Desired Results: Building engagement by increased participation and involvement by parents to support and improve the school community.

9. Promote the new facilities at the sports plaza and surrounding athletic complex.

Desired Results: Share the new capabilities of the facilities and what they provide to the community.

2023-24 INTERMEDIATE GOALS:

1. Design and develop a quarterly communication, sent prior to scheduled coalition meetings, that highlights current topics while celebrating coalition partnerships.

Desired Results: Ensure and encourage effective communications between all stakeholders in an effort to improve school-community partnerships.

2. Re-establish the community appreciation day for our local businesses and community organizations.

Desired Results: Review and evaluate partnerships between the Work-Based Learning Program and local business/community organizations to expand and grow the outcomes that are valuable to all stakeholders.

2024-25 LONG-TERM GOALS:

1. Continue to share the results of bond projects throughout the district.

Desired Results: Communicate with the community the results of approved bond projects.

2022-25 ON-GOING GOALS:

1. Continue to update and improve the district marketing plan.

Desired Results: Continue to develop a positive image of Kelloggsville Public Schools in the Grand Rapids area.

2. Continue to improve the Rocket Registration event.

Desired Results: Implement improvements to provide parents with easy access to registration opportunities that are timesaving and efficient while providing enrollment projections to the district.

3. Increase community, alumni, and staff awareness of the Kelloggsville Education Foundation.

Desired Results: Expand and grow the Kelloggsville Education Foundation's potential to support students and staff.

4. Monitor the usage of the new district facilities and resources available to the community.

Desired Results: Continue to insure that the facilities are used to their fullest capacity.

Operations

(Finance, Facilities, Transportation, Food Service, Health Services, Security & School Safety)

2022-23 GOALS:

1. Evaluate and monitor completion of the sports plaza and surrounding athletic complex.

Desired Results: Ensure that projects within the scope of the construction plan are completed and functioning at their highest potential.

2. Improve safety and security of all buildings through improved camera coverage and/or increased electronic entrances.

Desired Results: Provide safe and secure entrances and hallways at all district buildings.

3. Develop and identify a plan for construction projects; KHS STEM, Southeast Media Center, and other identified facility upgrades within the district.

Desired Results: Ensure that projects within the scope of the construction plan are on schedule and successfully progressing towards completion.

4. Evaluate the collection at Southeast media center.

Desired Results: Provide and enhance the grade-level collection of materials for the newly construction media center at Southeast.

5. Evaluate and monitor the completion of boiler replacement projects and mechanical equipment upgrades at identified buildings across the district.

Desired Results: Ensure that energy efficient projects are completed to provide a comfortable and safe learning environment.

6. Evaluate the effectiveness of PowerSchool and School Finance software.

Desired Results: Ensure the district is using centralized databases that are cost effective, user-friendly, and adequate for the needs of the district.

7. Evaluate and develop training plans for district equipment, services, and resources.

Desired Results: Ensure staff are informed of functionality and use of equipment, services and resources.

8. Collaborate with the Human Resource committee to develop streamlined processes for entry and exit of employees.

Desired Results: Provide friendlier, faster, and more informative introduction to personnel new to the district and provide accountability, feedback and efficiency for personnel leaving.

9. Evaluate HVAC in district kitchens, specifically at KECLC.

Desired Results: Provide efficient working conditions for food service staff.

10. Evaluate a consistent district-wide ID policy for use in all areas including food service, media centers, transportation, athletic events, hallway identification, etc.

Desired Results: Provide expectations for all staff and students to properly identify themselves for safety and security purposes.

2023-24 INTERMEDIATE GOALS:

1. Evaluate classroom educational technology.

Desired Results: Determine effectiveness of classroom technology such as document cameras and Boxlight displays for better classroom and facility performance.

2. Improve and update the high school auditorium lighting system.

Desired Results: Replace and update lighting that is more efficient and fits the needs of the district.

3. Review all asphalt parking lots and interior drives and develop a three (3) year plan to maintain or replace.

Desired Results: Identify projects and ensure replacement or upgrades are successfully completed on schedule or progressing towards completion.

4. Evaluate battery backup systems in the IT closets.

Desired Results: Maintain reliable network operation.

5. Develop a plan to update and maintain all media center materials on an annual rotation.

Desired Results: Ensure that collections are relevant to the needs of the district.

2024-25 LONG-TERM GOALS:

1. Evaluate roofs on all school buildings.

Desired Results: Identify projects and ensure replacement or upgrades are completed as necessary.

2. Evaluate the upgrade/replacement of server infrastructure.

Desired Results: Maintain a reliable network operation.

2022-25 ON-GOING GOALS:

1. Continue to review and monitor the current transportation fleet and operations vehicles based on a replacement schedule that best fits the needs of the district.

Desired Results: Provide the district with up-to-date vehicles and equipment.

2. Maintain an energy conservation plan and develop a revolving conservation fund.

Desired Results: To become more energy efficient and reduce energy consumption for long-term cost savings.

3. Evaluate and identify a plan for building upgrades and improvements.

Desired Results: Bring other district buildings in-line with standards and operations consistent with newer district buildings.

4. Evaluate staffing levels of district support services such as grounds, maintenance, transportation, athletics, maintenance, custodial, technology and food service.

Desired Results: Develop a plan that is department specific to achieve adequate levels of support district-wide.

5. Maintain technology levels needed for existing student programs including testing and assessments.

Desired Results: Ensure that technology levels in the classroom result in higher levels of student achievement.

Past Results

BOARD OF EDUCATION PAST RESULTS

2000-01 GOALS:

1. The Board, with community and staff input, will review the K-12 program to determine the appropriate action to meet our enrollment trends, and fully utilize resources and facilities.

RESULTS:

Elementary attendance areas altered to provide more opportunities to balance the enrollments at the four elementary schools.

2. Review the elementary neighborhood attendance areas and the impact on enrollment and the K-5 instructional programs. Determine if consolidating four elementary schools into three (3) will provide more opportunities and quality programs for our students.

RESULTS:

Held a Public Forum

3. Determine if there is a need for an early childhood program in the district.

RESULTS:

Implemented an early childhood program in 2001-02 and included all-day, every-day kindergarten as a component.

4. Examine the possibilities of closing the campus at the high school.

RESULTS:

Closed the campus at the high school for the 2001-02 school year.

5. Evaluate the advantages and disadvantages of expanding Discovery High School into the space occupied by the Health Department.

RESULTS:

Expanded Discovery High School into the space occupied by the Health Department in the 2001-02 school year.

ADDITIONAL RESULTS:

Wrote and implemented a new attendance policy for the high school for the 2000-01 school year.

Designed and implemented a retention/promotion policy for the 2000-01 school year.

Approved a new format for Parent-Teacher conferences for the 2001-02 school year.

Ratified contracts for all labor groups for a three-year period (2001-02, 2002-03, 2003-04).
Approved the elementary school intramural and after-school programs for 2001-02.

Approved the community education and recreation programs for adults for the 2001-02 school year.

Designed and sponsored a "Community Pride" festival for the fall of 2001.

Approved hiring a part-time school nurse for the 2001-02 school year.

Approved the implementation of a marketing plan.

2001-02 GOALS:

1. Monitor programs implemented for the 2001-02 school year and make changes or eliminate those that are not contributing to student development and achievement as originally designed.

RESULTS:

Eliminated the day care program at West Elementary for the 2002-03 school year because of low enrollment and increasing costs.

Altered the high school attendance policy.

Standardized the middle school attendance policy to coincide with the high school policy.

Changed the high school block schedule to eliminate the mid-block period and to expand the lunch hour (for the 2002-03 school year).

Wrote and implemented a homework policy for the middle school for the 2002-03 school year.

Standardized procedures for the elementary discipline program for the 2002-03 school year.

Adopted a 24/7 no smoking policy for implementation in the fall of 2002.

Held a Public Forum, sponsored a Community Pride Festival, and authorized the Academic Showcase day.

2002-03 GOALS:

1. Review the current grade configuration and building use for the instructional program to enhance student achievement.

RESULTS:

Implemented a plan for 2002-03 school year that enhanced student achievement, as well as maximized building, personnel, and financial resources. The plan of reduction included the layoff of teachers, administrators and support staff, cuts in operational expenses, and the consolidation of four elementary buildings into three.

The Board retained the majority of educational programs, and attempted to spread the reductions across the district and maintain a balanced program.

2003-04 GOALS:

1. Review the high school schedule configuration and determine if the block 8 by 8 (A-B rotating), block 4 by 4, traditional 6-hour day, a trimester plan, or other approach will increase student achievement and maximize the use of resources.

RESULTS:

A traditional 6-hour day schedule configuration has been recommended and implemented for the 2004-05 school year.

2. Review the current "middle school concept".

RESULTS:

A recommendation was made to modify the middle school "teaming concept" in a six-hour day schedule for the 2004-05 school year.

2004-05 GOALS:

1. Evaluate the Kelloggsville Early Childhood Center programs to determine the cost benefits of the total program.

RESULTS:

The Board of Education determined the program was effective and more services were recommended.

2. Review the current middle school programming.

RESULTS:

The Board recommended a seven (7) period day and the enhancement of physical education be made to the schedule for 2005-06.

3. Develop an effective process for board self-evaluation and the superintendent's evaluation. Set up schedule for implementation.

RESULTS:

Board self-evaluation and the superintendent's evaluation were reviewed, updated and changes made. Evaluations were implemented for the 2004-05 school year.

2005-06 GOALS:

1. Communicate to the community the continuing need for maintaining district facilities through the use of a sinking fund (maintenance fund).

RESULTS:

Through committee recommendations, a sinking fund millage was voted on by Kelloggsville constituents on February 28, 2006. The millage, 1 mill for 5 years for an estimate average of \$365,000 per year of revenue, was defeated by 51 votes.

2. Organize and promote the celebration of the sesquicentennial (150th) year anniversary for Kelloggsville Public Schools.

RESULTS:

A date of Friday, October 20, 2006 was established in conjunction with the Community Pride Festival. Various special events are planned for the evening. Commemorative banners and street signs were designed to display throughout the community. Brochures were distributed during the Community Outreach – Rocket Raider event which included over 500 homes being canvassed.

3. Explore cooperative programs with the cities of Kentwood and Wyoming and neighboring school districts.

RESULTS:

Cooperative programs with neighboring school districts are working collaboratively wherever possible when an opportunity exists. Programs such as Food Service, Occupational and Physical Therapy services are currently in place. Shared services with the City of Wyoming are continually being looked into to share purchases and resources with.

4. Evaluate district co-curricular activities/programs.

RESULTS:

Surveys were completed by all building to summarize what intramurals, clubs, activities or athletics are currently in place. Committee findings were sufficient with recommendations for future additions at the elementary level focusing around club additions vs. intramurals. Concepts for club time at the Middle/High School levels are being evaluated to create a more enriching environment for all students.

5. Evaluate programs for reading comprehension and writing.

RESULTS:

A comprehensive assessment of reading and writing programs, K-12, resulting in recommendations for professional development as well as grade level and department topics. Literacy staffing has been solidified and the READ 180 program has been implemented and continued writing focus from the curriculum office.

Focused areas of measurements include:

- Integrated Theme Tests.
- MAP Growth
- MEAP Results

2006-07 GOALS:

1. Increase community involvement at Board appointed standing committees.

RESULTS:

Board appointed committees, which reflected community involvement, along with staff and administrative support occurred throughout the 2006-07 school year.

2. Review the high school schedule model in light of the new state mandated curriculum with respect to core and elective classes.

RESULTS:

The current high school schedule model was maintained with curriculum adjustments to meet the expectations of the Michigan Merit Curriculum (MMC). This goal will be continued in the 2008-09 intermediate goals.

3. Review the Gifted and Talented Program.

RESULTS:

Through committee recommendations, a .5 G/T Coordinator was hired to assist with student identification, standardized testing and parent/teacher communication.

4. Evaluate district facilities and investigate possible funding sources for needed maintenance and repairs.

RESULTS:

The Facilities Committee reviewed a three-year plan for the use of a non-voted bond fund, which were sold on 01/08/07. A master list was organized into three years and similar projects were grouped for lower bids of identified projects which began during the summer of 2007.

2007-08 Goals:

1. Develop a committee to evaluate parent support systems that will assist and educate parents to help their students with academics.

RESULTS:

The Parent Support Systems Committee compared and evaluated parent support systems with neighboring districts and determined that the systems in place at KPS are close to or above that of our neighbors. Significant improvements on the website have shown to be greatly successful. The main area of focus has been on the PowerSchool program. Based upon survey results, 71% of parents access the site through home or work computers while 68% of students are accessing the site as well. New features and system upgrades over the

summer of 2008 further improved the site to increase usage and assistance for parents to help their students with academics.

2. Evaluate competitive activities such as athletics, band, choir, theatre, etc.

RESULTS:

The Co-Curricular Committee compiled a survey that went out to those in charge of competitive activities which examined program details to determine if there was program growth, participation growth, adequate resources, finances, and facilities availability.

2008-09 Goals:

1. Review the balance between core and elective classes at the middle school and high school in light of the new state mandated curriculum and graduation requirements.

RESULTS:

The committee made the following recommendations for the high school:

- Continue with current 6 period day, increasing flexibility and communication. The comprehensive MMC (Michigan Merit Curriculum) mandates many classes, KHS created opportunities for students to complete the state required courses and to pursue opportunities of interest.
- Increase flexibility to allow students to attain credit via NovaNet and supplemental criteria as established by the departments. Classes may be taken after a four-year plan has been developed by the counselor and approved by the building principal.
- Increase communications to inform parents of a variety of available options.

The middle school's scheduling recommendations will allow 8th grade students the opportunity to earn up to 3 ½ high school credits (Biology, Algebra I, English 9, and Health) to give them increased flexibility throughout their high school career as mandated by the state's curriculum and graduation requirements.

2. Review the kindergarten program.

RESULTS:

The Kindergarten Committee recommended program components based on projected and sufficient enrollment for 2009-10 and legislative guidelines. The recommendations were based on results from research while reviewing current Kindergarten/Young 5's programs, input by Kindergarten/Young 5 grade level leaders, data comparisons from MEAP results for those who attended ADED programs, review of costing projections, and survey results by KECC parents. The district added two ADED classrooms which resulted in one per elementary building.

3. Access and recruit students for Advanced Placement classes for middle school and high school.

RESULTS:

The Advanced Placement committee recommended continuing current practices in assessing and recruiting students for AP, dual enrollment, and Aventa courses, which includes the use of standardized assessment data, grades, teacher recommendations and parent requests. In addition, the committee recommended enhancing communications to students and parents through newsletters, conferences, and counseling staff to advertise the variety of options available to students who desire challenging curriculum options.

2009-10 Goals:

1. Review the district's K-12 discipline program, with renewed attention to anti-bullying conflict resolution.

RESULTS:

- Bullying – the committee reviewed what the district is doing to protect and be proactive in educating our students. Administrators attended an anti-bullying conference and shared feedback with staff to assist in addressing conflict resolution;
- Discipline Policies – the committee reviewed current policies and rubrics to identify any gaps or areas that needed strengthening. One recommendation made to elementary administrators was to come up with one standard discipline rubric. In addition, the committee worked with other buildings to develop common language and procedures on discipline rubrics.

2. Review Alternative Education at Kelloggsville Public Schools

RESULTS:

The committee identified three areas of focus:

- Determine the purpose of Alternative Education;
- Review the needs of this student population;
- Measure student success;

It was determined that the purpose of alternative education is to give students the opportunity to gain credit or graduate from a non-traditional setting and become productive members of society. To measure that, the committee reviewed the amount of credits earned during each marking period and looked at student growth on MAP testing and MME scores. During this review, it was identified that students from Discovery are doing very well, if not leading in many of the core subject areas in comparison to students from other alternative high schools. The committee also recognized the importance of students gaining employment skills, teaching them the literacy and employability skills necessary as they prepare for life after leaving Discovery.

3. Develop a broad base of community resources for sustaining the district long term.

RESULTS:

The Community Coalition Committee formed with a focus and purpose to develop relationships with local businesses, churches, and senior citizens resulting in increased volunteers, community support and stronger partnerships. Several meetings throughout the year successfully assisted in strengthening these affiliations by identifying what we as a district can offer these various groups. Several initiatives that resulted from this partnership included VIPs

– Volunteers in the Classroom, Rocket Family Nights, Spring Clean-Up Days, Community Pride Festival, Summer Community Night-Out Block Party, and Career Days. The committee will continue to strengthen connections and develop a broad base to sustain the district long term.

4. Initiate program development to recognize social diversity in our community.

RESULTS:

The committee reviewed current practices by sending a survey to building administrators which gathered data including communication with families and students, curriculum accommodations, student groups, events/activities, and desired changes or additions to current practices. Areas of overlap and/or gaps were identified showing consistent translation and interpretation of information and documents necessary to effectively communicate with students and their families. The committee also reviewed curriculum accommodations including ELL instruction on PD days such as SIOP training.

2010-11 GOALS:

1. Implement recommendations of homework and grades committee.

RESULTS:

- Homework; K-5 is very consistent throughout the grade levels and the amount is appropriate according to research.
Homework in grades 6-12 is a tiered look at the MS level with the amount given consistent within departments. The HS is still working on a tiered look and homeworking ranging from anywhere between 0-60 minutes for each student – some departments have more than others which makes it inconsistent.
- Grading; Most grades have common assessments in all subjects or are currently working on this. Lower elementary has a separate reporting system on report cards and upper elementary has homework slightly weighted for final grades to prepare for MS. Goals are being met when it comes to common grading practices and having a true and accurate score on report cards. Homework in grades 6-12 are moving towards a true and accurate reflection of what the student knows. All departments have multiple common assessments and there are open lines of communication with the SI teams. One area still being worked on for K-12 homework is the use of more rubrics and rubric style scoring.

2. Investigate RtI and its various assessment tools and determine possible implementation.

RESULTS:

A subcommittee was formed to focus on identifying benchmark assessments and progress monitoring. Parameters were also set for the Tier I classroom instruction and PD for staff with a focus on reading.

3. Investigate technology integration practices and implementation of technology into the instructional model.

RESULTS:

The Technology Integration subcommittee of the 21st Century Learning Committee piloted projects to assist with tech integration. A technology coach pilot took place in five buildings with mixed reviews. Other projects included an interactive projector, Espresso, and a student response system.

2011-12 GOALS:

ROCKET 21:

1. Engage staff and community in the development of the 21st Century vision concept (Rocket structure) and articulate a vision for 21st Century teaching and learning.
2. Develop an understanding of what technology integration is and provide multiple opportunities for teaching and learning, including additional pilot projects.
3. Investigate additional expansion of cell phone use and explore school calendar models.

Success Indicators:

- Stakeholders will understand the vision and direction of 21st Century teaching and learning for the District and how it ties to student achievement.
- Staff and administration will understand what quality technology integration is; professional development will be provided in multiple ways to enhance teaching and learning; begin awareness of how 21st Century skills/tools tie to student achievement.
- Cell phone policy developed and communicated to all stakeholders as a 21st Century tool; school calendar models researched and explained as they relate to student achievement.

RESULTS:

- Students, staff, and community groups including the Division Ave Business Association as well as the Kelloggsville Community Coalition were engaged for their input into a 21st Century Vision for Learning:
- Kelloggsville Public Schools will establish a learning environment that fosters collaboration, innovation, creative problem solving, and engagement. This statement is a click behind the phrase “21st Century Learning” on our website Rocket.
- The Rocket 21 Team also sponsored some grant funded technology innovation grants and participation in this was strong. Each application has an evaluation component.
- The Cell Phone Policy was changed to allow for instructional use. School calendar options were studied by the administrative team.

RESPONSE TO INTERVENTION (MULTI-TIERED INTERVENTION SUPPORT SYSTEMS):

1. Development Common Benchmark Assessments, Progress Monitoring Assessments, and Intervention blocks at the K-2 level. Solidifying Common Language in Tier I was also a priority.

Success Indicators:

- Common Benchmark Assessments will be in place for all students for initial data on where students are when they come to our district.
- Progress monitoring will take place at regular intervals to measure student growth and fit instructional levels to student need.

- Intervention blocks with all available human resources will take place on a regular basis, supporting quality Tier I instruction that happens in the classroom.
- Common Language on quality Tier I instruction will be implemented.

RESULTS:

A solid base for RtI was developed and all aspirations were met. An evaluation model was piloted with this program as a way to measure the degree to which we're implementing according to plan. This model was very well received by the Title auditors.

COMMON CORE:

1. Begin the implementation process with math and ELA, beginning with the end in mind: assessment. Taking a look first at the kind of tasks that students will have to do to be successful on the national core and then build units backwards from there.

Success Indicators:

- K-12 implementation in math and ELA will be well under way so that KPS is positioned to move forward with the next content areas.

RESULTS:

Staff were exposed to assessment examples from the Smarter Balanced Assessment Consortium, one of the two companies competing for assessment contract. Based on those experiences as well as their growing familiarity with the common core standards, staff engaged in building assessment examples.

GRADE LEVEL SCHOOLS:

1. Research more thoroughly the instructional benefits, cost savings, transportation issues, start times, etc. If passed prior to spring break, implementation and transition should begin to grade level schools.

RESULTS:

This was successfully passed by the Board of Education and the transition was on schedule but not without some bumps.

Continued evaluation and review of the concept will continue including what some of the more important advantages that we would like to see happen as a result of moving to grade level schools.

2012-13 GOALS:

ROCKET 21:

Continued Goal from 2011-12

Success Indicators:

- A clear timeline will be developed that describes how KPS will attain the ideas advocated by the KPS community.
- We will further engage parents and others in the process and dialogue of 21st Century Learning (PTG groups, Booster Groups, City Officials, etc.)

- We will look for ways to use more technology to help us manage data and reporting requirements (i.e. work smarter).
- We will have examined our technology capacity for Common Core adoption and assessment.

RESULTS:

- The district is looking at the NETS (National Educational Technology Standards) and the differentiation between technical aspects and creative, collaborative integration aspects of these standards.
- A nine-year technology replacement plan, developed by the tech department, will assist with making recommendations to the Bond Committee. Additional items to go with this include policies, procedures and accountability processes.
- Provide feedback on pilot programs such as The Rocket Learning Lab, to establish a blended learning environment that is committed to meeting the individual needs of learners. This suggestion to look at digital solutions was recommended by district staff and the Board of Education after the decision to close Discovery HS.

COMMON CORE:

Continued Goal from 2011-12

Success Indicators:

- We will have a clear timeline of implementation, working back from the 2014-15 assessment year.
- Assessments in math and ELA, as well as curriculum maps will be completed and aligned to Common Core State Standards, along with appropriate professional learning to support.
- We will begin the process of looking at science standards, PK-12th grade.

RESULTS:

- Continued focus on the transition from our current content expectation into the common core for next school year.
- Align all curriculum maps with the common core standards as well as begin the process of creating assessments, lessons, projects and activities so we will be prepared for the shift not only in what we teach but how we teach.
- Dedicated professional development to facilitating the transition.

PARENT INVOLVEMENT:

Identified through a recent Title Audit, this is an area of improvement for the district. The research is very clear on quality parent involvement and its relationship to student achievement.

Success Indicators:

- Staff will engage in appropriate professional learning to gain knowledge and understanding of best practice in the area of parent involvement.
- This learning will be applied to robust parent involvement plans for every building, developed in collaboration with the School Improvement Teams.
- Results will indicate that more parents are involved and engaged in the educational efforts of Kelloggsville Public Schools.

RESULTS:

- KMS went through the Joyce Epstein training model facilitated by Laura Otten from the KISD during PD day on 3/28/13. This will be incorporated in the 2013-14 SI Plan.
- East held a 1st grade Literacy Night on 2/6/13. They also had an orientation for parents of students in the Tier III reading program before school.
- Southeast had a second Title I Parent Involvement Activity called March Math Mania. Students and their parents participated in a variety of math activities which they were able to take home and play them with their parents. A parent survey was also taken which had many positive comments about this event.
- Discovery continues to use the five positive parent contacts per week. They also put together a one-page Common Core curriculum information sheet to give out at conferences and also took a parent survey.

BOND COMMITTEE:

The Board of Education approved the formation of a Bond Committee in the spring of 2012 upon the recommendation of the Facilities Committee.

Success Indicators:

- Form a Bond Committee that is representative of the community we serve including parents, community leaders, staff and students.
- Examine the district needs that could be addressed with revenues generated by a bond as well as appropriate use.
- If a bond is recommended, objectives and timelines will be clearly articulated so that all interested parties have a clear picture of what the bond would address.

RESULTS:

- A Bond Committee was formed with vast representation of the community, staff, and parents.
- Architecture firm, TowerPinkster, conducted a facilities assessment which showed that while the maintenance staff have done an outstanding job taking care of the facilities, the age of our buildings is a challenge.
- Common themes from the Bond Committee included the desire for technology upgrades, improved facilities, and a possible long term goal of higher quality.
- Construction Management firm, Owen-Ames-Kimball began to assist the committee with pre-bond work.
- The committee will continue work to craft a vision for the facilities of the district.

2013-14 GOALS:

1. Review the quality of buildings within the district with the continuation of exploring a bond, sinking fund or both.

RESULTS:

After extensive consideration, review, and recommendations by the Bond and Facility Committees, the Board approved to proceed with a February 2015 Bond Proposal in the amount of approximately \$30,000,000. The focus of the bond will be directed at the High School, to include both renovations and new construction.

Additional district needs, based on a facility assessment composed by TowerPinkster, identified needed upgrades to technology, safety and security, roofs, HVAC, renovations, etc., which will also be covered by bond proceeds.

2. Review and evaluate the quality of programs, including building configuration and use to enhance student achievement.

RESULTS:

Based on the committee's evaluation, the Board approved the following:

- Move the early childhood preschool program back to the 44th Street location, which became available due to the relocation of the REI Regional Program to a neighboring district. The Board approved the location to be named Kelloggsville Early Childhood Learning Center.
- Eliminate the Rocket Learning Lab at KHS and bring back the alternative education online program to the 54th Street location. The program will be named the 54th Street Academy.
- A new program will be implemented for additional student instruction at the high school that will focus on credit recovery and accelerated learning, named the HS Student Academic Achievement Center.

In addition, the committee is continuing its evaluation of the grade level schools concept. A parent survey was conducted to help identify any areas of concern and efforts are being made to accommodate parents wherever possible.

3. Enhance community pride and develop a broad base of community member support.

RESULTS:

In conjunction with the Community Committee, the Board approved to retain the services of a local firm, Full Circle Marketing & Design, to assist in developing a branding campaigning to promote the unique offerings that Kelloggsville Public Schools can provide to its students and their families.

2014-15 GOALS:

1. Communicate to the community the need for maintaining district facilities through a bond.

RESULTS:

After several years of planning, the Kelloggsville constituents approved a \$33,900,000 bond proposal at the February 24, 2015 bond election by a vote of Yes – 334 to No – 126.

The majority of the bond proceeds will go towards new construction and renovations at the High School with remaining funds to encompass projects at other district buildings, athletic facilities, and a new warehouse based on assessed needs as identified by the Architect, Construction Manager, Facilities Committee, and Bond Committee.

2. Review and evaluate the quality of all K-12 programs that are used to enhance student achievement.

RESULTS:

Based on the broadness of this goal, the committee recommended to look at 1-3 programs each year, on an ongoing basis. This year, several programs were evaluated and some of the oldest programs running in the district; Accelerated Reader and Accelerated Math, both used at the Middle School, were carefully reviewed. Feedback revealed that the Accelerated Math program was only used in 6th grade and incurs costs for ink and paper with limited instruction gain, implementation is inconsistent, and alignment to the Common Core is an issue. The committee recommended the elimination of Accelerated Math but maintain Accelerated Reader at KMS.

3. Enhance community pride and develop a broad base of community member support by developing a Parent Advisory Committee.

RESULTS:

A Parent Advisory Committee was established with a variety of parental stakeholders to discuss a wide variety of topics. Two successful meetings took place during the school year and going forward, it was recommended that the group meet on a quarterly basis to continue work in enhancing a broad base of developing community member and parent support.

2015-16 GOALS:

1. Design a new Board of Education and Superintendent Evaluation Tool while implementing a plan for a Superintendent search.

RESULTS:

By committee recommendation, the Board approved and adopted the MASB (Michigan Association of School Boards) Board self-evaluation assessment. This instrument allows members to individually fill out the assessment online and the results of the data are compiled in a summary report which then identifies areas of strength and weakness and provides productive feedback for self-improvement and greater effectiveness. Board members reviewed their 2015-16 self-evaluation results on the following areas; Leadership, Academic Performance/Accountability, Board Responsibilities, Board Effectiveness, Data-Driven Decision Making, Board/Superintendent Relations, and Community Engagement/Advocacy.

2. Review the elementary building grade configurations to continue with the same grade level buildings or change to one (1) K-5 "theme school" and two (2) K-5 neighborhood buildings or one (1) K-5 "theme school" and two (2) grade level schools.

RESULTS:

A committee was developed and reviewed several elementary configuration models by focusing on the following concepts:

- Establish a connection with the schools and the neighborhood community;
- Reduce the number of transitions the students have during their elementary years;
- Create a climate of culture in the buildings that is consistent with our message of providing education in small neighborhood schools;
- Reduce the amount of bussing in the district;

Four (4) options were presented to the Board for possible consideration. On 1/11/16, the Board approved Option #3: East Elementary; ECSE & Pre-K – 3rd grade; West Elementary; Pre-K – 3rd grade; and Southeast Elementary; 4th – 5th grades. To assist with the successful transition to the new configurations at East and West, new elementary school boundaries were adopted for student assignments and the current 1.5 mile busing guidelines were realigned to help alleviate parking lot congestion and assist with overall student safety measures. The new elementary configurations will be in place and begin with the 2016-17 school year.

3. Participate with the local Cities of Wyoming and Kentwood to present the best interests of the district during the rezoning code process for Division Avenue.

RESULTS:

District personnel have been attending the Division Ave Business Association Meetings and would like to become a member in the future in an effort to get KPS more involved with the initiative of improving the surrounding community through the various events and activities they spearhead. One such event that KPS participated in was a clean-up day which area businesses and volunteers took part in cleaning up the Division Avenue corridor. Additionally, meetings at the Cities of Wyoming and Kentwood are being attended by district personnel to facilitate partnerships and integrate a common vision between the cities and the school district.

4. (2015-18 On-Going Goal #2) Meet quarterly with the Parent Advisory Committee (PAC) and develop a positive relationship to enhance community involvement and communications

RESULTS:

The PAC committee met twice during the 2016-17 school year. The first meeting consisted of parent feedback on what they felt the district was lacking or needed to provide. For the second meeting, information was provided to the parent to help them understand a variety of school related issues such as program funding, legislative initiatives and their effect on public education, the history and district demographics of our community. This on-going goal was again a very successful way to engage with parents in an effort to enhance involvement and communications and it is suggested to continue with this initiative with the 2016-17 school year.

5. (2015-18 On-Going Goal #3) Review, evaluate and acquire feedback on the district's marketing plan.

RESULTS:

A marketing plan was put into full swing by extending invitations to potential Schools of Choice students for the district for the 2016-17 school year. A postcard campaign was put together in an effort to attract new students to the district, Preschool through 54th Street Academy, through a variety of incentives which showcased the many activities and programs offered to students in hopes that it would encourage family and friends to consider Kelloggsville Public Schools.

2016-17 GOALS:

1. Schedule and attend training, through MASB (Michigan Association of School Boards), on the Superintendent evaluation tool that is required by the state.

RESULTS:

The Board received training in March 2017 by MASB on the new requirements from the Revised School Code which requires school boards to evaluate their superintendent's job performance annually as part of a comprehensive performance evaluation system. MASB provided an evaluation instrument based on those requirements which included student growth data, progress towards district-wide goals and other additional factors. The Board reached a final score and presented their findings in an open meeting in June 2017 to Mr. Wright to fulfill the guidelines and requirements as required by the state.

2. Meet with the Superintendent and develop a plan for renovations of the elementary buildings, middle school, central office, and 54th Street Academy from the balance of funds from the bond.

RESULTS:

Meetings between the district, architect and construction management firms took place which resulted in a proposed project list that was grouped by like-projects estimated for the Summer of 2017, Summer of 2018 and future.

Summer 2017:

- Middle School parking lot upgrades - paving/asphalt replacement.
- Diemer's parking lot.
- Upgrades to access road between Middle School/East Elementary.
- Elementary gym/hallway lighting upgrades.
- Middle School gym/café lighting upgrades and new paint (general fund).
- Elementary media center design process.
- Football field asphalt surface upgrades.
- Football field sound system improvements (general fund).

Summer 2018 (Proposed):

- Middle School band room renovation.
- Construction of elementary media centers.
- East/West gym flooring and upgrades + stage removal.
- Elementary and Middle School restroom renovations.

Future:

- Elementary/KECLC window upgrades.
- Middle School and Southeast/Central Office electronic signs.

3. Study and attend seminars that describe the impact poverty has on student achievement with the goal to increase enrichment opportunities for students at all grade levels, guided by the reading of the *Teaching with Poverty in Mind* book by Eric Jensen.

RESULTS:

Administrators, board members, building secretaries and teachers read *Teaching with Poverty in Mind* to learn more about poverty and its effects on student achievement. A two-day training session, led by Eric Jensen, was attended in Lansing and instructional specialists at the elementary level will continue to work with staff.

4. (2016 -19 On-Going Board Goal #1) Monitor the bond building and renovation projects.

RESULTS:

Construction phases at the high school were completed or are continuing as follows:

- Phase 2 - Staff and students returned in August 2016 to a newly renovated band and art room.
- Phase 4 - Following winter break, new construction of eight (8) new classrooms and a common learning area greeted staff and students.
- Phase 1a – New construction was completed in April 2017 that included a new entryway, main office area, two-floor media center, new competition gym/indoor track/weight room.
- Phase 2b – Demolition to the old wing began in April 2017 with site work following.
- Phase 3a – Renovations to auxiliary gym, surrounding rooms/offices and to the second floor classrooms are completed for students to return in August 2017.
- Phase 3b – Renovations to existing classrooms were be completed for staff and students to return in August 2017.
- Phase 5 – final phase to be completed by December 2017.

All remaining construction renovations will continue through the 2017-18 school year and will be monitored with any identified needs addressed as they come up.

5. (2016-19 On-Going Goal #3) Review, evaluate and acquire feedback on the district's marketing plan.

RESULTS:

The district's marketing plan consisted of several layers that shared the main goal of reaching out to the families and the Kelloggsville community about the many positive aspects of the district. The social media component included the district webpage and Facebook. Teachers were given an incentive to incorporate and submit interesting events that took place in their classrooms throughout the year. This was also the most effective way to keep staff, families and the community abreast of all the construction progress that was taking place at the high school. Other media sources that were used included advertising in a local Spanish newspaper, *El Informador*, and radio broadcasts on a local station that emphasized the great opportunities that our district provides to the Spanish community. Another component of the marketing plan was a postcard campaign that shared vital information throughout the school year, into the 2017-18 year, such as preschool registration, Kindergarten round-up, and Schools of Choice dates.

6. (2016-19 On-Going Goal #6) Develop a training plan for board members to attend local and national conferences along with on-going education through MASB for board member certification to seek the best and most current information on board leadership and student achievement.

RESULTS:

Board members continue to attend conferences along with on-going educational courses through MASB for board member certification and to broaden their perspectives on best practices and to receive the most current information on board leadership and student achievement.

2017-18 GOALS:

1. Develop an election schedule for non-homestead and sinking fund millage for the district.

RESULTS:

The Board approved a resolution to set a bond election for 06 November 2018. This decision reversed the Board's original decision for a sinking fund vote. Ballot language reflects the Board's decision to erect, furnish, and equip a new 4th/5th grade elementary building to alleviate space concerns at the elementary level. Bond language asks constituents to approve the sum of \$19.2 million for the following; erect/furnish/equip a new elementary building, renovations/additions to existing school buildings, acquire and install instructional technology, purchase buses, erect/furnish/equip athletic facilities, and improve/develop/equip playgrounds, athletic fields and sites. The Board intends to pursue a non-homestead renewal in May 2019.

2. Determine sources of revenue (in the event the majority of bond funds are expended) for constructing three (3) elementary media centers in the spring of 2018.

RESULTS:

In early 2018, Board members were asked to visit each elementary and assess the needs of each building, to prioritize a list of needs and funds available to do so. Site visits reflected common themes based on practical and/or achievable funding options. It was established that the most evident need to concentrate on was the necessity for additional space at the elementary buildings. Remaining 2015 bond funds were not sufficient for constructing three (3) elementary media centers and the need for additional space was more significant, resulting in the decision to not construct three (3) new elementary media centers but rather build a new elementary building to alleviate space concerns.

3. Monitor the bond building and renovation projects.

RESULTS:

The 2015 bond projects were successfully completed as anticipated, with approximately \$1.5 million remaining in funds. Final decision on where the remaining funds will be expended are still on-going into the 2018-19 school year.

4. Monitor the 2017-18 high school attendance incentive program for a higher rate of student attendance.

RESULTS:

In August 2018, the Board approved a proposal to improve attendance at KHS which changed the high school's attendance policy. The change included offering students an incentive for their efforts by clarifying the definition of an absence and a tardy.

Five (5) windows of opportunity throughout the school year were established. Students who successfully completed each window, based on the new attendance program criteria, were awarded the opportunity to participate in the identified event. Attendance data was continually analyzed to increase the rate of student participation as was the list of awarded events based on feedback from a student survey and Administration/Board recommendations. This incentive program will be re-evaluated for the upcoming 2018-19 school year.

5. Review and evaluate the arts programs (band, choir, drama, art, music) to determine if we are providing enough programming to allow for positive student participation.

RESULTS:

Based on recommendations of a formed subcommittee, the Board approved the increase of art classes at the elementary and middle school level, increased music at the elementary level, and the addition of theatre and backstage theatre classes at the high school. Some of the additions include increased staffing levels in both the 2017-18 and 2018-19 school years. The need for additional band equipment was also identified and approximately \$34,000 in new instruments was purchased for the return of students for the 2018-19 school year.

6. Review the need of providing personal finance curriculum and life experience opportunities for students.

RESULTS:

A survey was conducted at the high school level to gain feedback from students on their interest for additional programs and opportunities at KHS. Results indicated that students were interested in additional programming to include personal finance, marketing, business education and work experience classes. Administrative additions were made that include a Dean of Students – Counselor at the high school, to assist with connecting students to work experience, real-world opportunities. Additional staffing levels for the 2018-19 school year will also reflect programming changes to include marketing/business education/personal finance classes.

7. (2017-20 On-Going Goal #5) Monitor the use of high school athletic facilities and media center to encourage community use.

RESULTS:

The new high school track and weight room facilities were open for community use from January thru April 2018. Attendance was light, mainly due to open hours of availability. Recommendations by the facility supervisor to increase community use will be re-evaluated for possible implementation in the 2018-19 school year.

The new KDL (Kent District Library) program shown great usage with activities and programs planned and attended by the entire school community.

8. (2017 -20 On-Going Goal #6) Review graduation credit requirements and make recommendations based on research.

RESULTS:

Based on committee recommendation and county data research, the current 22 credit requirement will remain at the high school with the added flexibility for students, if needed, to attend 54th Street Academy.

2018-19 GOALS:

Goal #1: Market and pass two (2) millage proposals that include a new building bond and non-homestead renewal.

RESULTS:

➤ Voters approved the Kelloggsville Bond Proposal that was placed on the ballot on 11/06/18. A \$19.2 mill bonding proposal was passed by a margin of 2318 Yes votes to 1535 No votes. Ballot language reflected the Board's decision to erect, furnish, and equip a new 3rd/4th/5th grade elementary building to alleviate space concerns at the elementary level. Bond language asked constituents to approve the sum of \$19.2 million for the following; erect/furnish/equip a new elementary building, renovations/additions to existing school buildings, acquire and install instructional technology, purchase buses, erect/furnish/equip athletic facilities, and improve/develop/equip playgrounds, athletic fields and sites.

➤ Voters also approved the renewal of a non-homestead operating millage at a special election on 05/07/19. 301 Yes votes to 154 No votes renewed the current millage rate of \$17.6087 mills to be renewed for a period of two years, 2020 and 2021, and be increased by .5 mills for the same period to provide funds for operating purposes. This additional millage restores the reduction caused by the Headlee rollback.

Both millage campaigns were extremely successful and focused on resident homes that have registered voters with students attending KPS, staff that reside in the district, supporters of KPS and high school students old enough to vote. Communications in the form of mailings, social media sites, school signs, and call-outs encouraged constituents to remember to vote while Friends of Rocket Pride promoted a yes vote provided by privately funded expenses.

Goal #2: Develop a three (3) year equipment and vehicle replacement schedule for transportation and the building & grounds departments.

RESULTS:

A three (3) year equipment replacement plan was developed for the building and grounds department at the start of the 2018-19 school year based on recommendations of a sub-committee that took inventory of existing equipment, based on need and condition of current equipment. Many items were replaced, purchased and/or removed from inventory and revisions to the list continued as needed.

A vehicle replacement schedule was also completed with fleet additions that included; 2 new buses, 1 new truck, 1 new transit van, and 1 new food service utility van. An additional new bus was also approved at the end of the 2018-19 school year for delivery prior to the start of new school year in August.

Goal #3: Work with the instruction group to determine methods of analyzing data to arrive at an acceptable approach to quantify student growth.

RESULTS:

The committee worked through analyzing several different growth indicator systems and platforms for student data and selected EVAAS (Education Value Assessment System) which had the best data to date on three (3) years' worth of student growth. As part of staff and administrator evaluations, it was determined to use 12.5% of the 25% attributable to student growth. To be equitable, the district used the score of 2 for everyone based on the 3-year average in M-Step ELA and Math for grades 4th -8th grades from EVAAS. The committee recommended that this goal be included as an ongoing goal for 2019-20.

Goal #4: Develop a plan to encourage student participation in the governance of the district.

RESULTS:

A NEOLA policy (Bylaw #0141.1) was drafted and approved which specified student-body representation and participation in the governance of the district. The policy outlined the student selection process, the representative's responsibilities to the entire student body, and the student's responsibilities as part of the Board. Two (2) high school students were selected as representatives and began attending board meetings on 03/25/19.

On-Going Goal #2: Review, evaluate and acquire feedback on the district's marketing plan.

RESULTS:

A strong marketing campaign was launched which focused on postcards that highlighted academics and programs/activities that KPS offers in an effort to communicate interests to perspective Schools of Choice students and families. An added highlight included information on the district's Work Based Learning Program (WBL) and 54th Street Academy opportunities. Weekly ads continued to run through the El Informador newspaper, to market and communicate KPS to the Spanish speaking community. The district's social media sites also promoted positive activities, programs, and events that took place.

On-Going Goal #3: Review curriculum so it is aligned with current state and national standards and monitor implemented programs to increase student achievement.

RESULTS:

Curriculum maps were updated and aligned to state standards. In addition, the committee recommended to continue looking at Science alignment and implementation when the new Social Studies standards are approved.

On-Going Goal #6: Monitor the use of high school facilities and media center to encourage community use.

RESULTS:

Facility usage times at the high school were increased to add flexibility for the community. Times of availability expanded to 5:30 – 8:00 p.m. on specified days and extended through to spring.

The district's digital signs and social media sites communicated availability to the community. A total of 31 passes were distributed for KHS facility use, which was an increase from the prior year, and that use of the track and weight rooms will continue to be promoted for use during the 2019-20 school year. Kent District Library (KDL) also shared data from January-April 2019 which highlighted the following; visitors [January – 1952, February – 1105, March – 1062, and April – 1318], circulation = 3700, collection size = 8410, wifi logins = 575, and pc logins = 290.

2019-20 GOALS:

Due to the COVID-19 pandemic many of the goals for the 2019-20 school year may have been only partially completed and/or put on hold as a result to the Governor's Executive Order that placed school districts into complete shutdown for several months. Results may vary depending on the committee's ability to fully execute each goal to its completion stage.

Goal #1: Market and pass a sinking fund millage proposal in May 2020.

RESULTS:

Voters approved a 1 mill sinking fund millage proposal for ten years that was placed on the May 05, 2020 ballot to fund identified projects without borrowing or paying long term interest debt. Due to COVID-19, the election was held by absentee ballot vote and passed by a margin of 710 Yes votes to 576. A 10-year plan was drafted and approved by the Board in May which listed projects that were identified from sinking fund revenue to fund instructional technology equipment, safety and security upgrades and the repair and renovation of existing buildings. The COVID-19 pandemic prevented the start of some of the projects that were scheduled to begin during the summer of 2020, such as the West playground and parking lot improvements, etc. This has resulted in plan adjustments for future years.

Goal #2: Develop an employee recognition plan.

RESULTS:

The administration team and Board of Education Committee developed an employee recognition program to recognize staff, both teachers and support staff, for going above and beyond in their service and dedication to the students of Kelloggsville. Criteria for recognition, selection process, and award details were sent to staff to nominate fellow colleagues by recognizing one (1) elementary instructional staff member, one (1) secondary instructional staff member, and one (1) support staff on a quarterly basis. Presentations took place at scheduled board meetings and each recipient was awarded a \$100 Amazon gift card and BOE Special Recognition Certificate. The committee recommends that this program continue in future years.

Goal #3: Secure financing, via an Installment Purchase Agreement (IPA), using the enhancement millage as collateral, for the completion of the sports complex.

RESULTS:

On 11/25/19, the Board of Education approved moving forward with securing an Installment Purchase Agreement (IPA). With the construction of Central Kelloggsville Elementary currently underway, the contingency carryover from that project will be carefully monitored

to determine if that will be enough to fund the cost of the sports complex or if the District will move forward with an IPA. That determination will be continuously reviewed as the project moves further into the construction and completion state.

Goal #4: Monitor the use of the KDL Media Center by Kelloggsville students and staff while encouraging community use.

RESULTS:

To increase and encourage student participation of the KDL Media Center, several changes were made that included; open lunch periods with daily themes, moving the location of age-appropriate books from the second floor to the first floor, relocating furniture to create a more media center atmosphere, building relationships with students and teaching them appropriate behavior while they are in the space. A new KDL staff member was also added which made a significant impact on building student relationships and branch attendance numbers, compiled by KDL, reflected the positive impact with increased participation. In March 2020, due to COVID-19, the branch closed all its media centers to the public only to reopen based on guidelines of the Michigan Safe Start Plan.

2020-21 GOALS:

Goal #1: Review the Michigan Return to School Mental Health Took Kit and utilize the tool kit in coordination with the Be Nice program to support student, staff, and families' mental health.

RESULTS:

Several initiatives that provided programs, services and resources were implemented that supported the district at various levels in social, emotional and ethical development including the Be Nice Program and Social Emotional Learning (SEL) Curriculum. Activities and initiatives that supported positive climate, relationships or enhanced connectedness to school included PBIS/PSC, Be Nice and Restorative Practices. In the area of counseling, behavioral supports and student health, a school nurse was added in addition to school counselors at each level, a 31N Clinician at KMS/KHS, social workers for identified students, and Student Services Coordinators and personnel were placed at all levels for additional support. A 1.0 FTE School Psychologist will be hired for the 2021-22 school year to provide added support for the new KVS program and 54th Street Academy and provide services to work with high needs students to provide access to mental health services by referral or in-home counseling. Many community resources and supports were available to students identified as needing additional support such as Pine Rest, Family Outreach, YMCA, Wedgewood Christian Services, Elie's Place and Gilda's Club. Universal screeners were also used to help guide and support student wellness, such as TRAILS (6-12th grades) and Dessa (grades K-5), and a wellness survey was used to gauge students' perceptions in the areas of engagement, diversity and social-emotional well-being. In August 2021, professional development will include topics that focus on impact of trauma on learning, resilience, Restorative Practices, connecting with students, and teacher self-care.

Goal #2: Audit the diversity, equity and inclusion programs being offered across curriculum and building visuals throughout the district.

RESULTS:

With the guidance of Dr. Brandy Loveland-Mitchell, Director of Diversity and Inclusion for Kent ISD, a survey was compiled for staff and students using information from the Panorama Group to develop questions that will produce information to help promote an environment of respect, safety and belonging for the entire Kelloggsville community. At the conclusion of the survey, the committee will review and analyze its results and begin long-term planning to address district needs. The committee recommends that this goal remain ongoing in the future.

Goal #3: Monitor the use of the KDL Media Center by Kelloggsville students and staff while encouraging community use.

RESULTS:

Due to the COVID-19 pandemic and the restrictions placed on public spaces, visitor use statistics were down primarily due to capacity limitations set into place from the CDC and MDHHS. Many programs returned in late spring with the lifting of limitations and restrictions which included elementary visits that resumed in March, class visits from KHS, and space being utilized by teachers for lessons when needed. Newly added programs included the media center opening up during lunch periods to try to provide a place for students to spend time to work/read, play games, and just visit with others. KDL also implemented new staffing to the Kville Branch which resulted in relationships built with students and added an energetic vibe to the atmosphere. It is hopeful that all limitations will be lifted and programs will return for the 2021-22 school year. KDL is hopeful to incorporate new initiatives with a focus on equity, diversity, inclusion, engagement and sustainability to both the students and community of Kelloggsville.

2021-22 GOALS:

Goal #1: Monitor the mental health supports identified in 2020-21 (SEL Curriculum, Be Nice Program, PBIS/PSC, Restorative Practices, School Counselors, School Nurse) by using assessment data from the student screeners in January and June as well as information from staff to evaluate our progress in supporting student, staff, and families' mental health.

RESULTS:

A wide variety of stakeholders worked together to ensure that the best resources were in place to support the entire school community. The committee continually reviewed and assessed mental health practices and initiatives such as Be Nice Wednesdays, PBIS/PSC, and Restorative Practices to ensure that they were being used, as they were intended to be, on a regular basis and to also begin preparations to jumpstart programs for the 2022-23 school year. In addition, universal screeners at the elementary (DESSA) and secondary (TRAILS) levels were set in place to screen students and assess their mental health needs. The results included small group interventions that were created to identify specific social and emotional needs and to help determine the impact of the SEL programs.

Goal #2: Continue development of the diversity, equity and inclusion programs being offered across curriculum and building visuals throughout the district using the data from the 2021 district survey.

RESULTS:

A district-wide DEI committee was developed that included teachers, support staff, administrators, board members and students. District-wide professional development opportunities included a focus on awareness, diversity, implicit bias, student/staff panels and book studies. The committee also reviewed various data points, making the following conclusions; 1.) all students have equitable access to advanced classes in middle school and high school, 2.) African American students scored lower across the board in grades 3-7 in reading and math, and 3.) African American students received more suspensions than other racial groups. With information from that data and from results of a survey from the previous year, the committee created areas of focus that included; professional development, hiring practices, discipline, district equity statement, district publications/displays, and curriculum. In the area of human resources, language has been added to job postings that promote diversity and equity and language in student handbooks and discipline rubrics were updated and approved by the Board that removed ambiguity and added DEI descriptions where possible. In the area of curriculum and professional development, DEI resources were developed for incorporation into building staff meetings and a review of potential training materials with implementation timelines were also assessed. K-12 curriculum materials were also reviewed with the possibility of adding new curriculum that addresses ongoing DEI concerns. Lastly, the committee drafted a DEI statement which was approved by the Board in June and district displays are currently still under review. While there were many accomplishments achieved and with work still ongoing, the committee recommends that this goal continue for the 2022-23 school year.

Goal #3: Develop a Superintendent succession plan.

RESULTS:

The Board interviewed two (2) internal candidates, Mr. Eric Alcorn and Mr. Jim Alston, for the position of Superintendent, to take effect on July 1, 2022. The Board asked each candidate a series of questions and ranked their answers on a rating scale. The candidates each prepared presentations that followed the interview questions. At the 11/22/21 board meeting, Mr. Jim Alston was selected and approved by the Board to become the next Superintendent of Kelloggsville Public Schools. In addition, Mr. Alcorn was transferred to the position of Assistant Superintendent, also effective July 1, 2022.

Goal #4: Plan details associated with a new STEM building addition at Kelloggsville High School with proceeds from passing the November 2021 bond issue.

RESULTS:

On November 02, 2021, Kelloggsville voters approved an \$11.3 million bond proposal that allowed the district to move forward in making a number of valuable educational improvements, including the construction of a science, technology, engineering and mathematics (STEM) addition at Kelloggsville High School. Design and development teams went to work with the district's architect firm, TowerPinkster, and construction manager firm, Owen-Ames-Kimball, Co. to begin plans for the new facility in hopes of construction to begin in 2023. This new facility will provide students with exceptional opportunities for STEM, robotics, and business classes and provide them with the knowledge and skills to solve problems, gather and evaluate evidence, and explore technology.

Goal #5 Monitor and promote the Kelloggsville Virtual School program.

RESULTS:

The Kelloggsville Virtual School Program successfully opened its doors at the beginning of the 2021-22 school year. Over 100 K-12th grade students enrolled in the virtual program, including students from collaborating districts of East Grand Rapids and Shelby Public Schools. The program provided a variety of curriculum platforms (Schoology and Apex), technology supports, student engagement and community building activities, all within a virtual environment but with opportunities for in-person assistance. Assessments at the end of the first year included the monitoring of KVS instructional platforms and current programming. It was determined that at the elementary level, the programs are successfully meeting the needs of the students. At the middle school level, it was recommended to move some higher-level electives to high school and add a different computer course offer to students. It was also determined that current programming at the high school level was meeting the needs of students with the recommendation to add more electives for those that are finished with the majority of their required coursework. Based on those findings, changes and additions will be implemented for the 2022-23 school year in the categories of instruction, courses, and extras, including intramural opportunities, additional electives, in-person options, athletics, school plays, and a variety of other clubs and activities. In addition, an aggressive KVS marketing plan was developed, both to current KVS students, resident students, and to other surrounding districts to share the educational opportunities that the virtual program provides to those looking for alternative options to the traditional school setting.

Goal #5: Develop a financial plan for projects to be funded by ESSER III and sinking fund proceeds.

RESULTS:

A plan was provided to the Board that consisted of projects funded by both ESSER III and sinking fund proceeds. The district drafted a survey to seek feedback from all district and community stakeholders to help determine how we should best utilize the resources provided by ESSER III funds and to address recovery from the impact of COVID-19. The survey provided information on allowable uses of the funds that included mechanical upgrades to improve indoor air quality, classroom technology enhancements, mental health supports, supplemental learning, professional development, and parent/family education, support and engagement. Based on survey results, the district moved forward with mechanical upgrades, loss learning/instruction, and technology improvements. With the assistance of the District's architect and construction manager firms, an engineering replacement plan was drafted to replace boilers at KMS, 54th Street Academy, Southeast, and KECLC, with work that started in the summer of 2022. Projects identified from sinking fund proceeds included security, site improvements, HVAC upgrades, roof replacement/improvements, fencing, miscellaneous construction and equipment purchases.

INSTRUCTION

PAST RESULTS

2000-01 GOALS:

1. Develop instructional strategies and techniques to improve the MEAP assessment scores from the lower 3rd ranking in the county to a middle ranking. Expand our assessments to include standards and indicators for determining acceptable work at each level for promotion to the next grade level.

RESULTS:

Implemented the MAP testing program for the 2001-02 school years.

2. Review current programs in the counseling and at-risk areas to determine if the district resources are providing appropriate services for our student population.

RESULTS:

Increased the counseling services at Discovery High School by adding a half-time social worker.

3. The Board, with community and staff input, will review the K-12 program to determine the appropriate action to meet our enrollment trends, as well as our attempts to fully utilize our resources and facilities. Some of the specific areas:
 - a. Review the elementary neighborhood attendance areas and the impact on enrollment and the K-5 instructional programs. Determine if consolidating four elementary schools into three (3) will provide more opportunities and quality programs for our students.
 - b. Determine if there is a need for an early childhood program in the district.
 - c. Examine the possibilities of closing the campus at the high school.
 - d. Evaluate the advantages and disadvantages of expanding Discovery High School into the space occupied by the health department.

RESULTS:

Implemented an early childhood program in 2001-02 and included all day every day kindergarten as a component.

ADDITIONAL RESULTS:

Implemented the Rocket Reading program for the 2001-02 school year.

Expanded the summer school program with the addition of days, hours, and course offerings.

Implemented a pre-school 3 & 4-year-old program for 2001-02 school year.

2001-02 GOALS:

1. Continue to develop and refine instructional strategies and techniques to improve student achievement and to improve the MEAP assessments from the lower 3rd ranking in the county to a middle ranking.

RESULTS:

Developed strategies (pre-test/post-test/MEAP week) for the MEAP assessment to increase student achievement.

Evaluated results to determine that programs implemented for the 2001-02 should be retained with minor modifications where applicable.

2. Monitor programs implemented for the 2001-02 school year, and make changes to, or eliminate those that are not contributing to student development and achievement as originally designed.

RESULTS:

Evaluation results determined that programs implemented for 2001-02 should be retained with minor modifications where applicable.

ADDITIONAL RESULTS:

Implemented the High School Home Remodeling class.

Piloted "Zoophonics" and "Handwriting Without Tears" in the elementary program.

Designed the "Student Achievement Initiative" and began implementation during the Spring of 2002.

Implemented curriculum mapping in grades K-5.

Offered an extended day for the elementary program with the addition of intramurals, enrichment classes, and tutoring opportunities.

Assigned the Reading Specialist from grades 1-3 to K-12.

Implemented the "Rocket Reading" room for K-5 grades.

Implemented the "Map" testing program for the K-12 program.

Sponsored MLLP training for the instructional staff during the summer of 2001.

Focused instructional activities and testing (pre and post) on the MEAP assessment.

Expanded the curriculum offerings at Discovery High School.

Held MEAP week activities at the high school.

2002-03 GOALS:

1. Develop mid-year and year-end MEAP like assessments in all grade levels K-12.

RESULTS:

Increased student achievement as evidenced by scoring at or above the State average on the MEAP.

2. Develop strategies for K-12 alignment of the KPS curriculum to the frameworks of the State MEAP.

RESULTS:

Adopted Michigan frameworks of the State MEAP to align KPS K-12 curriculum.

3. Develop strategies and instruments and conduct pre-test and post-test assessments of each unit of instruction taught in the K-12 program.

RESULTS:

Developed strategies and instruments to conduct pre-test and post-test assessments of each unit of instruction taught in the K-12 program.

Established a system to collect student data that will be analyzed for improved instruction and student achievement.

4. Review the demographics of the student population to determine if a need exists for offering English as a Second Language (ESL) program to increase student achievement.

RESULTS:

Implemented an elementary K-3 Sheltered English program for the student population needing additional language assistance to increase student achievement.

2003-04 GOALS:

1. Incorporate MEAP-like writing, 2-12, in all subjects.

RESULTS:

Developed and implemented MEAP-like assessments and activities, 2-12, in all core subject areas.

2. Develop and implement MEAP-like assessments and activities, 2-12, in all core subject areas.

RESULTS:

Increased student achievement as evidenced by scoring at/or above the state average on the MEAP.

2004-05 GOALS:

1. Introduce classroom strategies to utilize data from the NWEA/MAP assessment.

RESULTS:

- Classroom teachers grouped students by ability level based on MAP data.
 - Training for classroom teachers so that relevant MAP data could be utilized to drive classroom instruction.
2. Critically analyze connection between Grade Level Content Expectations (GLCE) and current curriculum maps.

RESULTS:

Each grade level analyzed current curriculums in Math and Language Arts Grade Level Content Expectations to eliminate gaps in instruction.

2005-06 GOALS:

1. Evaluate the implementation of classroom strategies derived from NWEA/MAP data to determine their effectiveness.

RESULTS:

Elementary math and reading MEAPS are improving. Training of upper elementary staff in interpretation of MAP data has occurred. 3-5 elementary teachers provided with breakdown of student achievement in reading and math. Middle School has used MAP data for placement in leveled reading classes.

2. Evaluate and refine current curriculum maps to align with the Grade Level Content Expectations as fall MEAP results become available.

RESULTS:

K-8 curriculum maps and assessments were aligned to GLCE's at grade level meetings.

3. Evaluate fall MEAP results and implement appropriate intervention to increase student achievement.

RESULTS:

MEAP results were evaluated, publicized, and celebrated. Writing consultant was added to the elementary program. Instructional interventions are in place to improve student achievement.

2006-07 GOALS:

1. Common assessments will be developed and/or refined by target groups in the district based on the following schedule:
 - K-5 Core Subjects: Create mid-year assessment, refine year end assessment.

- 6-12 Core Subjects: Develop quarterly assessments (4) to be aligned with current mid-year and year end assessments.
- 6-12 Non-Core Subjects: Implement mid-year assessment and year end assessment.

RESULTS:

Committee results summarized two developments for K-5. The use of technology which allows for data to be centralized into one electronic location and common assessment feedback by administrators. 6-12 began altering common assessments to better prepare students for the Michigan Merit Exam (MME).

2. Teachers will develop SMART Goals utilizing data from state and local assessments.

RESULTS:

SMART Goals were developed from PreK-12th grades in content areas based on data from state and local assessments and were reported to the Instructional Policy Committee.

3. Successfully implement computer assisted instruction.

RESULTS:

Computer assisted instruction was implemented through Aventa, NovaNet and READ 180.

2007-08 GOALS:

1. Determine the feasibility of reconfiguration of grade levels K-12. A committee comprised of Board members, administration, staff and parents will consider the following:
 - a. Impact on student achievement
 - b. Cost effectiveness
 - c. Current best practices
 - d. Impact on parent, community, and business involvement
 - e. Impact on electives across grade levels
 - f. Facility utilization/reconfiguration
 - g. Impact on transportation
 - h. Impact on co-curricular activities
 - i. Potential implementation by 2008-09

RESULTS:

Various forms of research, consisting of a survey, public forum, and sit visits were gathered and presented to the committee. After extensive review, by vote, the committee recommended that the Board keep the K-12 configuration that is currently in place - - no change. It was noted that research from this study may be beneficial should this issue be re-examined in the future.

2. Determine the findings of homework on student achievement K-12. A committee will be comprised of Board members, administration, staff and parents.

RESULTS:

The Homework and Grades Committee presented the following recommendations to the Board:

Homework Recommendations

- A. Educate staff on research concerning best practice methods for our district demographics.
- B. Coordination of homework by department, team, and/or grade level, including horizontal and vertical alignment.

Grading Recommendations

- A. Grades, as much as possible, should represent a true score (accurate measure of content knowledge and skill attainment).
- B. Develop assessment literacy amongst the staff with a focused, long-term professional development plan.

Timeline drafted to begin the process of engaging the staff in the process of familiarizing themselves with the plan:

Summer of 2008

Administrative staff and teacher leaders will begin to familiarize themselves with some of the current research on both homework and grades.

August 2008

The committee will share recommendations with teaching staff, engaging their help in seeking best practice in these areas.

Fall 2008

Teacher leaders and ad staff will study the current research on homework and grades. A district committee will guide this effort.

Spring 2009

Departments and grade levels will begin to draft guidelines of practice in the area. These first drafts will be reviewed by the district committee for vertical alignment and feedback.

Fall 2009

Guidelines of practice will be implemented to monitor impact on student achievement and any interventions that may be needed.

2008-09 GOALS:

1. Determine best practice in the area of homework and grades. A committee comprised of Board members, administration, and staff will oversee and guide this effort.

RESULTS:

A grading and homework survey given to staff at the March 2009 professional development allowed them an opportunity to relay their thoughts and opinions. Feedback from the survey results were then reviewed and analyzed by grade level leaders and department chairs, administration, and the Homework & Grades committee to identify common themes. The committee recommended to continue their work during the 2009-10 year and to continue examining research resulting in grade level and department teams eventually submitting recommendations for common practices to the IPC.

2. Develop a District Literacy Framework by seeking input from Board members, administration, and instructional staff.

RESULTS:

The District Literacy Framework went through review by both elementary and secondary staff and then developed for publication through the Rocket Moodle site. The committee worked on putting all components together to allow staff availability at the beginning of the 2009-10 school year. In addition, the committee finished the book Mindset by Carol Dweck and will

share insights with staff throughout the 2009-10 school year. The committee recommended to continue monitoring the Literacy Framework and to possibly look at another book study and/or relevant literacy articles in an effort to continue shaping literacy at KPS.

3. Monitor and assess the needs of students transitioning from Kindergarten to 1st, 5th to 6th and 8th to 9th grades.

RESULTS:

The committee evaluated the needs for each of the transitional stages. Many of the steps that have been used in the past were refined and new ones were identified, all of which will be implemented in an effort to make the transition of students as successful as possible.

2009-10 GOALS:

1. Determine best practice in the area of homework and grades by end of first semester and make recommendations.

RESULTS

After three years of many meetings, conversations, and research on best practices in the area of homework and grades, various memos were constructed by the committee and released to staff. Topics included the reliability of a rubric vs. point system, trended scores, and grading and evaluating the role of homework. Staff were provided with a grid of homework and grading practices which challenged staff in thought of measurement topics and how students are measured in a grade that is closer to a true score. During PD, staff produced answers to questions which required them to come together through extensive conversations in an effort to provide the committee with further feedback. The committee shared that this process has been extremely beneficial in developing a consistency within the teaching teams throughout the district to become more aligned of what our students are truly learning.

2. Review the effectiveness of the Writing Consultant and Literacy Coach positions and their impact of K-12 student achievement.

RESULTS

The committee drafted surveys as an evaluation tool to gain feedback from staff and principals regarding the effectiveness of the Writing Consultants and Literacy Coach positions. They also gathered quantitative data which illustrated trends in rising scores in MEAP ELA scores, MME ACT writing and reading scores and MAP reading scores, dating back to 2007. Qualitative data, by way of the surveys, also highlighted that student achievement was positively affected by the coaching positions.

3. Review Alternative Education at Kelloggsville Public Schools.

RESULTS

The committee focused their review on the following three areas:

- Determine the purpose of Alternative Education;
- Review the needs of this student population;
- Measure student success;

It was determined that the purpose of alternative education is to give students the opportunity to gain credit or graduate from a non-traditional setting and become productive members of society. To measure that, the committee reviewed the amount of credits earned during each marking period and looked at student growth on MAP testing and MME scores. During this review, it was identified that students from Discovery are doing very well, if not leading in many of the core subject areas in comparison to students from other alternative high schools. The committee also recognized the importance of students gaining employment skills, teaching them the literacy and employability skills necessary as they prepare for life after leaving Discovery.

2010-11 GOALS -- See Board of Education Results

2011-12 GOALS -- See Board of Education Results

2012-13 GOALS -- See Board of Education Results

2013-14 GOALS:

1. Develop a PreK-12 instructional framework (best practices).

RESULTS:

Work on the PreK-12 instructional framework will continue as the committee investigated many examples and concluded that KPS should have concise, understandable and user friendly best practices. Staff input and access of curriculum information by the community is also a key component. A district curriculum team was formed to discuss, review, and approve curriculum proposals and issues.

2. Ensure a plan, process and any additional training is completed in preparation for 2014-15 assessments.

RESULTS:

The MDE released the Spring 2014 testing schedule and various grade levels have piloted the Spring Interim Assessments which will help to assist staff in making sure we are prepared for the upcoming change in testing.

3. Determine best practice in embedded professional development.

RESULTS:

Classroom learning labs, live in-classroom observations of a teacher instructing students with teachers observing, were implemented to actively engage staff in professional learning opportunities. CLL's were very successful and will continue by incorporating additional grade levels for the 2014-15 school year.

2014-15 GOALS:

1. Develop a PreK-12 curriculum outline.

RESULTS:

After receiving mixed feedback from staff on a proposed template, it was the committee's recommendation to continue this goal in the future to strengthen and form a basis that staff and parents can stay informed through. In the meantime, a curriculum link was added to the district website with items that support the instruction taking place at KPS.

2. Evaluate the effectiveness of core instruction and interventions in K-5 reading.

RESULTS:

Evaluations of K-5 reading showed that while gains were made in achievement, the number of paraprofessionals rose steadily (54) in order to provide interventions. The committee felt this type of model was not sustainable. For the 2015-16 school year, the district will utilize Reading/Instructional Specialists at each elementary building to support core instruction and interventions.

3. (2014-17 On-Going Goal) Review the use and effectiveness of PowerSchool.

RESULTS:

It was determined, via parent/staff surveys, that PowerSchool is effectively meeting the needs of the district.

4. (2014-17 On-Going Goal) Evaluate and determine effectiveness of K-12 instruction and assessments (grant funded programs, ELL, MTSS, SPED, NWEA, and Discovery Ed.)

RESULTS:

The committee determined that this was another very broad goal and suggested looking at one program area each year, on an ongoing basis. To that, the committee looked at interim assessments given and determined several gaps to be addressed. NWEA is given consistently in grades 2-5 and this year testing began in K-1. KMS has been using Discovery Education for grades 6-8 with no interim assessment at KHS. For consistency, the 2015-16 school year will begin with a move to NWEA testing in reading and math for K-10 grades and will take a look at the cost of adding the science assessment. Summative assessments will include M-Step in grades 3-8; PSAT in 8, 9, 10, 11 and SAT in 11.

5. (2014-17 On-Going Goal) Evaluation of technology placement and instructional use.

RESULTS:

The Technology Department developed a 5 Year Plan for purchasing, use, and effectiveness of technology throughout the district.

After visiting several classrooms and buildings, it was determined that technology placement of document cameras and projectors are a critical teaching tool in every classroom. Staff have expressed appreciation for what they currently have but also communicated that additional technology resources for students could be utilized. Student printing was also evaluated and has become less of a need overall.

ADDITIONAL RESULTS:

- Beginning with the 2015-16 school year, a District Instruction Team will be developed to meet with the Reading/Instructional Specialists and other interested staff to provide communication and oversight with regards to district instruction.
- An on-line school, within the 54th Street Academy will be implemented for the 2015-16 school year. The goal of the program is to increase options for students who are expelled and/or on a long-term suspension. Components will include utilizing the current seat time waivers by providing students with Chromebooks and a required check-in twice a week.
- The Academic Achievement Center, located at the High School, had a successful first year. This program allows students to gain credit recovery, take online and advanced classes. Evaluation of the program will lead to a few minor changes to ensure the continued effectiveness of the ACC.

2015-16 GOALS:

1. Design grade level and/or department curriculum guides, including alignment of K-12 curriculum

RESULTS:

Curriculum Crafter 2.0 was reviewed by the committee. The revamp of this product allows for the upload of curriculum maps and standards, build and store lesson plans, over 700,000 units of instruction and countless resources as well as NWEA RIT band resource alignment. The committee agreed that this program met the district's needs for this particular goal and moved forward in training all instructional staff in January and February. District expectations for use of this tool were also developed.

2. Evaluate the effectiveness of the K-12 math program and interventions.

RESULTS:

Committee members used the MDE's Program Evaluation tool, which is the same one used in the school improvement process, to assist with evaluating the K-12 math program, along with obtaining feedback from grade level/department chairs by working with their teams to help evaluate current math programming. After final review, the committee made the following recommendations; 1.) additional PD for math; 2.) work with 4th and 5th grade to ensure consistency; 3.) continue working with the high school regarding suggested material requests.

3. Review K-12 building-wide behavior supports, including ISS, KSSN, and school-to-home coordinators.

RESULTS:

Review of the district's current behavior supports indicated that some services were more effective in assisting behavior challenged students to remain academically successful than others. A pilot program was implemented at the middle school, School within a School

[SWAS] which was initiated as a result of the concern for identified students who consistently exceeded all discipline rubric expectations and as a result were failing core classes. Students that were placed in the program were on a reduced schedule, separated from the general student population and had exclusive instruction on core subjects with a focus on both behavior and academics. Results showed that students displayed significant improvements in both areas and that the SWAS team did a great job with incentives and benchmarks created to help aide in students reaching their full potential. This program will be potentially available for the 2016-17 school year, if the need is present. Due to funding and program changes the KSSN program will not continue for the 2016-17 school year. Instead, each elementary will gain an elementary student services coordinator to assist and work with students and families on attendance, discipline issues, and a variety of other areas to ensure and improve student success.

4. Implement a District Instructional Team to provide guidance on district curriculum items, including gifted & talented, STEM and EL services.

RESULTS:

A District Instructional Team was comprised of grade level/department chairs, instructional specialists, and building/district administration. Initially, the team went through an instructional infrastructure activity to gauge where the district was in terms of instruction. Goals and purpose were developed on various components being used to achieve results on SI plans, data report outs, alignment work, curriculum cycle reviews and evaluation of programs. In addition, the committee worked with a representative from Kent ISD on a revamped district mission, vision and belief statement. The work of this committee will continue, as they intend to meet monthly throughout the 2016-17 school year.

2016-17 GOALS:

1. Review and restructure AP classes and Academic Achievement Center at KHS.

RESULTS:

Four (4) taught AP classes will be offered at KHS for the 2017-18 school year; (AP Calculus, AP Chemistry, AP Biology, and AP Civics). The committee also reviewed the purpose and use of the Achievement Center and as a result it will offer students two (2) hours during the school day to assist with various needs of virtual AP or enrichment classes while credit recovery will be moved to 54th Street Academy. This aligns with the district's student engagement focus as well as college/career readiness.

2. Review K-12 science programs and make recommendations for materials based on Next Generation Science Standards.

RESULTS:

The district worked closely with a Kent ISD Science Consultant and set up a five (5) day Next Generation Science Standards professional development for the district's science teachers during the month of August. In addition, a science intervention position will be added to Southeast, full-time for 2017-18. The committee also will continue to monitor this content area based on training and materials as guided by the new standards however, no new

materials are being proposed at this time. Lastly, a trip for Y5's to Blandford Nature Center will be added to introduce science to our youngest learners.

3. The District Instructional Team will provide guidance on district curriculum items, with a focus on EL services, gifted & talented and STEM.

RESULTS:

The EL team compiled a list of resources to purchase to assist with their work for the 2017-18 school year. The district continues to assist with providing opportunities to students for enrichment camps and programs. The committee determined that a good goal for the next year would be to look at STEM specifically, including maker spaces in the elementary and other media centers.

4. Identify ways to utilize NWEA data to drive instructional practice.

RESULTS:

The district signed a three-year agreement with NWEA to bring training in for administration and staff.

5. (2016 -19 On-Going Goal #1) Monitor the use and effectiveness of PowerSchool

RESULTS:

PowerSchool remains to be a very useful and effective tool for the district's student management database and in most areas fulfills reporting needs. The committee recommends that it continues as the district's student management software.

6. (2016 -19 On-Going Goal #2) Review and update all curriculum maps for all content areas and electives.

RESULTS:

Finalized checklists were shared with administrators and department chairs at the final district instructional SI meeting of the year. Work will continue on updating curriculum maps and some staff have asked for a template which will be provided to those interested. The committee will continue to monitor maps each year through their instructional work.

7. (2016 -19 On-Going Goal #3) Evaluate professional learning needs to staff.

RESULTS:

The committee worked together with the Human Resources committee to assist with professional development offerings through district goals and staff needs. A PD plan for the 2017-18 school year was put into place and finalized to fit the goals of improving classroom instruction and student achievement by correlating with the school improvement plans.

Other: The committee also looked at homework and grading policies throughout the district, including report cards. One specific item will be the recommendation to eliminate the "G" grade at KHS. A "G" grade is given when a student reaches 9 absences in a class. Students are granted this grade for the class as long as they have fulfilled the minimum requirements for

the class and is calculated in the student's GPA as a zero. The committee has determined that this is not beneficial to students and will make a recommendation for the 2017-18 school year for its elimination.

2017-18 GOALS:

1. Review, design and develop effective literacy programming to ensure that State of Michigan legislation is followed and K-12 literacy has a solid foundation in the instructional program.

RESULTS:

K-12 curriculum maps were updated, including the review of K-3 reading intervention which was reworked to include a push-in support component to assist with consistent foundational reading skill implementation.

2. Evaluate and make recommendations for K-12 supports related to working with students in poverty, including attendance and tardy policies, homework practices, report cards and review graduation requirements and drop-out rates.

RESULTS:

The committee specifically focused on the development of homework guidelines and attendance incentive programs. Implementation of the new attendance incentive program took place at KHS and was consistently monitored to increase student engagement and motivation. Further review of the program will take place in the 2018-19 school year. New homework guidelines were established that stressed the importance of setting consistent guidelines for a district-wide, K-12 homework policy that the committee developed based upon research on best practices. The process to communicate the information to staff and parents was also implemented.

The committee also shared graduation and drop-out data from MI School Data for the years 2013-14, 2014-15 and 2015-16. The percentage for 4-year cohorts was 92%, 78%, and 90%, respectfully. Drop-out percentages for 4-year cohorts during the same years was less than 5%, 12%, and 5%.

3. Investigate and develop additional programming at the secondary level, including a marketing class, work experience and other opportunities for 9-12 students.

RESULTS:

A student survey conducted at the high school reflected the interest of additional programs in the areas of marketing, work experience and hands-on learning opportunities. An administrative addition at the high school will assist with connecting students to work experience and real-world opportunities by placing students with area companies to gain work experience and potential employment training. On-site learning opportunities in the nursing field were also investigated but lack of corporate interest and involvement resulted in the failure to bring this learning and training experience to high school students. This effort will continue in hopes of providing this in the future. Additional staffing levels for the 2018-19 school year will also reflect programming changes to include marketing/business education/personal finance classes.

4. Review and make recommendations for K-12 science programming.

RESULTS:

A subcommittee was created, made up of district science teachers, that reviewed and recommended the following; ensure that all science teachers have understanding of the standards, purchase Science Alive sets and consumable kits to share in 4th & 5th grade levels, create consumable budgets for science teachers, and continue to monitor the implementation of these recommendations.

2018-19 GOALS:

Goal #1: Evaluate the AP program at the high school, including enrollment, pass/fail rates, etc.

RESULTS:

AP classes for the 2018-19 school year included Calculus, Biology, Chemistry and Government and showed successful results at the secondary level and are scheduled to continue for the 2019-20 school year.

Goal #2: Review and evaluate K-12 reading programs and materials at all buildings.

RESULTS:

This goal was broken down to K-5 reading only. The committee reviewed materials and changed to Fountas/Pinnell for progress monitoring for intervention and saw good results. Guided reading materials from Perfection Learning were enhanced with grade levels receiving some gap (either levels above or below as determined by grade) materials. Additionally, third grade teachers worked hard on M-step test-taking strategies with students. The committee recommended to continue this goal as on-going for 6-12 grades in 2019-20.

Goal #3: Investigate additional PowerSchool capability for effective use of student data, including updated report cards.

RESULTS:

PowerSchool remains to be an effective use of student data, however, report card changes remain cumbersome and are not translated. The committee engaged with the vendor, however, they only offer online learning components at a cost which the committee declined. The committee recommended that the district may want to consider another management system at some point in the future.

Goal #4: Contact a local provider to develop and implement a CNA program for the high school and 54th Street Academy, beginning in the 2019-20 school year.

RESULTS:

As part of Instruction Goal #4, the committee made several efforts to grow a CNA partnership with local medical agencies but encountered several obstacles that limited the potential of

our students only being able to become part of their food service program. Due to HIPPA laws and other liability issues, bringing that type of program into the district was not a possibility.

Goal #5: Review and evaluate K-12 math alignment.

RESULTS:

This goal was broken down for grade levels K-5. The committee reviewed materials and noted that staff are utilizing Math Expressions in K-3 and differentiated materials in grades 4-5. The committee recommended this as an on-going goal for 6-12 grades next year.

2019-20 GOALS:

Due to the COVID-19 pandemic many of the goals for the 2019-20 school year may have been only partially completed and/or put on hold as a result to the Governor's Executive Order that placed school districts into complete shutdown for several months. Results may vary depending on the committee's ability to fully execute each goal to its completion stage.

Goal #1: Implement a reading intervention program at East and West elementary which will provide students with targeted instruction in deficit areas.

RESULTS:

To provide targeted instruction, East and West Elementary implemented the RISE program, which is a proven research-based program that focuses on literacy components to help students overcome reading deficiencies and increase comprehensive skills. As the school year progressed, students were exited and others entered. NWEA data indicated encouraging results with students who participated in the RISE program, in comparison to those without the support. M-Step testing did not take place as all standardized tests were delayed indefinitely in the Spring of 2020 due to the coronavirus pandemic but it is hopeful that this support would lead to improved test scores as well as decrease the number of students who would have been recommended for retention based on the 3rd grade reading law.

Goal #2: Teachers at all grade levels and disciplines will incorporate effective writing strategies across the curriculum.

RESULTS:

There was an entire K-12 focus on writing across the curriculum that began with professional development earlier in the year at both elementary and secondary levels. The topic was also an emphasis at grade level and department level meetings. A district-wide writing contest was brought back to engage students in the interest of becoming young authors. A subcommittee was formed to set guidelines and perimeters and approximately 100 students were recognized for their writings, receiving a certificate and writing journal. A second writing contest was scheduled to take place in the spring but did not occur due to the closure of school in mid-March.

Goal #3: Pre-test all 9-12 students to determine their level of reading competency and develop strategies to move students to grade level (data driven).

RESULTS:

Two (2) sections of Reading will be offered at the high school for the 2020-21 school year. Students will be specifically selected and placed in the classes to receive intentional instruction on effective reading strategies.

Goal #4: Review and update the district's report cards.

RESULTS:

A subcommittee was formed and a focus was placed on updating elementary report cards for the 2019-20 school year. Modules were purchased from PowerSchool which allowed modifications to easily be made. These plug-ins assisted with aligning and updating the report cards to make them more parent-friendly.

2020-21 GOALS:

Goal #1: Continue to develop an elementary reading program that stresses the importance of phonemic and phonological awareness. In addition, look to add rigor to daily instruction by using grade level materials with appropriate scaffolding to ensure student success.

RESULTS:

All teachers K-3 implemented teaching phonics fundamental lessons on a daily basis. The next step is to provide assistance as they use the emphasis on phonological awareness when they work with students in reading groups. Students are also being provided with more grade level text opportunities regardless of reading level as well as the necessary support to ensure success. The district has purchased grade level material for staff and additional resources will be purchased that will provide grade level text. It is recommended that this goal continue for the 2021-22 school year.

Goal #2: Secondary staff will incorporate effective writing strategies across the curriculum.

RESULTS:

This goal was accomplished by all departments at KMS, KHS and 54th Street using the Disciplinary Literacy Essential Instructional Practices and the resources associated with it to create new and enhanced writing efforts in specific disciplines to increase student achievement in writing. It is recommended that this goal continue for the 2021-22 school year.

Goal #3: Align math instruction across all grade levels.

RESULTS:

Sample math materials for 4-5th grade levels were reviewed in mid-February and as a result, the district will purchase the Envision Math Program as the primary math resource for students. Students in grades K-3 will be using Math Expressions as the primary math resource. Students in grades 6-8th will also be using Envision Math. To help with alignment of math instruction across the grade levels, the instruction committee will review the K-3 resource to determine whether to stay with Math Expressions or make a move to Envision Math.

Goal #4: Improve virtual instruction by evaluating the current platforms being used during the 2021-22 school year. In addition, provide staff with the necessary training to be effective online teachers through professional development activities.

RESULTS:

The platforms used for the 2020-21 school year were evaluated for effectiveness. Based on committee recommendations, the switch was made to APEX Learning for online instruction for 6th-12th grades. Elementary staff will create their own curriculum over the summer and students will receive instruction using the digital platforms of the resources currently in place with the exception of Phonics Fundamentals and Handwriting Without Tears, which are not available digitally. The district also purchased the learning management system Schoology, which will house all of the learning content.

2021-22 GOALS:

Goal #1: Review and evaluate K-12 Language Arts data, curriculum and resources.

RESULTS:

At the elementary level, teachers began using parts of the new Bookworms program in their classrooms. Remaining portions of the program will be purchased for a full-scale implementation for the upcoming school year. At the middle school, high school, and 54th Street levels, the decision was made to pilot Intro Literature for the 2022-23 school year.

Goal #2: Review and evaluate K-12 Science data, curriculum and resources.

RESULTS:

Mystery Science was the curriculum resources used by elementary staff during the 2021-22 school year. OpenSciEd resources and consumable/non-consumable materials were purchased for 6th and 8th graders, with 7th grade using digital text only. For high school science, SAVVAS materials will be purchased for implementation for the 2022-23 school year.

Goal #3: Review and evaluate K-12 Social Studies data, curriculum and resources.

RESULTS:

Studies Weekly Subscriptions was the curriculum resource used by K-5 elementary staff during the 2021-22 school year. At the middle school, TCI Social Studies curriculum was used and at the high school level, a variety of resources were used.

Goal #4: Analyze the process used to select students for advanced placement classes at the middle school and high school.

RESULTS:

Based on the enrollment (by race) in advanced classes, the process currently in place to identify students does not appear to be unfair or be selective based on race. Moving forward, the committee recommends continuing the promotion of all opportunities for advanced placement classes to parents and students.

Goal #5: Monitor the implementation of SEL curriculum K-12.

RESULTS:

SEL Second Step Universal screeners was used at the K-5 level (DESSA) and secondary (TRAILS) levels were set in place to screen students and assess their mental health needs. The results included small group interventions that were created to identify specific social and emotional needs and to help determine the impact of the SEL programs.

Goal #6: Develop and enhance the Broadcast Journalism Programs at the secondary level.

RESULTS:

This goal continued to progress with the purchase of new computers, recording equipment, associated hardware and a software management system for the broadcasting programs at the secondary level. Ten (10) computers were installed at KMS that have the capability to run the programs that include activities such as public service announcements, book-reading recordings, and a movie trailer created by students. Computers were also purchased for the high school program and the new design for the STEM building includes a dedicated space for the program including a “green” room and recording room.

Goal #7: Monitor virtual instruction by evaluating the platforms being used during the 2021-22 school year by Kelloggsville Virtual School.

RESULTS:

Monitoring of the KVS instructional platforms that are currently in place at the elementary level reported to be successfully providing programs that fit the needs of the students. At the middle school level, APEX courses for the most part were satisfactory however, math seemed very difficult for students so the recommendation was to move some higher-level electives to high school and add a different computer course offering for students. Current programming at the high school also indicated that it was meeting the needs of students with the recommendation to add more supplements for our students in math to help them complete the rigor. APEX will continue to teach the English courses with the switch to novels being taught to reflect a more diverse background in authors. In addition, more electives will be added for those that are finished with the majority of their required coursework. Some changes and additions that will be implemented for the 2022-23 school year in the categories of instruction, courses, and extras, including intramural opportunities, additional electives, in-person options, athletics, school plays, and a variety of other clubs and activities.

Goal #8: Evaluate the effectiveness of our benchmark assessments (NWEA) as well as investigating other assessment options both at the district and building level.

RESULTS:

The committee reviewed presentations from three (3) other approved benchmark assessments besides NWEA and researched the pros and cons of each to determine if there is a better assessment that measures student growth to drive instruction. Many features have been added to NWEA that led to a decision of staying with the company and company representatives reviewed those features which will help to ensure that the assessment will best measure student growth.

HUMAN RESOURCES

PAST RESULTS

2000-01 GOALS:

1. Develop and implement a training plan for teachers that will support the district goals, especially in the areas of instructional strategies and techniques, to improve student achievement as demonstrated through the MEAP and other assessments. Create and implement a training plan for the support staff that will enhance their work assignment skills for the achievement of district goals.

RESULTS:

Developed and implemented a sequential training plan for teachers and support staff for the school year. Training sessions held on in-service days and after school.

ADDITIONAL RESULTS:

Provided MLLP training for teachers and paraprofessionals during the summer of 2001.

Organized and held grade-level meetings on a monthly basis to determine curriculum needs, as well as training support.

2001-02 GOALS:

1. Develop and implement a training plan for the instructional staff that will support the district goals, especially in the areas of instructional strategies and techniques, to improve student achievement as demonstrated through the MEAP and other assessments. Create and implement a training plan for the support staff that will enhance their work assignment skills for the achievement of district goals.

RESULTS:

Continued sequential training plan for teachers and support staff during the school year.

2. Collaboratively develop personnel appraisal systems and processes with the labor groups in the district.

RESULTS:

Collaboratively developed an appraisal system for all employee groups. The system will be implemented as a pilot program for the 2002-03 school year.

ADDITIONAL RESULTS:

Provided training for employee groups to understand the intent and mechanics of the new personnel appraisal system.

Reviewed and developed standardized job descriptions for all employee classifications in the district.

Organized and implemented the first Kelloggsville Conference for staff where the concept of “teachers teaching our staff” was enthusiastically embraced by the participants.

2002-03 GOALS:

1. Implement a “Rocket University” that involves all employee groups.

RESULTS: Increase staff knowledge and skills in their area of expertise and assignment.

2003-04 GOALS:

1. Continue to pilot new personnel appraisal system with all employee groups and develop an alternative personnel appraisal system for those staff/teachers that are proficient and/or distinguished in all areas.

RESULTS: The appraisal system has provided for a more reflective practice on the part of the employee for his/her performance leading to growth.

2. Engage the labor groups for contract negotiations using the interest-based model and continue positive labor relations in the district.

RESULTS: The district and labor groups have mutually agreed on new contracts, prior to the expiration of the current agreement that was fair to all parties.

2004-05 GOALS:

1. Provide staff training in pre-test and post-test techniques, data analysis, and data application.

RESULTS:

The training provided staff with knowledge of how to use data analysis and data application.

2. Evaluate the K-12 guidance and counseling program to determine if our procedures and techniques are serving our changing student population.

RESULTS:

The evaluation provided recommendations to the Board of Education. These recommendations will be implemented in the 2005-06 school year.

3. Continue to utilize the personnel appraisal system with all employee groups and implement the alternative personnel appraisal system for those staff/teachers that are proficient and/or distinguished in all areas.

RESULTS:

Continued the personnel appraisal system which provided a more reflective practice leading to his/her growth.

ADDITIONAL RESULTS:

Counselors contact time with students was increased. Several employees utilized the Level B system of the appraisal system which led to a honing of a specialty skill.

2005-06 GOALS:

1. Implement the recommendations of the K-12 guidance and counseling program to determine if our procedures and techniques are serving our changing student population.

RESULTS:

Increased number of counselors in fall 2005 and expanded classroom lessons at all levels to meet the needs of all students. Provided and expanded additional small group and individual counseling sessions. Enhanced career counseling component through the use of technology.

2. Develop training for recognizing and understanding social diversity in our schools and society.

RESULTS:

A formed group study was established to study Ruby Payne's A Framework for Understanding Poverty. The "Who is our Student?" committee collected data and reported via IPC. Professional development program entitled Capturing Kid's Hearts centered on motivating and relationship building with students from socially diverse backgrounds.

3. Develop and publish an administrative guideline that articulates a hiring process for labor groups.

RESULTS:

A Hiring/Layoff/Transfer process was established.

2006-07 GOALS:

1. District and labor groups will collaboratively meet to mutually agree on new contracts.

RESULTS:

The district and labor groups have successfully and mutually agreed on new contracts, extending for a four (4) year period, which are fair and equitable for all parties.

2. Review the level of benefits provided in the district for employees and the associated costs.

RESULTS:

Negotiations were successful in implementing health care for all parties with significant savings to the District by either changing carriers or benefits within the current carrier.

3. Develop and implement a system to recognize staff for the outstanding qualities they bring to the district.

RESULTS:

Created and implemented the *Rocket Recognition* program which showcases the qualities and characteristics of staff members whose excellence is valued by Kelloggsville Public Schools.

2007-08 GOALS:

1. Review evaluation instruments with all labor groups.

RESULTS:

Refined the evaluation tools, streamlined the documents and removed duplication between categories to better communicate performance.

2. Review and update job descriptions for all labor groups (secretary and administration have been done).

RESULTS:

As part of the process, staff were asked to review, revise and update job descriptions to better reflect their current duties. The job descriptions were reviewed and modified based on those changes and recommendations were brought to the Board for approval.

3. Develop a fingerprinting process that will provide 100% mandated state compliance by June 30, 2008.

RESULTS:

To meet state mandated compliance all district staff were fingerprinted to meet the June 30, 2008 deadline. Live Scan came into the district in November 2007 and fingerprinted approximately 260 employees at a cost to the district of \$17,408. Results are filed and stored in the Central Office vault.

2008-09 GOALS:

1. Examine the research on effective employee recognition programs.

RESULTS:

The committee developed criteria to recognize staff members, both teachers and support staff, for going above and beyond in their service and dedication to the students of Kelloggsville. All staff members who met the criteria were entered into a random drawing where one individual from each labor group are recognized as an "Outstanding Educator" at the end of each quarter. These individuals are acknowledged at a Board of Education meeting and two staff are drawn at random to receive a gift card to Barnes & Noble and treated to lunch by the Superintendent.

2. Examine electronic means of processing human resource information (e.g. employment applications, staff training, time clocks, etc.)

RESULTS:

To comply with state and federal regulations the district updated its method of providing online training for bloodborn pathogens to all district employees. This procedure is free of charge through consortium membership which was a cost savings to the district.

The committee also evaluated and implemented Applitrack, an updated way for the district to receive and search for applications. This program aids in posting and searching for applicants district wide.

3. To expand participation of the KEA/KESSA in the Three Year Plan in four of the six working teams. The participants would be through an invitation by the labor group for the August 2009 work session.

RESULTS:

Participants of KEA/KESSA were invited to the work session and participated in four of the working teams; Human Resources, Instruction, Community, and Operations.

2009-10 GOALS:

1. Evaluate the staff recognition program.

RESULTS:

In an effort to widen the participation criteria, the committee adjusted the number of chargeable absences to allow more staff the opportunity to be recognized. In addition, each building had the opportunity to nominate fellow colleagues by submitting forms which recognized deserving staff as "Soaring Rockets" for their dedication as outstanding educators.

2. Develop training for recognizing and understanding social diversity in our schools and society.

RESULTS:

The committee reviewed current practices by sending a survey to building administrators which gathered data including communication with families and students, curriculum accommodations, student groups, events/activities, and desired changes or additions to current practices. Areas of overlap and/or gaps were identified showing consistent translation and interpretation of information and documents necessary to effectively communicate with students and their families. The committee also reviewed curriculum accommodations including ELL instruction on PD days such as SIOP training.

3. Evaluate current staffing levels, both certified and support staff.

RESULTS:

Current staffing levels, both certified and support staff, were evaluated and identified as sufficient based on current programs and enrollment.

2010-11 GOALS - - See Board of Education Results

2011-12 GOALS - - See Board of Education Results

2012-13 GOALS - - See Board of Education Results

2013-14 GOALS

1. Communicate clear expectations to all staff on evaluation tools and process.

RESULTS:

At the beginning of the year, staff were given guidelines and end-of-year timelines for performance goals and self-evaluations. In addition, communication was sent that encouraged staff to become acquainted with the Michigan Revised School Code – Teacher Evaluation Guidelines for more detailed information. However, the State of Michigan has continually reworked and failed to solidify pieces of the tool and process, making it difficult in providing staff with clear and concise information – every effort will be made to ensure all staff are clear with expectations as defined by the state.

2. Implement the Affordable Healthcare Act for all employee groups.

RESULTS:

KPS is compliant but this too is an area where regulations are a moving target and very confusing. IRS regulations regarding the shared responsibility mandate had indicated that 95% of employees at 30 hours or more would need coverage in 2015 but have since altered that percentage and timeline. Since KPS was preparing to meet the original mandated guidelines, the district is compliant but will monitor any changes and updates as necessary.

3. Review and evaluate the new employee mentor program for all probationary staff.

RESULTS:

The committee has worked to develop a comprehensive mentor program that will be consistent throughout the district. Guidelines were created so the newest teachers have the necessary support to become effective, with the ultimate goal being quality teaching and learning taking place in all KPS classrooms.

4. (2013-16 On-Going Goal) Evaluate current staffing levels, both certified and support staff.

RESULTS:

Staffing levels for the 2014-15 school year were reflective of declining enrollment projections and budget constraints and consisted of both layoff and transfers.

2014-15 GOALS

1. Communicate clear expectations to all staff on evaluation tools and process.

RESULTS:

The State has yet to clarify the teacher evaluation process as indicated with the passing of House Bill 103 which amended the Revised School Code to delay the implementation timeline, the conditions for the measurement used, and the adoption of the specific evaluation tool.

However, it was determined by the district and communicated to staff that the following evaluation process would be based on the following; 25% of student growth – 10% determined by AYP and the remaining amount determined by each building. Language on extra contributions was also finalized and clarified on how it relates to the layoff and recall process, not the evaluation process.

2. Development and implement an employee mentor program for all new and probationary staff.

RESULTS:

All new and probationary staff were assigned a mentor for the first three (3) years at a building. A checklist was also developed to assist both the mentor and mentee in areas such as PD, etc.

3. Successfully negotiate labor agreements with all labor groups by the Friday prior to Memorial Day.

RESULTS:

The district successfully negotiated labor agreements with all labor groups prior to their expiration dates.

4. (2014-17 On-Going Goal) Maintain staffing that is appropriate to meet the needs of the students and within the financial parameters of the district, as well as providing interventions for the identified at-risk students.

RESULTS:

Staffing levels for the 2015-16 school year were reflective of enrollment projections and budget constraints. It was determined that the number of paraprofessionals rose steadily (54) in order to provide instruction interventions, but this type of model was not sustainable. The district will utilize Reading/Instructional Specialists at each elementary building to support core instruction and interventions.

5. (2014-17 On-Going Goal) Continued review and evaluation of the employee mentor program or all new and probationary staff.

RESULTS:

The program that was developed and implemented will be reviewed during the 2015-16 school year to determine its effectiveness.

ADDITIONAL RESULTS:

- Professional development was provided to staff to address the topic of bullying and to find solutions to alleviate the impact on the district and our students. Marcia McEvoy, who is an expert in the area of aggression prevention, worked with staff to assist with implementing a formal anti-bullying program for the district. Beginning with the 2015-16 school year, Dr. McEvoy will begin working with students on peer resistance training using a train-the-trainer model where teaching staff and support personnel

are present to reinforce the skills. A final component will be a parent workshop to help families reinforce the same model in the home.

2015-16 GOALS

1. Communicate clear expectations to all staff on evaluation tools and process.

RESULTS:

Communication was shared with staff on the state's standards on student growth pertaining to staff evaluations being changed from 40% to 25% without using required state data. Districts were allowed to use locally determined assessment data that aligned to state standards among similar educators. Administrators reviewed several state approved evaluation models as the district's current model, Modified Danielson, was not added to the state approved list. After closely working with Kent ISD, administrators made the choice to shift to the 5D+ Rubric Evaluation Tool which was communicated to staff and updates on the implementation process will be ongoing.

2. Continue to review staff safety training and policy compliance, including the training of all employee groups in the area of student bullying and aggression prevention.

RESULTS:

SafeSchools compliance module training was completed by all staff and training on bullying and aggression behavior, facilitated by Dr. Marcia McCovey was concluded and implementation of refined rubrics, positive behavior reinforcements, student reporting formats, and staff visibility are currently in place.

Additional areas of training that were offered or will be made available to staff, to prepare for the 2016-17 school year include AED/CPR and Epi Pen training.

3. Review and revise staff handbooks for the following areas; teaching staff, bus drivers, and food service.

RESULTS:

The committee determined that the district currently had no type of handbook available for instructional staff, bus drivers and food service staff. After reviewing several examples it was established that important components need to contain content highlighting work expectations, procedures, and consequences while making sure that language does not contradict current contract language and policies and complies with all state and federal guidelines. Three sub-committees were developed to draft the handbooks, which were reviewed by legal counsel and presented for Board approval. In addition, an Auxiliary Support Staff Agreement, for staff not covered under other contracts/agreements, was completed and will be made available for staff for the 2016-17 school year.

2016-17 GOALS

1. Communicate and implement the new 5D+ teacher evaluation system for staff with a Pre-K through 12th grade focus on student engagement.

RESULTS:

All administrators completed staff evaluations using the new 5 Dimensions of Teaching & Learning tool which focused on the dimension of student engagement. Two domains will be added for the 2017-18 school year and two more the following year.

2. Review and revise the secretary handbook.

RESULTS:

A Secretary Group Handbook was drafted and approved by the Board on 05/22/17. As an extension of the handbook, it was noted that the committee will review and update the district's job descriptions as part of their goal for the 2017-18 school year.

3. Continue to review and monitor the employee mentor program established for all new and probationary staff.

RESULTS:

The committee drafted a mentor/mentee purpose and process program that will be implemented for the 2017-18 school year. All new teachers will be provided with a tenured teacher as a mentor for their first three (3) years. Once paired, they will meet face-to-face once per month from September to June (10 meetings for new teachers). A suggested list of topics is provided to facilitate discussion at those meetings. In the second and third years, the expectation for meetings is every other month for a total of five (5) meetings. This program is intended to provide new teachers to the district with guidance and support.

4. Plan district-wide training, guided by the book *Teaching with Poverty in Mind* by Eric Jensen.

RESULTS:

As guided by the reading of Eric Jensen's *Teaching with Poverty in Mind*, professional development took place on several occasions. In January, the district's instructional specialists and administrators viewed a webinar facilitated by Eric Jensen. In February, staff attended a workshop facilitated by SLD Read based on the topics: Seeing our Kids Through a Different Lens and The Effects of Poverty/Trauma on Brain Development and Literacy. In March, SLD Read presented a parent workshop at Rocket Family Night based on the topic: Bridging the Reading Gap. Lastly, a list of items was generated from grade level/department chairs on future learning they would like to have.

5. (2016 -19 On-Going Goal #1) Maintain open communications between administration and labor groups through dialogue at the building and district level.

RESULTS:

Open communication took place at the building level between KEA building reps and administrators and also at the district level through monthly dialogue meetings.

6. (2016 -19 On-Going Goal #2) Maintain staffing that is appropriate to meet the needs of the students and within the financial parameters of the district, as well as providing interventions for identified at-risk students.

RESULTS:

To enhance important elements that supports all students with both interventions and enrichment opportunities, additional staffing and programs that were implemented for the 2016-17 school included the following: instructional specialists at each elementary building, .6 reading interventionist at each elementary building, elementary instructional support specialists, behavior support specialists, increased EL support, ISS at MS/HS, SWAS classroom at MS, counselors at each elementary, additional art courses, and summer programming at all levels.

2017-18 GOALS

1. Successfully negotiate labor agreements with all labor groups.

RESULTS:

Administration and leaders of five (5) labor groups successfully agreed and ratified new contracts/agreements for a period of three (3) years; 2018-19, 2019-20, and 2020-21 as follows:

- Secretary Group
- KESSA (Support Services)
- KEA
- Administrators
- Auxiliary Services

2. Review and revise job descriptions for all classifications.

RESULTS:

The committee reviewed and updated all district job descriptions to reflect current practices. All job descriptions were formatted into one common template that were consistent and uniform with established standards that were clear and concise. A five (5) year review cycle was recommended to update position descriptions to reflect the most up-to-date versions.

3. Continue to review and monitor the employee mentor program established for all new and probationary staff.

RESULTS:

Work on this goal was carried over from 2016-17 in which implementation of several new components to assist and ensure staff receive support through a mentorship program for both new and probationary staff. As this work continued through 2017-18, a training program was recently organized to help new staff with classroom management tips by expert advice from fellow colleagues on best practices and examples of poverty strategies. Positive feedback from those sessions will carry over to more offerings on similar topics in the 2018-19 school year.

4. Plan and schedule district-wide staff training, with an emphasis on support staff, with regards to students in poverty.

RESULTS:

An emphasis was placed on all staff classifications to receive training on how to interact with families and students in regards to poverty. In February 2018, a session was facilitated specifically designed for bus drivers and food service staff to heighten their awareness on interacting with economically disadvantaged students. The committee recommended that this goal continue for 2018-19 with the emphasis on mental health issues.

2018-19 GOALS

Goal #1: Review all K-12 student handbooks.

RESULTS:

Work on updating student handbooks was in progress by committee members but due to the number of Administrator changes for the 2019-20 school year, the committee recommended to move slower to gain feedback from new administration. Draft versions with newly recommended changes and updates will be presented for Board approval over the summer, for implementation in time for the new school year.

Goal #2: The Director of Food Service + HR Committee will design a calendar of training.

RESULTS:

A calendar of training has been drafted for food service staff that will include them with professional development training that are similar to those of other district-wide staff. In addition, they will utilize additional training opportunities that are topic-specific to provide a more comprehensive and consistent training on food service topics.

Goal #3: The KHS Academic Dean of Students + HR Committee will investigate different trades and entrance requirements for student participation.

RESULTS:

The Work Based Learning (WBL) program was designed to provide students with a planned program of job training related to a chosen career with sustained interactions in a real workplace setting, paid or unpaid. The program was open to all KHS seniors, boys and girls, college bound or non-college or military enlisted. Students were to be on track to graduate and attend either a morning or afternoon work session, based on student and employer schedules. Students received credit/no-credit for 3 credit elective class and are transported to/from their worksites by Kelloggsville transportation, if needed. Expectations of the program was no experience necessary and life skills awareness by students such as arriving on time, ready to work, and a positive work ethic are reinforced. Student participation; 2016-17 = 3 seniors, 2017-18 = 4 seniors, and 24 students were enrolled in the 2018-19 program. It is hopeful that more of these programs will become available in the near future and expand educational opportunities in the fields of high demand jobs such as manufacturing, trades, IT and healthcare, adding that Kelloggsville is part of a talent consortium that is applying for some of those funds and the district is looking forward to growing and expanding the KPS program. A career-signing day took place in May which 10 students took part and signed job offers from area manufacturing and construction companies that they have been working with throughout the school year. Students, families, and the media shared in congratulating students on their accomplishment.

Goal #4: Plan training for support staff with a focus of the training on students of poverty.

RESULTS:

Training for all support staff (secretaries, bus drivers, custodians, and food service staff) on the topic of PBIS took place on 05/10/19 professional development day. Offerings to train all labor groups for the 2019-20 school year, during PD days, will address the current needs relating to training around students with poverty which helps to keep all district staff unified around current initiatives.

Ongoing Goal #2: Work with the Asst. Superintendent to design training for Rocket University.

RESULTS:

Summer training for Rocket University included offerings in training of SLD Read, CHAMPS training, ELA staff working to create 180 days of ELA instruction, CPI and CPR training, Guided Reading, Math Talks, and Number Sense, and NWEA assessment training.

2019-20 GOALS

Due to the COVID-19 pandemic many of the goals for the 2019-20 school year may have been only partially completed and/or put on hold as a result to the Governor's Executive Order that placed school districts into complete shutdown for several months. Results may vary depending on the committee's ability to fully execute each goal to its completion stage.

Goal #1: Review strategies to increase student attendance as well as preventing truancy.

RESULTS:

The committee reviewed the attendance and truancy policies that were put into place during the 2018-19 school year and were carried over to 2019-20. Each building improved on the implementation of additional strategies and practices and as a result, improvements took place district-wide. Strategies included the implementation of positive and proactive policies and incentives to increase student attendance as well as prevent truancy.

Goal #2: Develop guidelines in dealing with students that are truant.

RESULTS:

In combination with Goal #1, the committee feels that the district is implementing positive and proactive strategies to help improve attendance and will continue to monitor the data through the 2020-21 school year. The procedures and guidelines that were set in place ensure the truancy program is consistent, district-wide, and that the goal throughout the entire program is to ensure that all efforts are focused on ways to assist families with truancy related issues.

Goal #3: Develop a program in mental health that identifies services, programs and interventions utilizing existing staff and partnership agencies.

RESULTS:

Kent ISD contracted with Family Outreach to provide a mental health liaison (31N Counselors) for the KMS and KHS four (4) days a week throughout the 2019-20 school year. Mental health services and interventions were provided to identified students and data monitored to evaluate and determine the effectiveness to ensure that students' needs were effectively being addressed.

Goal #4: Form a committee (including police liaisons) to develop guidelines, procedures, etc., to meet the requirements of the law for school security.

RESULTS:

In January 2020, a district-wide, physical on-site audit took place at all buildings/facilities conducted by 2 the Rescue. The purpose of this audit was to provide a snapshot on the level of safety at all locations and to identify those areas that need improvement or are identified as having any weaknesses. Results of the audit were reviewed and the committee began examining recommendations to provide a safe and secure environment for KPS.

2020-21 GOALS

Goal #1: Develop guidelines and procedures to meet the requirements of the law for school security.

RESULTS:

As required by the Michigan Revised School Code 1308, the Board approved an Emergency Preparedness Plan in April 2021. The plan is a compiled list of emergency and safety response protocols and procedures to prevent school safety incidents and/or reduce the impact of emergencies within our school community. The plan ties in with a safety and security assessment, which was conducted of the entire district and incorporates many of the recommendations from that audit. Many of the elements that comprise the plan included components in collaboration with local, state and federal school emergency management authorities, district administration, the District Core Crisis Team, related laws, and Board Policy. A digital document was also created that contains vital information about the district, accessible by district/building administrators and first responders. In addition, work took place on the district website that contains emergency response information that will comply with state and federal guidelines.

Goal #2: Create job descriptions for all new job classifications.

RESULTS:

All positions, previously without a job description now have one created - 11 job descriptions were committee approved. They were also reviewed by legal counsel and added to the completed list of district job descriptions.

Goal #3: Review and revise interview questions for all classification groups.

RESULTS:

All previously used interview questions were reviewed and those selected were converted into a google form document, separated by job classification and added to a newly created platform for ease of access and usability to assist in finding the most qualified job candidates.

Goal #4: Develop guidelines and procedures to create a blended K-12 learning environment for both online and in-person instruction.

RESULTS:

In March 2021, the Board approved the Kelloggsville Virtual School (KVS) program for implementation at the beginning of the 2021-22 school year, under the direction of Ms. Travis. The program will serve resident and schools of choice students in grades K-12. This unique program has specific requirements, instruction platforms, student and parent involvement components, specified course offerings, schedules, and district staffing. The program was developed as an alternative instructional model that parents can select in place of in-person learning and a targeted marketing program was released at the beginning of August 2021.

Goal #4: District and labor groups will collaboratively meet to mutually agree on new contracts.

RESULTS:

All labor contracts were successfully completed during the summer of 2021.

2021-22 GOALS

Goal #1: Update the evaluation system for all support staff labor groups.

RESULTS:

The committee completed an evaluation system that was unique and specific to each support staff group; Auxiliary, KESSA, and Secretarial positions. A rubric and evaluation form, broken down into domains that identified professional expectations that employees will better understand, was approved by the Board on 05/23/22 for implementation in the 2022-23 school year.

Goal #2: Provide and expand opportunities for staff development in the area of diversity, equity and inclusion.

RESULTS:

The committee reviewed survey data, received the year prior, and based on that feedback implemented initiatives that included a focus on diversity, implicit bias, and responsive classrooms. Book readings took place with the admin team *Everyday Anti-Racism* and 54th Street staff *Teaching for Black Lives* and a staff/student panel was created, made up of individuals with different ethnic backgrounds, that included discussion and presentations on race topics. The committee also reviewed various data points, making the following conclusions; 1.) All students have equitable access to advanced classes in middle school and high school, 2.) African American students scored lower across the board in grades 3-7 in reading and math, and 3.) African American students received more suspensions than other racial groups. With information from that data and the survey results from last year, the committee identified four (4) topics to create, review, and make recommendations in the

following areas; 1.) Hiring process – adding DEI language to job postings; 2.) Discipline – review of behavior descriptions to remove ambiguity and add DEI descriptions where possible; 3.) Curriculum – review and add curriculum that addresses DEI concerns; 4.) Staff development – review and create a timeline for staff meeting trainings for the 2022-23 school year.

Goal #3: Investigate platforms to promote the district's job vacancies.

RESULTS:

Besides posting of job vacancies on the Kent ISD Consortium/Frontline Education, vacancies for non-certified positions were posted on Facebook, which showed to be very successful and postcards were used at district-wide events that resulted in immediate feedback. Certified job postings were posted on LinkedIn and the Handshake platform was being reviewed to send vacancy searches to colleges and universities, host virtual job fairs, and conduct interviews.

Goal #4: Continue to review and monitor the employee mentor program established for all new and probationary staff.

RESULTS:

The committee created an updated Mentor/Mentee Handbook that included a checklist of frequently asked questions and important information items for new teaching staff. The document received Board approval on 05/23/22 and will be put into place for the 2022-23 school year.

COMMUNITY PAST RESULTS

2000-01 GOALS:

1. Develop a district-wide marketing plan that will describe and promote the many levels of accomplishments attained by our students in Kelloggsville Public Schools. The plan will encompass various activities to inform the public of the quality programs and opportunities available in our schools.

RESULTS:

Developed and implemented a district-wide marketing plan using postcards, newsletters and other forms of communication.

ADDITIONAL RESULTS:

Expanded summer school to include enrichment classes for all interested students.

2001-02 GOALS:

1. Continue the district-wide marketing plan to highlight student achievement and to promote the various program opportunities available to the students and community members.
2. Monitor programs implemented for the 2001-02 school year and to make changes or eliminate those that are not contributing to student development and achievement as originally designed.

RESULTS:

Developed a consistent marketing plan that was designed in 2001-02 and continued to promote student achievement of current students, as well as success of graduates.

ADDITIONAL RESULTS:

Developed and implemented extended day programs for intramurals, enrichment classes, and tutoring.

Offered enrichment classes for the adult population in the community.

Organized and sponsored a "Community Pride Festival" to promote the partnership of the school and community.

2002-03 GOALS:

1. Continue to market the school and community partnership by sponsoring a "Community Pride Festival."

2. Encourage staff and community to attend school events.

RESULT:

A successful "Community Pride Festival" was enjoyed by both community and staff. District families attended the festival and staff volunteers totaled 111.

2003-04 GOALS:

1. Develop a plan to support and educate families of diversity within the district (.i.e. English classes, school communications, and translation). The ELS portion of the community was reached.
2. Conducted a community survey and determined the school district was meeting the expectations of the students and community, and gathered recommendations for improving the school program.

2004-05 GOALS:

1. Implement plan to support and educate families of diversity.

RESULTS:

1. K-12 English Language Learner program implemented.
2. Translated important school documents.
3. Established Interpreter Program for non-English speaking families.
4. Established Ambassador Program at the High School level.
5. Celebrated various ethnic cultures at International Expo Night for elementary students and families.
6. A multicultural assembly was held at the high school that supported families of diversity.

2005-06 GOALS:

1. Creation of a committee to plan the celebration of the 150th Anniversary of Kelloggsville Public Schools.

RESULTS:

A date of Friday, October 20, 2006 was established in conjunction with the Community Pride Festival. Various special events are planned for the evening. Commemorative banners and street signs were designed to display throughout the community. Brochures were distributed during the Community Outreach – Rocket Raider event which included over 500 homes being canvassed.

2. Monitor implementation of K-12 English Language Learners Program.

RESULTS:

Each building set a goal of having 80% or more of their students make a gain of 5% or more on the Woodcock Munoz fall to spring assessment. District wide, that figure was 83% with many of the gains well over 5% (e.g. 20-49%).

2006-07 GOALS:

1. Community involvement and recognition at the Community Pride Festival.

RESULTS:

Great pride in Kelloggsville was very evident throughout the Community Pride Festival and 150th Celebration, which took place on October 14, 2006. Families, students, staff, past staff members, and alumni were among those present to join in this successful celebration.

2. To promote a positive image of Kelloggsville Public Schools.

RESULTS:

Many positive images of Kelloggsville Public Schools and the surrounding community were evident throughout the 2006-07 school year.

2007-08 Goals:

1. Expansion of Kelloggsville Public School's website and website development making it a better, more efficient communication tool.

RESULTS:

District wide programs are listed and continuously updated on the calendar and community links on the website.

2. Update Kelloggsville Public School's district wide phone system to make it more user friendly and comprehensive.

RESULTS:

KPS currently has the Parent Link phone system in place, utilizing it in many ways; parent/teacher conferences, report cards, literacy nights, etc. The current system is capable of being used in many more ways than it presently is. This goal is being repeated in the 2008-09 school year to further increase and assist in school to home communications.

2008-09 Goals:

1. Develop a committee to conduct a survey (paper and phone) to determine if the needs of the community are being met.

RESULTS:

The committee developed a survey consisting of seven questions which parents had the opportunity to fill out during Fall Parent/Teacher Conferences. Results of 266 surveys were compiled and results shared with the Board. Identified topics included, but not limited to; ADED kindergarten, a new auditorium, Homework & Grades, the district's discipline program, current KPS programs, and internet accessibility. The second part of the committee's goal was a phone survey conducted in January. 85 homes were surveyed from a pool of over two hundred voters, families, and non-resident families. Many questions were similar to the first survey with additional ones being asked to reflect other district programs.

2. Update Kelloggsville Public School's district wide phone system to make it more user friendly and comprehensive.

RESULTS:

The current system that KPS has is utilized in many ways including the call out system used to inform families of the many events district and building wide. Voicemail prompts in Spanish are possible but are not currently in place. The committee reviewed current features vs. similar options from other companies but found they were too costly to implement. To update the current system, it was included with the upgrade in the annual e-Rate RFP. The committee reviewed enhancements and how they would align with current market standards allowing more efficient and cost effective growth.

2009-10 GOALS:

1. Initiate and encourage business and church affiliations as well as strengthen connections with senior citizen residents through the Kelloggsville Community Coalition.

RESULTS:

The Community Coalition Committee formed with a focus and purpose to develop relationships with local businesses, churches, and senior citizens resulting in increased volunteers, community support and stronger partnerships. Several meetings throughout the year successfully assisted in strengthening these affiliations by identifying what we as a district can offer these various groups. Several initiatives that resulted from this partnership included VIPs – Volunteers in the Classroom, Rocket Family Nights, Spring Clean-Up Days, Community Pride Festival, Summer Community Night-Out Block Party, and Career Days. The committee will continue to strengthen connections and develop a broad base to sustain the district long term.

2. Increase community, alumni, and staff awareness of the Kelloggsville Education Foundation.

RESULTS:

The foundation held a very successful golf outing fundraiser which took place on 06/18/10 and raised approximately \$4000, thanks to the support of the Kelloggsville community, staff, alumni, and vendor sponsorship. The foundation also received a \$10,000 donation from DFCU Financial which the committee used to establish a scholarship for \$1000 which was awarded to a 2010 graduate. In addition, the foundation distributed several mini-grants to staff throughout the district which totaled over \$4000.

2010-11 GOALS - - See Board of Education Results

2011-12 GOALS - - See Board of Education Results

2012-13 GOALS - - See Board of Education Results

2013-14 GOALS

1. Update the district's marketing plan to include and promote changes in district programming.

RESULTS

With Board approval, the committee retained the services of a local firm, Full Circle Marketing & Design, to assist in developing a branding campaign to promote the unique offerings that KPS can provide students and their families.

As part of their promotion of the district, a direct mail campaign took place which included a series of three “Find Kelloggsville” oversized postcards highlighting programs such as the 54th Street Academy and the Academic Achievement Center. Advertisements also went out through a local Hispanic newspaper and a video streaming movie trailer was created to play at local cinemas and theaters.

2. Increase parental involvement in parent education programs offered by the district.

RESULTS:

As part of all the buildings doing this with a variety of events that took place throughout the school year, there is still an identified need to increase parent involvement within the district. Building SI Plans have captured this piece as one strategy by planning activities and events to offer parents the opportunity to become more involved with their students’ academic success.

3. Re-establish after-school programming (intramurals, after school clubs, etc.) within budgetary constraints.

RESULTS:

With the Board’s approval, intramurals and after-school clubs returned at the elementary level with huge success and even greater student involvement than was expected.

2014-15 GOALS

1. Create a marketing plan designed to pass the upcoming bond millage.

RESULTS:

In collaboration with the Bond Committee, Architect, and Construction Manager, a marketing plan was developed that consisted of a variety of measures to ensure that the Kelloggsville community was aware of all aspects of the bond millage. Marketing measures included bond committee members having informational booths at all district events, informational brochures, informational activities, and wrist bands. The marketing plan was a success as the bond millage was passed by the community by a 3-1 margin.

2. Create a plan of action to inform families of current students about the many positive aspects of Kelloggsville Public Schools.

RESULTS:

- Programs and positive information of the district was communicated through a variety of formats, including the district’s website, Facebook, and Twitter. A new, more user-friendly web page design was implemented and *The Rocketeer* has now gone to a “green” format.

- In an effort to provide outreach to the district's Hispanic families, a three (3) month contact was renewed with a local Hispanic radio station to allow Ms. Tummelson the opportunity to reach out to that community and share the opportunities and programs at KPS.
- A template has been developed to send postcards to families of current students to share the many positive aspects of KPS.

3. Develop increased parental involvement and education through a variety of activities.

RESULTS:

All buildings participated in offering increased parental involvement through an assortment of activities. After analyzing their efforts over the 2014-15 school year, the effectiveness was used to being the process of creating ideas for the 2015-16 school year.

2015-16 GOALS

1. Create a plan of action to inform parents/guardians of current students about the many positive aspects of Kelloggsville Public Schools.

RESULTS:

This goal was met by having postcards sent to our current EL and Schools of Choice families to express appreciation to them for choosing our district and to share some positive bullet points of what makes KPS a great place to educate their children. In addition, to increase awareness of the district's social media sites, staff regularly sent updated postings to place on the sites to communicate events and activities. A Rocket App was also launched which was a great addition for parents and students to link them directly to all district information.

2. Create a plan to inform parents/community members about the progress of the High School remodel and addition.

RESULTS:

To keep the community abreast of all the construction activity underway, a video was put together that showcased the high school's past, present and future renderings of the project. This video was streamed at many home events and activities. Continual updates were also posted on social media sites and a groundbreaking ceremony was well attended by staff, families and the community. Community updates will be shared as this project continues throughout various phases.

3. (2015-18 On-Going Goal#4) Review and evaluate parental involvement programs and implement any necessary changes to increase participation.

RESULTS:

This goal went hand-in-hand with the Board's PAC Committee goal. A list of parental involvement program and activities were shared with the committee to get their feedback and suggestions to increase involvement. Some of the year's events included:

- A Parent Education Program was offered to non-native English speaking parents to unite and empower families in building community through language support.
- Two Rocket Family Nights took place to connect community, staff, and families through a free meal and a variety of different academic activities and events. One of which was combined with a bullying work session that was facilitated by Dr. Marcia McEvoy to help improve student interactions by teaching parents how to model proactive approaches to discipline.
- Rocket Pride was on full display at the district's annual Community Pride Celebration which was held in September. Community members of all ages came together to celebrate KPS!

2016-17 GOALS

1. Create a plan of action to inform parents/guardians of current students about the many positive aspects of Kelloggsville Public Schools.

RESULTS:

The district's marketing plan consisted of several layers that shared the main goal of reaching out to the families and the Kelloggsville community about the many positive aspects of the district. The social media component included the district webpage and Facebook. Other media sources that were used included advertising in a local Spanish newspaper, El Informador, and radio broadcasts on a local station that emphasized the great opportunities that our district provides to the Spanish community.

2. Create a plan to inform parents/community members about the progress of the High School remodel and addition.

RESULTS:

To keep the community abreast of all the construction activity underway, continual updates were posted on the main district website and social media sites. A ribbon cutting ceremony and open house will be planned for the fall of 2017.

3. Develop a plan to increase the number of home visits by KPS staff.

RESULTS:

It was determined that home visits with parents were more inviting and beneficial for all stakeholders when the visits took place in a neutral location such as Bigby's or McDonalds instead of the home. This approach was more receptive and received more favorable and positive feedback. Resource kits were provided to all of the Home-to-School Coordinators which they in turn shared the valuable resources to parents on a variety of community services available to them.

4. Develop a plan to increase the number of one-on-one mentors in the district.

RESULTS:

Strategies were put into place to increase the number of one-to-one mentors. Meetings with community church leaders took place to share our work with poverty and to promote involvement with mentoring. This process moved slowly and feedback was non-responsive so this goal will continue for the 2017-18 school year by expanding to larger area businesses to

help fund resources such as Kids Hope USA in an effort to create partnerships and grow the mentor program for the future.

5. (2016 -19 On-Going Goal #1) Review and update the district marketing plan.

RESULTS:

The district's marketing place was very successful and focused more towards social media sources to continue reaching out to the Kelloggsville community and beyond.

6. (2016 -19 On-Going Goal #2) Increase affiliations with local businesses, churches, the cities of Wyoming and Kentwood through the Kelloggsville Community Coalition.

RESULTS:

Partnerships with area business and organizations continues through the community coalition with as many as 40 different agencies coordinating efforts in some capacity with KPS.

2017-18 GOALS

1. Develop a plan to increase the number of home visits by KPS staff.

RESULTS:

As work continued with this goal, it was identified that families were a bit reluctant to meet with KPS staff outside the school setting. Meetings still took place, mainly on the topic of their students' attendance, but those meetings took place with KPS staff, within the school building sites.

2. Develop a plan to increase the number of one-to-one mentors in the district.

RESULTS:

Work diligently continues on trying to create a program for one-to-one mentors within the district. Two (2) organizations were located that were willing to assist with training adult mentors but the difficult part was to find another organization to supply them for the training. Peer-to-peer mentoring was also being implemented with students from the high school & middle school leadership classes working with elementary students. The committee recommended to continue with this through the first semester of the 2018-19 school year to evaluate its effectiveness. In addition, KDL has expressed interest and a willingness to partner in mentoring 3rd grade students to help meet the 3rd grade reading initiative.

3. Promote the new facilities at the high school – walking track, weight room and KDL Library to the Kelloggsville community.

RESULTS:

Administration developed a very thorough plan for community use of the new athletic facilities at KHS. A registration application form was developed for visitors to fill out and receive ID cards for identification purposes. A facilities supervisor was hired to oversee usage and availability of use was promoted on the district's social media sites. The new high school track and weight room facilities were open for community use from January thru April 2018.

Attendance was light, mainly due to the limited use of open hours of availability. Recommendations by the facility supervisor to increase community use will be re-evaluated for possible implementation in the 2018-19 school year. The new KDL (Kent District Library) program has shown great success within Kelloggsville High School and has been promoted by both KDL and KPS. The entire school community has benefited by the many programs and activities sponsored by KDL and the partnership between the district and the library has been extremely positive.

4. Create a community-wide enrollment day in early August.

RESULTS:

The first Rocket Registration occurred on 08 August 2018 at KHS. This event targeted both new and returning students in grade Pre-K thru 12th as a one-stop enrollment activity to benefit parents and students. The purpose of this even is to quickly and easily process student registration paperwork while providing important information and services available for students and their families for the 2018-19 school year. The event also was heavily communicated in an effort to capture as many students and their families as possible which in turned assisted in enrollment projections for the district.

2018-19 GOALS

Goal #1: Coordinate and lead the marketing campaign for the 06 November 2018 election for a new elementary building.

RESULTS:

Voters approved a \$19.2 mil bonding proposal with 2318 Yes votes to 1535 No votes. This was the largest turn-out that the district has ever seen; 4093 ballots cast out of 11,357 registered voters, most likely due to it being a mid-term election. Appreciation was shared with the community of voters who support Kelloggsville Public Schools. Schematic design and site plans were developed with the architect and construction manager so completion could begin for Kelloggsville Central Elementary to break ground in the spring of 2020.

Goal #2: Review the track and weight room use program at the high school to engage the community and staff to participate.

RESULTS:

31 passes were distributed to the community for KHS facility use, which is an increase from last year and that use of the track and weight rooms will continued to be promoted for the 2019-20 school year.

Goal #3: Develop a community appreciation day for our local business and community organizations.

RESULTS:

An appreciation breakfast took place on 04/23/19 at the high school, in which approximately 35 people attended which showcased some of the programs that KPS provides while sharing

appreciation for the collaborative efforts with our local business and community organizations.

Goal #4: Develop a plan to revitalize our Parent-Teacher Groups (PTG).

RESULTS:

The committee shared that, district-wide, the struggle continues with getting parents involved with the PTGs. Efforts will continue to increase parent participation but many districts are facing this same issue.

Goal #5: Continue to grow the activity levels of our Parent Advisory Council (PAC).

RESULTS:

The Parent Advisory Council held several meetings throughout the school year. Topics shared with parents included; the importance of both the bond proposal and non-homestead millages, district initiatives being implemented such as; PBIS, Be Nice, Restorative Practices, Work Based Learning, summer school and the after-school program plans for the upcoming school year. The meetings engaged parents and administration in production conversations in which valuable feedback and input took place.

Ongoing Goal #1: Increase the number of 1 to 1 mentors in the district.

RESULTS:

Increasing the number of 1 to 1 mentors in the district continued seeing growth with the building of partnerships with Kids Hope/Friendship Christian Reformed Church, D.A. Blodgett Mentoring Services, and Peer-to-Peer Mentoring/High School Leadership Class.

Ongoing Goal #2: Continue to improve the Rocket Registration event.

RESULTS:

Refining details of Rocket Registration for the 2019-20 school year included some of the following; a one-day event scheduled to take place on Tuesday, August 6, 2019 from 8 AM to 8 PM at the KHS gymnasium. A subcommittee and the secretarial group worked to brainstorm ideas to implement in an effort to streamline the registration process and a google.doc was sent to staff to sign up if they were interested in helping. The main goal is to make the process more efficient than that of the previous year.

Ongoing Goal #3: Continue to update and improve the district marketing plan.

RESULTS:

A strong marketing campaign was launched which focused on postcards that highlighted academics and programs/activities that KPS offers in an effort to communicate interests to perspective Schools of Choice students and families. An added highlight included information on the district's Work Based Learning Program (WBL) and 54th Street Academy opportunities. Weekly ads continued to run through the El Informador newspaper, to market and communicate KPS to the Spanish speaking community. The district's social media sites also promoted positive activities, programs, and events that took place.

Ongoing Goal #4: Increase affiliations with local businesses, churches, the cities of Wyoming and Kentwood through the Kelloggsville Community Coalition.

RESULTS:

The KPS Community Coalition has grown an extensive list of affiliations that includes local businesses, churches, and the Cities of Wyoming and Kentwood. Regularly scheduled meetings occurred throughout the school year that showcased the benefits that each has to offer to our students, families, and community.

2019-20 GOALS

Due to the COVID-19 pandemic many of the goals for the 2019-20 school year may have been only partially completed and/or put on hold as a result to the Governor's Executive Order that placed school districts into complete shutdown for several months. Results may vary depending on the committee's ability to fully execute each goal to its completion stage.

Goal #1: Expand the Community Coalition by recruiting new members in the business and non-profit groups using marketing strategies.

RESULTS:

The committee organized and updated a list of all community coalition members, both documented and active. The main focus was to get the members that were listed, but not attending, to become active participants and to invite new businesses and organizations into the coalition. To increase overall involvement, care packets were created and a showcase of Kville's programs were highlighted at each meeting.

Goal #2: Design and develop a quarterly communication, sent prior to scheduled coalition meetings, that highlights current topics while celebrating coalition partnerships.

RESULTS:

A newsletter was put together and sent out which featured highlights from the previous coalition meeting and a spotlight section for one specific coalition partner to share aspects of their organization.

Goal #3: Contact GRAR and develop a list of area realtors to invite to a "Realtor & Kville" meeting to share a brochure that will be developed describing the merits of Kelloggsville Public Schools. Also, invite and involve them at the Community Coalition meetings and include them on the quarterly mailing list.

RESULTS:

The committee reached out to a local realtor to investigate what traits attract potential buyers when selling homes and what the Kelloggsville district has to offer. A brochure will be put together using the information as focal points to attract new families to the community.

Goal #4: Review and update the platforms the district utilizes to communicate events and activities taking place within the district.

RESULTS:

The committee reviewed all of the district's social platforms currently being used; Facebook, Twitter, Instagram, newsletters and website, and the purpose of each one. During the summer of 2020, the district changed website providers to allow for more flexibility and district specific options. It was determined that there is no need to make changes to the other platforms but will continue to monitor and make necessary adjustments as social media formats change.

Ongoing Goal #1: Continue to update and improve the district marketing plan.

RESULTS:

A marketing committee was formed and worked to develop a plan for the district. Various elements and group work were used to form the base of the plan that included results from a marketing survey, word association exercises, an approved district brand logo, and SWOT analysis exercises. Using information from those elements, a marketing plan and branding guide were created which summarized many of those components. Both the branding guide and marketing plan are intended to be used as a guide for details, standards and specifications of how KPS should be represented across a wide variety of media platforms. It will also be used to identify who we are, what we stand for, and to communicate a consistent message to all stakeholders. Implementation took place during the summer of 2020.

2020-21 GOALS

Goal #1: Advertise, via social media, the alternative education program.

RESULTS:

A paid for advertisement ran on Facebook and Instagram to promote the 54th Street Academy but did not attract much interest and was deemed to be a better tool to promote other district programs. A "commercial" like video was also created to showcase 54th Street Academy's many highlights and was shared on social media sites and the district webpage.

Goal #2: Inform and promote a new K-12 online

RESULTS:

The paid for advertisement as referenced in Goal #1 was also created for KVS and was shown to be very successful, creating an active social media presence. Several SNN articles were also featured and shared on various media platforms. A strong marketing program was released at the beginning of August 2021 to highlight the program to families interested in an alternative to in-person instruction.

Goal #3: Promote the Kelloggsville brand on multiple platforms.

RESULTS:

Discussions took place on how to best approach feedback from internal stakeholders to provide a better understanding and explanation of the district's new marketing plan and branding guide. Many programs and events were highlighted as top marketing tools to

promote the district and the community was successfully receptive to them all. It is recommended that this goal be continued for next year.

Goal #4: Investigate virtual options of former community events.

RESULTS:

The district actively promoted videos on social media sites that included students in the school-to-work program and their business affiliations and was also use as a marketing tool for more businesses to invest in our community/program. Streaming of multiple sporting events was also added to media platforms and is planned continue for next year. Research also took place to develop a community radio station to broadcast sporting events and other district performances. This will also continue next year in an effort to build the district's social/virtual community.

Goal #5: Contact GRAR (Greater Regional Alliance of Realtors) and develop a list of area realtors to invite to a "Realtor & Kville" meeting to share a brochure that will be developed describing the merits of Kelloggsville Public Schools. Also, invite and involve them at the Community Coalition meetings and include them on the quarterly mailing list.

RESULTS:

Contact was made with a local realtor who works in the area and conversations took place on what we can work on to successfully market the district. Discussions also included holding a virtual meeting with just local realtors in an effort to share with them Kelloggsville's points of pride which they can then in turn use as a marketing tool with families who are buying and selling within our community.

Goal #6: Promote the new facilities at Central Kelloggsville Elementary.

RESULTS:

Construction progress photos, videos, and SNN articles were shared with the community to give an update on how the project is coming along. In addition, the new elementary boundaries for Southeast (former East) and West were released to families in March 2021.

2021-22 GOALS:

Goal #1: Re-establish the Community Coalition and Division Avenue partnerships.

RESULTS:

A Community Coalition meeting took place on 04/20/22. A newsletter was developed that included information presented at that first meeting that contained district information, current events, meeting minutes, and updates from area businesses and organizations. In addition, Kelloggsville plans to rejoin the Division Ave Business Association and will start to attend those meetings once they get started back up.

Goal #2: Partner with local health officials to provide a vaccine clinic for the Kelloggsville community.

RESULTS:

An in-house flu vaccination clinic was held in the fall with a fair amount of staff utilizing this opportunity and continuous updates were shared with the community on KCHD COVID vaccination clinics through the district's social media platforms.

Goal #3: Continue to promote and market the district, using various media platforms, while investigating additional options.

RESULTS:

At the end of the school year, statistics reflected the number of social media followers and page likes from Facebook (3,500+) and Instagram (700+). Additional platforms such as LinkedIn and Handshake were also utilized to promote human resource opportunities, resulting in many new hires. In addition, district-wide events and fundraisers were posted as Facebook events, resulting in positive feedback.

Goal #4: Develop a list of area realtors to educate them on what Kelloggsville has to offer.

RESULTS:

The committee developed a list of realtors who were in-district and/or have a close relationship with the District to flesh out a mutually beneficial partnership. This group will be included and invited to upcoming Community Coalition meetings to highlight what is happening in our district and community.

Goal #5: Build and expand partnerships with local businesses to provide more options to our students in the school-to-work program.

RESULTS:

Invitations were extended to include partners from the Community Coalition. In addition, area businesses allowed students in the school-to-work program to work in multiple departments to see how the company operates instead of focusing on just one aspect of the business. Many students participated in the school-to-work program during the 2021-22 school year.

Goal #6: Create a community focused webpage to provide Health and Wellness resources, along with a newsletter, for our community.

RESULTS:

A webpage is now located on the district site that our mental health clinicians, school nurse, and other district wellness staff use to share out information to our community, along with quarterly newsletters that contain helpful and useful tips on the areas of general health and wellness.

OPERATIONS PAST RESULTS

2000-01 GOALS:

1. The Board, with community and staff input, will review the K-12 program to determine the appropriate action to meet our enrollment trends, as well as our attempts to fully use our resources and facilities. Some of the specific areas:
 - a. Review the elementary neighborhood attendance areas and the impact on enrollment and the K-5 instructional programs. Determine if consolidating four elementary schools into three will provide more opportunities and quality programs for our students.
 - b. Determine if there is a need for an early childhood program in the district.
 - c. Examine the possibilities of closing campus at the high school.
 - d. Evaluate the advantages and disadvantages of expanding Discovery High School into space occupied by the Health Department.

RESULTS:

Altered the attendance areas of neighborhood schools and provided transportation services to accommodate the students and parents.

Provided an expanded food service program to allow the students a broad selection of food items for lunch.

Expanded Discovery High School, with the Health Department relocating to another site. Planned the remodel project for Discovery High School.

ADDITIONAL RESULTS:

Remodeled East, Southeast, football field, track, and added locker rooms at the athletic complex.

Purchased property adjacent to the transportation building for future use.

Improved the safety and traffic flow at East and Southeast by constructing additional driveways.

Finished the three-year remodel project at the high school with the renovation of the auditorium, expansion of the cafeteria, and the addition of the commons area.

2001-02 GOALS:

1. Monitor programs implemented for the 2001-02 school year and to make changes or eliminate those that are not contributing to student development and achievement as originally designed.

RESULTS:

Added the school nurse position to replace services displaced from the health department relocation.

ADDITIONAL RESULTS:

Remodeled Discovery High School and West Elementary.

Expanded the parking lot at the Middle School (Division Ave. lot).

Completed a school safety study and implemented recommendations as feasible and appropriate.

Planned the remodeling of Northwest Elementary.

Conducted an appraisal of district property and equipment to comply with GASB 34.

2002-03 GOALS:

1. Review the several elementary grade configuration recommendations and determine the impact each option will have on the delivery of transportation services.

RESULTS:

Each option recommended was reviewed on the basis of service, staffing, and cost. A three building configuration was adopted for 2003-04 school year. Bussing routes for three elementary buildings were established.

2003-04 GOALS:

1. Review the Safety Site Survey of 2001 and implement those aspects of the recommendation that are appropriate and attainable.

RESULTS:

Checklists have been maintained by the Safety Director.

2004-05 GOALS:

1. Investigate future grant opportunities.

RESULTS:

One round-table work session held with secondary and elementary staff. Grant money spent for laptop computer, camera, and homeland security roundtable work session.

Established committee to succeed on passage of sinking bond fund. Bond was voted down but will revisit for passage in 2005-06.

2. Applied for an E-Rate grant to obtain affordable telecommunications and internet access.

2005-06 GOALS:

1. Establish a plan to succeed in the passage of a sinking fund (maintenance fund) to help finance building and facility improvements.

RESULTS:

Through committee recommendations, a sinking fund millage was voted on by Kelloggsville constituents on February 28, 2006. The millage, 1 mill for 5 years for an estimate average of \$365,000 per year of revenue, was defeated by 51 votes.

2. Establish a formal safety committee for bi-annual site review of safety measures. Coordinate with facility committee reviews alternating yearly.

RESULTS:

Playground safety checks procedure reviewed. No formal committee was formed.

3. Develop a priority list of facility repair and replacement needs through the facility committee.

RESULTS:

Priority lists were established with facility committee review and approval.

2006-07 GOALS:

1. Establish a plan to issue bonds to finance facility improvements.

RESULTS:

A non-voted bond was sold on 01/08/07 to assist with the financing of facility improvements.

2. Develop a facilities plan for Building & Grounds, Transportation and Technology improvements/replacements.

RESULTS:

A facilities plan was developed and reviewed in each category with recommendations financed through the sale of the non-voted bonds.

3. Review and analyze specific District security needs.

RESULTS:

After review, additional security cameras were purchased for added coverage of identified blind spots at the high school and a new security camera system was installed at the middle school to assist with safety needs there.

2007-08 Goals:

1. Review the energy management systems to determine installations and upgrades needed.

RESULTS:

The district converted its energy usage to MEESIC for cost saving benefits.

2. Establish a formal safety committee for annual review of safety measures.

RESULTS:

Volunteer background checks and staff fingerprinting were conducted district wide. District wide lockdown drills and canine visits at the secondary levels occurred periodically.

A review and update of the districts safety procedures was also revised and security cameras at the high school and middle school continued to be very beneficial.

3. Inventory and documentation of all operational departments.

RESULTS:

An electronic inventory system was developed and put in place. Documentation has begun and is ongoing.

2008-09 Goals:

1. Form a PowerSchool Committee.

RESULTS:

A committee was formed and the following implementations took place;

- An elementary template was developed and completed with implementation to take place in the fall 2009;
- Discovery Parent Portal was made available for parents to access;
- Tech staff were elected as part of the MI PowerSchool User Group Board for state wide training;
- Summer secretary PD on PowerSchool was scheduled to review enhancements and standardize data integrity;

2. Evaluate facility possibilities to increase classroom space.

RESULTS:

Facilities for the upcoming school year were evaluated and identified as sufficient based on current programs and enrollment projections.

3. Research and evaluate analog TV's in classrooms.

RESULTS:

The committee reviewed current television conversion requirements. It was identified that many districts are moving away from cable access and are utilizing digital libraries due to the increased cost associated with digital conversion. KPS is currently using Learn 360 to build a digital library,

however, this limits access to live news feeds which are typically available online anyways. It was the committee's recommendation to not replace televisions at this time but to continue monitoring for future considerations of possible purchases of equipment if funds become available.

2009-10 Goals:

1. Investigate the possibility of preparing and distributing meals for entire district from one location.

RESULTS:

Extensive research was conducted by the committee on equipment cost, staffing, delivery and distribution, meal count and participation levels.

The committee determined there was not significant cost saving benefits and therefore, recommended to not move forward in consolidating food service kitchens.

2. Investigate and implement lighting energy saving upgrades in the buildings.

RESULTS:

Energy conservation plans were implemented which led to the replacement of efficient fluorescent bulbs/ballast lighting throughout the district. The projected savings will be 30-40% per fixture with a 1 ½ - 2 year payback on energy saved. Additional projects included the replacement of gym lights, installing occupancy sensors, and replacing large HP motors/controls for more efficient operation/energy savings.

3. Solicit and promote partnerships with other districts, municipalities, maintenance facilities and businesses.

RESULTS:

The committee identified areas in technology, food service, and maintenance which included joint purchasing of equipment, purchasing through consortiums, shared resources, and collaboration with local districts and Kent ISD.

2010-11 GOALS - - See Board of Education Results

2011-12 GOALS - - See Board of Education Results

2012-13 GOALS - - See Board of Education Results

2013-14 GOALS

1. Identify immediate needs for facilities through the facility committee by evaluating and creating a plan for immediate, short, and long term facility needs, including, but not limited to; roofs, HVAC upgrades, energy efficient upgrades, building security, asphalt replacement, etc. If improvements and projects are determined necessary, determine how they will be accomplished – through a bond, sinking fund or both.

RESULTS:

The Facilities Committee drafted a list of projects associated with possible bond millage proceeds which listed necessary upgrades for each building/facility throughout the district based on needs identified from the facility assessment composed by TowerPinkster. A refined list was then approved by the Board and will be part of the February 2015 Bond Proposal.

2. Identify district technology needs, including, but not limited to; network upgrades, single system security cameras, proper hardware for technology, etc., and funding options to address areas of need.

RESULTS:

The committee drafted a district technology plan which identifies three key components; evaluation of current technology needs, plans for going forward, and determination of funding options for identified needs. In addition, a district curriculum team has been incorporated into the plan to ensure that technology is being used to support instruction within the classroom. This technology plan will assist in assessing technology purchases for the 2014-15 school year and beyond. It was also recommended that the committee continue its work by adding a wider variety of committee members to tailor the district's various needs.

- Based on the committee's plan, the following district technology needs were identified and addressed:
 - ✓ A need for a new Internet filter was determined and will be implemented prior to the 2014-15 school year.
 - ✓ To ensure that we are adequately prepared for demands of online testing, a faster Internet connection will be upgraded and connected to for the 2014-15 school year.
 - ✓ With funds available through the 22I – Technology Infrastructure Grant, 176 Chrombooks were purchased for use at the new alternative program located at the 54th Street Academy.
 - ✓ Printing and copying needs were assessed and updates made accordingly based on financial constraints and needs.

1. (2014-15 Intermediate Goal) Evaluate the current bus fleet and create a replacement schedule while also investigating alternative fuel sources.

RESULTS:

The Facilities Committee reviewed the bus fleet inventory and condition of the vehicles and determined that a replacement schedule process was immediately necessary. Several quotes were reviewed for a wide-range of purchasing options, alternative fuel sources, and new vs. previously owned options. Based on committee recommendation, the Board approved the purchase of four (4) 2015 – 77 passenger buses to replace aging fleet inventory.

2014-15 Goals:

1. Review and maintain district facility needs as identified by the Facilities Committee, architect and construction manager firms, including but not limited to those associated with the success of the February 2015 bond campaign.

RESULTS:

After the passing of the February 2015 bond campaign, facility needs were reviewed and streamlined to match the proposal and an identified list was created to be used for the overall scope of the project. The following bond projects will begin the summer of 2015:

- ✓ West gym roof replacement;
- ✓ Tennis court resurfacing;
- ✓ New warehouse on bus garage site;
- ✓ MS secure entry;

As part of the site development at the high school it became evident for the need of more frontage along Division Ave and additional room along Elwell Street.

Two commercial properties and two residential properties were purchased, through bond funds, to allow for expansion of the new construction and site plan.

2. Identify district technology needs and funding options to address areas of need. Possible areas of focus; technology lab expansion, instructional assistive technology, and one-to-one device purchases through TriG grant resources.

RESULTS:

The technology department identified that there was a major need to upgrade the district's server infrastructure. Bids were pursued to add a more robust server to run software which will allow the district to run multiple copies of a Windows server software on one physical server hardware box. Implementation of the new server was purchased from bond funds and will be in place for the 2015-16 school year. The technology department also purchased 90 Chrome Books through TRIG grant funds in a continued effort to provide one-to-one devices to increase student achievement.

ADDITIONAL RESULTS:

- The district continued its plan of upgrading the bus fleet which has nine (9) primary buses and four (4) spares. Four (4) buses were purchased during the summer of 2014 and two (2) new buses were added during the summer of 2015. In addition, a new food service van was added to the fleet.

2015-16 Goals:

1. Review and maintain district operation needs as identified by the district, architect, and construction manager firms for implementation through bond construction.

RESULTS:

A flurry of construction took place over the course of the 2015-16 school year and continues into 2016-17. Listed are some of the projects completed, in progress, and/or being implemented.

- Construction began at Kelloggsville High School with completion of Phase 2 (art, band, and a new mechanical room) ready for students' return at the start of the 2016-17 school year. Site work will continue throughout the upcoming school year on the new gym, media center, new entrance and offices, raising of auditorium roof, and new

additional 8 classrooms where the exiting courtyard and media center were previously located.

- New maintenance building built and completed at 230 – 52nd Street. The site also includes additional bus stalls and restroom facilities for the adjoining soccer field.
- A secured entrance was redesigned and completed at Kelloggsville Middle School which includes controlled security access for student safety.
- The athletic track received a brand new asphalt surface and new striping.
- A new entrance was designed for the football field with final completion anticipated in early fall of 2016. New brick pillars, power-coated steel decorative fencing and gate, and an expanded viewing area to contain tables/benches are upgrades expected for fans to enjoy.
- Site demolition work included the commercial property and two resident properties that were purchased in conjunction for expanded new construction at KHS.
- Identified work on the baseball and softball fields/grounds/concession was begun which including new fencing and upgrades to the concession stand.
- 700 additional lockers were installed at Southeast Elementary.
- Security cameras were installed at the elementary buildings.

2. The Food Service Department will evaluate the possible use of digital signage to communicate menu and nutritional information to students and parents.

RESULTS:

A digital food service sign was installed at KMS which has been very effective and will also be implemented at KHS for part of the construction process.

3. Relocate the current maintenance facility to the new one and demolish the storage warehouse (Diemers).

RESULTS:

Relocation to the new maintenance facility was completed and the current building was demolished and removed from the premise along with the commercial and resident properties as part of the construction site work. Throughout this endeavor, usable items were identified and moved to new locations, other items were disposed of, auctioned, or sent to salvage. To date, the Diemers warehouse is still intact and being used by the construction management firm as site storage.

4. Compare deeds to property surveys to identify accurate KPS property boundaries.

RESULTS:

A boarder survey was conducted on the 54th Street property. The survey included two parcel splits that the district may consider selling sometime in the future. Due to recent commercial property developments currently on the rise in the surrounding area, consideration to sell this property may be beneficial to the district in the future.

5. (2015-18 On-Going Board Goal #1) Monitor the bond building and renovation projects.

RESULTS:

Continuation of the high school's sequencing plan on the construction project with be

monitored throughout all phases of the process. Any additional identified needs will be addressed as needs arise.

2016-17 Goals:

1. Develop an asphalt replacement schedule, district-wide, starting with the middle school.

RESULTS:

Several asphalt projects took place during the summer of 2017.

- High School: A newly designed front entrance at KHS resulted in a reconfiguration of the main entrance/exit at the 48th Street/Division Ave light. A bus lot only loop was added off from Elwell SW to alleviate the congestion of student parking, parent pick-up/drop-off, and student busing. And, a newly resurfaced west parking lot was expanded and striped which will accommodate staff parking, overflow parking, and special event parking.
- Middle School: A newly configured parking lot was resurfaced during the summer, including an addition of spaces on the south end and an expansion of the drive between the middle school and East Elementary. The reconfigured design included a change in traffic flow for the middle school to enhance safety and security of students and visitors.
- Diemer's Lot: The demolition of the Diemer's warehouse was transformed to a parking lot that added an additional 65 parking spaces to accommodate overflow parking of both the middle school and high school.
- Football Stadium: A sealer was placed on areas around the concession stand and bleachers to pro-long use and to protect against the elements.

2. Determine the long-term storage options for high school student records.

RESULTS:

The committee completed this goal by reviewing long-term storage options for student records which has resulted by them being securely relocated under the raised auditorium seating at KHS.

3. Continue to review and monitor district building operational needs as identified by the district, facility committee, architect, and construction manager firms for completion of bond project.

RESULTS:

A plan was developed between all stakeholders that identified operational needs throughout the district. The Board approved the plan in November and work on some of the items began during the summer of 2017. It was noted that most items will be projects to complete the scope of the bond fund while others to be funded by the general fund. The list included the following:

- Summer 2017:
Middle School parking lot reconfiguration and paving/asphalt replacement.
Diemer's parking lot + upgrades to access road between MS/East.

Elementary gym/hallway lighting upgrades.
MS gym/café lighting Upgrades and new paint.
Football field sound system improvements.
Football field asphalt surface upgrades.

➤ Summer 2018:

MS band room renovation.
Design and construction of East/West/SE media center additions.
East/West Gym flooring upgrades and stage removal.
Restroom renovations/upgrades at East/West/SE/MS.

➤ Future Projects:

East/West/SE/KECLC window upgrades.
MS/SE + Central Office electronic signs.

4. (2016 -19 On-Going Goal #1) Evaluate the expansion of the Food Service Program to entities outside of the school district.

RESULTS:

It was the committee's recommendation to not actively pursue the expansion of the Food Service Program to outside entities, beyond what is currently serviced, until after the construction phases have been completed. It is recommended that the committee continue this as an on-going goal for the future.

5. (2016 -19 On-Going Goal #2) Develop a plan for building upgrades and improvements.

RESULTS:

This process will continue to be on-going throughout the district and according to a plan established and approved by the Board. Currently, new media centers at all three (3) elementary buildings are in the design process for work to begin in the Spring of 2018. Additional future plans include renovations to the middle school band room, window upgrades at East/West/SE/KECLC, gym flooring upgrades and stage removals at East/West, restroom renovations at East/West/SE/MS, and electronic signs at SE/MS.

6. (2016 -19 On-Going Goal #3) Develop an energy conservation plan utilizing rebates for lighting, HVAC, etc.

RESULTS:

Energy conservation rebates are currently taking place as the phases of construction are completed at KHS. New lighting at the MS gym and café, and all elementary building gyms/hallways will be included in the search for energy efficiencies and long-term cost savings.

7. (2016-19 On-Going Goal #4) Evaluate the K-12 security system and the technology to ensure the system is effective.

RESULTS:

A new camera system was installed at the middle school and systems are running at the three (3) elementary buildings, HS, and 54th Street Academy. Key card control and access is now in place at both KMS and KHS.

2017-18 Goals:

1. Monitor the completion schedule of bond building and renovation projects including the high school project, elementary media centers and stage renovations and identified asphalt replacement needs.

RESULTS:

The final phases of the high school construction project were completed with great success for students returning for the 2017-18 school year. A ribbon cutting ceremony/open house was held in early October 2017 for the entire school community which was a popular and well attended event for current, future, past students, families, and community members. With the completion of the high school, the 2015 bond projects were completed as anticipated, with approximately \$1.5 million remaining in funds. Final decision on where the remaining funds will be expended are still on-going into the 2018-19 school year.

Included in the 2015 bond, new electronic signs were purchased from a local vendor, similar to the sign designed for KHS. Digital display single-sided signs were installed at East/West and double-sided signs were installed at the Middle School/Southeast/KECLC. The new signs are an enhanced visual aid in communicating important information to the community.

Elementary media centers and stage renovations were reconsidered and instead, a bond resolution was approved to set an election on 06 November 2018 with ballot language to reflect the Board's decision to erect, furnish, and equip a new 4th/5th grade elementary building to alleviate space concerns at the elementary level. Bond language asks constituents to approve the sum of \$19.2 million for the following; erect/furnish/equip a new elementary building, renovations/additions to existing school buildings, acquire and install instructional technology, purchase buses, erect/furnish/equip athletic facilities, and improve/develop/equip playgrounds, athletic fields and sites.

2. The Food Service Department will investigate the implementation of digital signage to communicate menu and nutritional information to students and parents, similar to what is successfully in place at KMS.

RESULTS:

Food service digital signs are efficiently running, displaying menu and nutritional information, at both the high school and middle school. Consideration of implementing digital food service signs at the elementary level are still underway.

3. Plan and cost out the technology implementation of one-to one devices at the middle school.

RESULTS:

A large number of Chromebooks were ordered for implementation at the middle school to phase students to a one-to-one device program for the 2018-19 school year, paid from 2015

bond funds. Additional Chromebooks for other buildings were also included in that order to increase the number of devices for student use throughout the district.

4. (2017-20 On-Going Goal #1) Continue to review and monitor the current transportation fleet and operations vehicles based on replacement schedule that best fits the needs of the district.

RESULTS:

Three (3) vans were purchased; one (1) 2017 Dodge Caravan and two (2) 2018 Ford Transits, and added to the fleet to increase flexibility with transporting smaller student groups. The current daily fleet of ten (10) buses and three (3) sub buses is in stable condition with the possible intent to add/replace fleet inventory with the passage of the 2018 November bond. Two (2) aged/non-working operations vehicles were sold and a replacement schedule on remaining vehicles will be analyzed in the 2018-19 school year.

In addition, a new tractor and mower were added to the inventory in June 2018 to replace worn and broken equipment. A Building & Grounds Committee will be appointed at the start of the new 2018-19 school year to look at both the fleet and operations inventory as well as the building and grounds equipment.

5. (2017-20 On-Going Goal #5) Maintain technology levels needed for existing student programs including testing and assessments.

RESULTS:

Technology levels are maintaining need however, the tech department is reviewing options to move from the Mac environment towards more cost efficient options. The effort to continue this research will take place into the 2018-19 school year. Also, ten (10) new security cameras were installed and are monitoring the outside premises of KECLC.

2018-19 Goals:

Goal #1: Develop a plan to implement a split system AC in SE, West, KECLC, and 54th Street Academy and if affordable, schedule installation in June 2019.

RESULTS:

Split system AC units were installed during the end of the 2018-19 school year and in place for summer school at 54th Street Academy and Southeast. Units were also installed at West/KECLC but additional power upgrades were necessary to complete installation and East received window units, removed from other locations that the split AC units were installed in. All systems will be up and ready to run at the start of the 2019-20 school year.

Goal #2: Review the condition and age of the computer system servers and develop a three (3) year plan to maintain and/or replace.

RESULTS:

The committee reviewed and evaluated the platform for staff machines, district-wide. While conducting a total cost analysis, the tech department priced machines and the average cost

and their life span. It was estimated that there are approximately 260 staff machines, district-wide, that are in the 8-9 year-old range and a recommended replacement schedule was developed, spanning several years. Replacement and/or upgraded systems listed will be reviewed and evaluated based on budget projections.

Goal #3: Monitor the installation of turf on the football field pending passage of a new bond issue.

RESULTS:

A new turf surface on the football field was installed and completed during the summer of 2019 and will be ready for fall activities starting in August. A new scoreboard and memorial sign was also installed, completing the event site until further upgrades are possible for the concession stand and entrance in the future.

Goal #4: Review all asphalt parking lots and interior drives and develop a three (3) year plan to maintain or replace.

RESULTS:

Inspections of all asphalt parking lots and interior drive surfaces were evaluated and patch work was completed, where necessary until a more extensive resurfacing of parking lots is expected to take place in future years.

Goal #5: Inspect the condition of lockers and tile footings at the middle school to determine repair and/or replacement.

RESULTS:

Bids for facility upgrades took place in May 2019 for upgrades at the Middle School which included main office + counseling office carpet, stairway tread, paint (interior/exterior), exterior caulking, and locker repairs. Work took place over the course of the summer for completion prior to the new school year.

Goal #6: Review the need for additional cameras for SE/West/54th St./Bus Compound and the new 3/4/5 building.

RESULTS:

The committee reviewed a recommended addition plan for security cameras in identified locations throughout the district. Due to cost, while the need to add additional cameras would be helpful, at this time, urgency would better serve looking at individual replacements, when and where necessary in the future. Security camera coverage has been identified during the planning stages of schematic design for the new 3/4/5 building.

Goal #7: Investigate and implement a new district-wide phone system.

RESULTS:

The condition of the district's current phone system is very aged and that the vendor for the handsets is no longer in business, therefor making replacement of damaged phones nearly impossible. Bids were received with varying results on upgrading the district phone systems.

Progress on this goal has been placed on hold until final determination is made on the new 3/4/5 building's phone system and how that may affect upgrading the rest of the district. It was recommended that this goal be ongoing.

Ongoing Goal #1: Continue to review and monitor the current transportation fleet and operations vehicles based on a replacement schedule that best fits the needs of the district.

RESULTS:

A vehicle replacement schedule was also completed with fleet additions that included; 2 new buses, 1 new truck, 1 new transit van, and 1 new food service utility van. An additional new bus was also approved at the end of the 2018-19 school year for delivery prior to the start of new school year in August.

Ongoing Goal #5: Maintain technology levels needed for existing student programs including testing and assessments.

RESULTS:

The technology department is continually working to maintain and ensure that our systems are supporting technology levels throughout the district for high levels of student achievement. An equipment replacement schedule and overall ten-year hardware budget projection has been established, which includes staff machines, Chromebooks, cameras, phone system upgrades and copy machines, all of which are based on future cost projections and need.

2019-20 Goals:

Due to the COVID-19 pandemic many of the goals for the 2019-20 school year may have been only partially completed and/or put on hold as a result to the Governor's Executive Order that placed school districts into complete shutdown for several months. Results may vary depending on the committee's ability to fully execute each goal to its completion stage.

Goal #1: Develop a plan to transition staff to Chromebooks and away from high-end cost machines.

RESULTS:

A Chromebook pilot program took place at Southeast Elementary during the 2019-20 school year. Staff kept their existing machines in conjunction with use of the Chromebooks and feedback from staff identified pros and cons on their use. The pilot's overall success has transitioned to the recommendation of the same pilot being implemented at the middle school for the 2020-21 school year with the intent to move slowly through the process to gain as much feedback as possible. Due to the impact with COVID-19 and the instructional format being implemented for the 2020-21 school year, Chromebooks will be distributed to all district-wide teaching staff in an effort to provide students with mirrored online instruction functions for streamlined and seamless learning. Availability of Chromebook supply orders is the challenge to date.

Goal #2: Review the cosmetic and functional needs of West and Southeast for updates during the summers of 2020 and 2021, in a two (2) phase process.

RESULTS:

Facility upgrades at West Elementary were scheduled for the summer of 2020. Project work at West Elementary included the following items: new paint and carpet throughout the entire building, exterior paint on doors/window frames, loft built in new storage room, new entrance security windows, gang bathroom renovations that included new partitions, paint, toilet and sink fixtures, ceiling tile replacements, 50 new lockers, new kitchen renovation which included new flooring, fixtures, and appliances, and new landscaping in front of the building. Updates at Southeast over the summer of 2020 focused primarily on the kitchen, which included new flooring, fixtures, a new office and storage area, and updated appliances, new landscaping in front of the building and irrigation to the west side of the lawn area. The original phasing plan had called for cosmetic and functional upgrades at Southeast Elementary for the summer 2021. This plan was in preparation for K-2 students entering in the late fall, once students moved into Central Elementary when completed. The plan had designated upgrades for a new grand entrance and office area relocated to the west end of the building, possible new bus loop, relocated media center and reconfigured access to the lounge/staff restroom area. This plan will be reconfigured based on need and fund availability.

Phase 2 for both West and Southeast will also include playground upgrades that will take place during the summer of 2021.

Goal #3: Evaluate the effectiveness of security alarm systems throughout the district.

RESULTS:

This committee worked collaboratively with the safety audit and it was noted that cameras seem to be a more effective deterrent which can result in more actionable steps after an incident vs. security alarm systems. Secured entrances are also a key component to safety and security in buildings. During the summer of 2020, a larger window was installed in the entryway of West Elementary to increase visibility of visitors at the entrance point. Efforts to streamline security systems at Southeast Elementary and KMS were also underway.

Goal #4: Evaluate the cost and need to install electronic door access controls at main office entrances or rekey all exterior doors.

RESULTS:

In conjunction with Goal #3, the committee worked collaboratively with results from the safety audit and efforts were made to apply to a Michigan State Police safety grant which would have funded up to \$250,000 in safety upgrades to awarded districts. One of the items thought to have been added, if awarded, were electronic door access controls at all main office entrances. Due to COVID-19, efforts to complete and submit the grant were unsuccessful.

Goal #5: Identify roof, paving, and HVAC upgrades in buildings for the use of sinking fund revenue.

RESULTS:

An assessment of the district's parking lots was completed and estimated costs consisted of repair work only. Several of the district's asphalt parking lots and drives are in fairly decent shape and are need of repair work that consists of filling cracks, repainting lines, and seal coating. Replacement costs for other lots/drives that are in need of much more than just repair work were also reviewed and a 10-year project list was developed which identified possible year, location, and cost for each identified project. This list is fluid based on funds available and as needs change.

An analysis of a five-year roof inventory of all district facilities was also conducted. Areas on each site were identified as needing maintenance, restoration, replacement/repairs – which most were a mixture of all. A critical component of diagnosing exactly what extended repair needs were necessary was facilitated through a moisture check, which took place on all district facilities. A 10-year plan was comprised to help balance cost vs. needed repairs/replacements.

Lastly, the main focus for HVAC repair work took place at KMS, which has had issues since its early stages. Work at that site, to get the system running efficiently, took place throughout the school year and summer.

Ongoing Goal #2: Review all asphalt parking lots and interior drives and develop a three (3) year plan to maintain or replace.

RESULTS:

See Goal #5.

Ongoing Goal #3: Continue to review and monitor the current transportation fleet, operations vehicles, and food service equipment based on a replacement schedule that best fits the needs of the district.

RESULTS:

The district is in line with its intended fleet replacement schedule, placing emphasis on possible future purchases of a new truck in the fall of 2020, a new bus in 2021 and another truck in the fall of 2023. However, this schedule is fluid and based upon available funds and replacement needs.

Ongoing Goal #5: Evaluate and identify a plan for building upgrades and improvements.

RESULTS:

A 10-year plan was drafted by the operations committee with needs and funding sources based upon facility assessments. The primary focus was placed on West Elementary during the summer of 2020 and efforts were successful in updating the facility to standards and operations that consisted of an almost newly renovated building. Future building upgrades and improvements have been identified for Southeast Elementary but plans will remain fluid as needs for incoming K-2nd graders may necessitate changes to the plan and identified funding sources may dictate outcomes.

2020-21 Goals:

Goal #1: Improve safety and security of school buildings through improved camera coverage and/or increased electronic doors.

RESULTS:

The district has transitioned over to one company, district-wide, for building security alarm systems and the committee reviewed timelines regarding access control upgrades for many of the buildings. Additional security camera installs were coordinated with Central Elementary including Southeast Elementary internal hallways and parking lot and West Elementary additional outdoor coverage and internal hallways. It is recommended that this goal be carried over to next year.

Goal #2: Evaluate transportation needs and the restructure of district attendance areas associated with opening of Central Kelloggsville Elementary.

RESULTS:

New attendance boundaries were restructured and approved by the Board. Letters were sent to families in the spring of 2021 on their status of transportation eligibility and routes will be finalized once Rocket Registration takes place in August.

Goal #3: Continue with phase two (2) facility upgrades and installation of identified areas at West and Southeast Elementary and Kelloggsville Middle School.

RESULTS:

Phase two (2) facility upgrades included bathroom and classroom updates at Southeast Elementary. Fresh new paint brightened up the building and new bathroom upgrades also took place. New audio systems were installed at the Middle School, West and Southeast and upgrades to existing softball and baseball fields also took place.

Goal #4: Develop a timeline for the opening and moving into Central Kelloggsville Elementary by ensuring that construction schedules and timelines are being met.

RESULTS:

Construction at Central Elementary progressed as scheduled, following the delay due to COVID and will open in October 2021. 3rd – 5th grade staff and students will start the 2021-22 school year at East Elementary and will transition over to Central once the building transfers into the district's possession. Staffing was completed and moving took place over the summer.

Goal #5: Implement a new district-wide phone system.

RESULTS:

The Board approved the bid for a new district-wide phone system on 03/08/21. The new system was ordered and an installation schedule coordinated with a plan to transition the district over to the new system, including training, by the start of the 2021-22 school year.

Goal #6: Evaluate Food Service staffing levels and meal preparation plans.

RESULTS:

Staffing levels and meal preparation plans were adjusted accordingly to meet the needs of the opening of Central in October 2021 and the new configurations to the elementary buildings for the for the 2021-22 school year.

Goal #7: Review the maintenance schedule and use of funds from the sinking fund.

RESULTS:

Playground improvements took place during the summer of 2021 at West and Southeast, HVAC upgrades at KMS/KHS, and district alarm system installation were all funded through sinking fund proceeds.

2021-22 GOALS:

Goal #1: Develop and identify a plan for projects from proceeds of the \$11.3 mill bond proposal.

RESULTS:

On November 02, 2021, Kelloggsville voters approved an \$11.3 million bond proposal that allowed the district to move forward in making a number of valuable educational improvements, including the construction of a science, technology, engineering and mathematics (STEM) addition at Kelloggsville High School. This new facility will provide students with exceptional opportunities for STEM, robotics, and business classes and provide them with the knowledge and skills to solve problems, gather and evaluate evidence, and explore technology. In addition, updates will be made to the Southeast Elementary Media Center that will equip and better meet the needs of our elementary students, equal to that of the improvements recently made at West and the new media center at Central Elementary. In addition, secured vestibules will be constructed at the entrances of 54th Street Academy, KECLC, Southeast Elementary, and the Central Office. Design and development teams went to work with the District's architect firm, TowerPinkster, and construction manager firm, Owen-Ames-Kimball, Co. to begin plans in hopes of construction and renovations to begin in the summer of 2023.

Goal #2: Improve and update the high school auditorium lighting system.

RESULTS:

A quote was solicited from a lighting company vendor on to upgrade theatrical lighting in the high school auditorium, based on needs and intended use. The quote given reflected a total overhaul of the system at a very high cost. It was determined by the committee that additional quotes would be investigated and that module upgrades may be a better option to be completed in stages to spread costs. The committee recommended that this goal continue for the 2022-23 school year.

Goal #3: Improve safety and security of Southeast Elementary through improved camera coverage and/or increased electronic doors.

RESULTS:

See Operations Goal #1.

Goal #4: Finalize the opening of Central Kelloggsville Elementary.

RESULTS:

Construction of Central Elementary was completed, staff and students moved in at the end of October 2021 and a grand opening event took place to showcase the new building to staff, students, families and the community on October 27, 2021.

Goal #5: Begin the demolition process of East Elementary and complete the construction at the new sports complex and concession stand/plaza area.

RESULTS:

Staff, former students, and the community were invited to conduct one last walk-thru of the building prior to the final demolition of East Elementary, which was completed in the spring of 2022. Designated equipment that was in the building was either salvaged, removed, or demoed with the building and the abatement process was successfully completed. Once the rubble was removed and site cleanup was completed, construction of the new baseball field and new sports plaza area began with site work continuing through the duration of the summer with completion in August 2022.

Goal #6: Monitor the replacement of boilers in older buildings.

RESULTS:

After conducting a survey on 11/11/21, as part of the requirements to receive ESSER 3 funds, input was gathered from our community, staff, and students. Results from that survey indicated the importance of air quality and mechanical improvements in some of the District facilities. The scope of the project, led by the district's architect and construction management firms, focused on mechanical equipment upgrades, including boiler replacements, pump replacements, packaged rooftop unit replacements and controls upgrades at KECLC, Southeast Elementary, 54th Street Academy, and KMS. Work on this project began at the conclusion of the 2021-22 school year and continued throughout the summer, with some sites being completed and others to continue into the 2022-23 school year.

Goal #7: Evaluate implementing consistent bus video system and student tracking system.

RESULTS:

Newly purchased bus video systems were installed in the Spring of 2022 and are currently in use.