



KEVIN A. KELLY

Recognized Leadership for the Post-Pandemic Period

Crisis Management

My tenure with Camden-Frontier has been defined by the coronavirus pandemic and the corresponding social/emotional, academic and staffing challenges it has created. Through bold leadership at the board-level, the district has achieved numerous county-leading successes under my leadership during this historic period.

Leading the County

Under my leadership, Camden-Frontier set the standard for pandemic response in Hillsdale County. Due to early planning, my administration achieved the following:

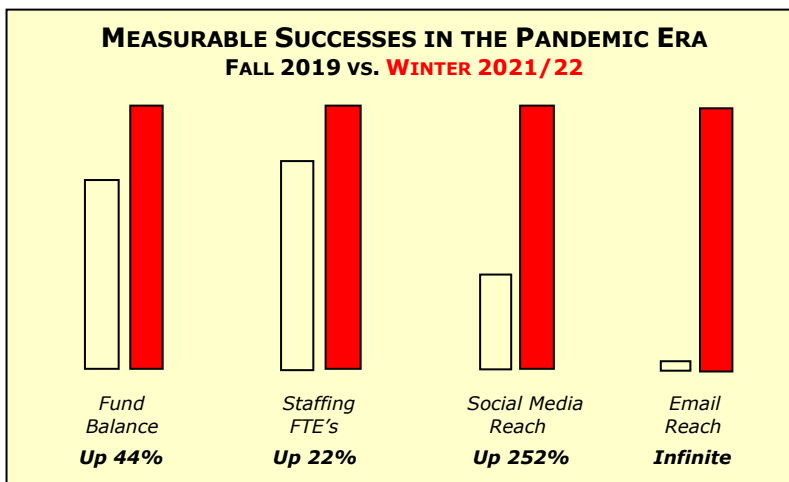
- Begin closure planning on my orders – February 27, 2020
- Request ISD-wide pre-planning – February 27, 2020
- Pass board-level response measures – March 13, 2020
- Begin food center distribution – March 19, 2020
- Begin online instruction – March 23, 2020
- Begin home delivery of breakfast & lunch – April 14, 2020
- Provide vaccination clinics on campus – 2021 & 2022
- Implement a staff vaccination incentive program – Fall 2021

Strategic Planning – 2021 to 2024

Under my leadership, C-F has developed and adopted both a Strategic Pandemic Recovery Plan and a Strategic Site Plan for the period 2021-24. Each has been heavily informed by input from all stakeholders along with high-quality data sources including local assessments and social/emotional universal screeners. With over \$5 million in pandemic relief funding, the board adopted the strategic plan for post-pandemic response and remediation in the spring 2021. It is now the guiding document for strategic decision-making in the district.

Board Governance

Reformation of board governance practices was an early and key priority in my tenure beginning in December 2019. The board established a strong committee structure and adopted numerous best-practice policies in January and February 2020. These initiatives positioned the board to take decisive action efficiently and effectively when the pandemic erupted in March 2020.



Notable Non-Pandemic Successes & Achievements

- Successful passage of sinking fund millage renewal by 2:1 margin
- Fund balance increased from 6.9% to 9.9%
- Negotiated groundbreaking collective bargaining agreements with two bargaining units
- Implemented hiring and retention incentive programs to attract and retain certified staff, drivers, substitutes and paraprofessionals
- Restructured district business office and business service functions including HR and Title/grant management
- Coordinated \$1.8 million campus-wide HVAC project
- Rekeying all district assets and moved to electronic keycard system
- Negotiated new bus fleet lease and annual school aid notes; transitioned district to local state aid lenders
- Played leadership role in the county-wide Early Middle College collaboration with Jackson Community College
- Dramatically increased district investments in social and emotional education
- Led successful multi-year staff recruitment campaign to meet all classroom and driving needs in a competitive market
- Played role in redefining the ISD special education approach county-wide
- Created new board of education member training including MASB professional development
- Implemented successful vaccination incentive program