

LUDINGTON BOARD OF EDUCATION - LUDINGTON AREA SCHOOL DISTRICT
809 E. Tinkham Avenue, Ludington, Michigan 49431 – Phone 231-845-7303

This is a meeting of the Board of Education in public for the purpose of conducting the School District's business and is not to be considered a public community meeting. There is a time for public participation during the meeting as indicated on the agenda.

Mission: The Ludington Area Schools, in partnership with the community, will achieve excellence in a positive environment where motivation and quality instruction ensure learning and equip students for success in society.

MEETING: Regular Meeting
 DATE: December 11, 2017
 TIME: 6:00 p.m.
 PLACE: Pere Marquette ECC, 1115 S. Madison Street, Ludington, Michigan

1. CALL TO ORDER & ROLL CALL

Steve Carlson Kelly Thomsen Bret Autrey Mary Jo Pung Mike Nagle Stephanie Reed Josh Snyder

2. SPECIAL PRESENTATION

- a. Academic Recognition - Jordan Morris
- b. MEMSPA Region 12 Outstanding Practicing Principal of the Year - Amber Kowatch

3. AGENDA MODIFICATION

4. CITIZEN PARTICIPATION

5. CONSENT AGENDA

- a. Ratification of Bill Payment - Per Summary Dated December 11, 2017
- b. Approval of Minutes: November 20, 2017 Regular, Special & Closed Meetings

6. BOARD COMMITTEE REPORTS

- a. Finance Committee Report: December 6, 2017
- b. Personnel/Policy Committee Report: December 8, 2017
- c. Building & Site Committee Report: December 8, 2017

7. PRINCIPALS' REPORTS

8. BUSINESS MANAGER REPORT

- a. Consumers Energy Energy Star Audit Report and Top Ten Recommendations

9. SUPERINTENDENT'S REPORT and COMMENTS

- a. WSCC Regular Board Meeting December 18th
- b. OxyChem Donation - Peladow™ Premier Snow and Ice Melter - Thank you
- c. MASA Superintendent / MDE State Assessment Representative
- d. Board Communication Received - Thank you from Food Service Department
- e. Computer Science Education Week - Code.org
- f. District Network Team Update - Kristi Zimmerman and Bruce Mangum

10. DISCUSSION ITEMS

- A. Neola Policy Update: Second Reading - Volume 32, Number 1; Technology Policy Updates
- B. MDE Grant Award - Early Literacy Assessment Grant
- C. Mowing/Plowing Bid Award
- D. Update on Mason County Promise Zone Authority
- E. 21st Century Education Study and Facilities Improvement Planning
 - 1. Report on November 29th meeting and review December 13th agenda
 - 2. Review proposed site visit recommendations

11. ACTION ITEMS

- a. CBD Transformation Think Tank Facilitation
- b. Approval of Full-Time School Resource Officer Position

12. OTHER ITEMS OF BUSINESS & ANNOUNCEMENTS

13. ADJOURNMENT

Official minutes of the Ludington Board of Education are available for public inspection during normal business hours at the Board of Education's Central Business Office, 809 E. Tinkham Avenue, Ludington, Michigan. The Ludington Area School District is an equal opportunity employer and provider. If you are an individual with a disability who is in need of special accommodations to attend or participate in a public meeting please contact Superintendent Jason J. Kennedy at 231-845-7303 at least 24 hours prior to the meeting or as soon as possible.

Memorandum - Office of the Superintendent

TO: Board of Education
FROM: Jason Kennedy, Superintendent
RE: Regular Meeting ~ Agenda Notes

Regular Meeting

SPECIAL PRESENTATION

Academic Recognition - Jordan Morris

We will recognize and honor Jordan Morris, LHS Senior, who will be awarded an Associate of Arts in Science Degree in December 2017 ahead of his LHS Graduation in May 2017. Jordan is not a part of the ASM Tech Early Middle College Program; however, he began taking classes at WSCC during his sophomore year. This included taking summer classes, while also working. Jordan will complete his degree in advance of earning his high school diploma. LHS has had one other student earn an associate's degree and high school diploma, but this student completed both in May. Jordan will be completing his degree one-half year early. Jordan is pursuing enrollment into the prestigious Stephen M. Ross School of Business at the University of Michigan, and he has already been accepted to attend Michigan State University in the fall. We are extremely proud of Jordan!

MEMSPA Region 12 Outstanding Practicing Principal - Amber Kowatch

We will recognize and honor Amber Kowatch who was recently selected by the Michigan Elementary and Middle School Principals Association (MEMSPA) as the Region 12 Outstanding Practicing Principal of the Year! Amber received this honor at the Annual Conference for MEMSPA members in Traverse City this past week. Amber was selected for this honor by her colleagues and peers who recognize her as truly a leader among leaders. We are honored to recognize Mrs. Kowatch for her outstanding leadership and support of the students and staff at Ludington Area Schools!

BUSINESS MANAGER'S REPORT

Consumers Energy Energy Star Audit Report and Top Ten Recommendations

We will review the energy audit and report that was provided to the District by Consumers Energy. We are pleased to report that continued improvements to our infrastructure have resulted in all of our buildings that qualify for audit being rated as Energy Star optimal efficiency buildings. The report outlines a plan to continue to make investments in our infrastructure, of which the top ten recommendations by Consumers Energy will be shared with the Board as a way to begin prioritizing which projects will be completed to continue to enhance our energy savings. Each building will receive a plaque detailing the rating as an Energy Star Efficient Building. A special thank you goes out to Erik Bratschi and Bruce for all of their work on these projects. Bruce and Erik will present this information to the Board.

SUPERINTENDENT'S REPORT

WSCC Regular Board Meeting: December 18, 2017

Twice annually, the monthly West Shore Community College Board of Trustees meeting is held off campus, so that the WSCC Board is able to gain a better understanding of the communities with which they serve. This year, the WSCC Board of Trustees will hold their monthly meeting at the CBO

Boardroom on Monday, December 18, 2017 at 5:00 PM. You are also cordially invited to attend the meeting and dinner with the Board following the meeting at Jamesport Brewing Company. If you are able to attend the meeting or the dinner, please let Penny know so that she may RSVP to the college prior to the December 15th deadline.

The Open Meetings Act, MCL 15.263, section (10), states: "This act does not apply to a meeting that is a social or chance gathering or conference not designed to avoid this act," thereby permitting you to attend this social gathering.

OxyChem Donation - Peladow™ Premier Snow and Ice Melter - Thank you

I would like to extend a public thank you to OxyChem for their recent donation of Peladow Premier Snow and Ice Melt to the district. OxyChem recently donated 14,000 pounds of snow and ice melt that is valued at approximately \$2,500 to the District. The District would like to publicly thank OxyChem for their generous donation to Ludington Area Schools.

MASA Superintendent / MDE State Assessment Representative

A letter of thanks from Chris Wigent, the Executive Director of the Michigan Association of School Administrators, is attached to this Board packet. In an effort to represent Ludington Area Schools and our voice in Lansing with regard to state level assessments, I have been selected to represent the 550 school superintendents on the Assessment RFP Workgroup. Our task will be to review request for proposals received by the Michigan Department of Education who wish to be considered as potential vendors to implement the state's assessment vision that was created by a workgroup that I served on recently. This provides Ludington Area Schools a seat at the table as assessment vendors are selected as acceptable assessment tools to be used by districts. Ludington Area Schools has invested a significant amount of time and resources into the adoption of the assessment systems in place in Ludington, and having representation at the table when these decisions are made will benefit the students and staff at Ludington Area Schools.

Board Communication Received - Thank you from Food Service Department

The Board of Education received a thank you card from the food service department and Donna Garrow for the continued support of the Food Service Department and for the recent purchases of the ovens and the hot boxes. They have made a tremendous impact on the food service that they are able to provide.

Computer Science Education Week - Code.org: Ludington Area Schools and Utica Community Schools (second largest district in Michigan - 28,000 students K-12) were selected for honors by Code.org in recognition of each district's commitment to offer comprehensive computer science and coding programs for students across all grade levels. This was an outstanding honor, with only 70 districts from across the United States being honored for their work in developing computer science and coding programs such as those developed in Ludington!

District Network Update ~ Kristi Zimmerman and Bruce Mangum

Thanks to the committed efforts of our District Network Team, we have made progress in developing district systems to support teaching and learning; however, there is a lot of work to be continued that will allow us to develop systems that support high quality teaching and learning. Kristi and Bruce will review the District Network Team's self-assessment of Blueprint installation in the District, and a plan to continue moving us forward with installation of the Blueprint best practices.

DISCUSSION ITEMS

Neola Policy Update: Second Reading - Volume 32, Number 1; Technology Policy Updates

We will review the second reading of the NEOLA Policy updates for Volume 32, Number 1, which was recently released. The policy brief that can be shared at the board meeting for the second reading of the policies is attached. I would like to propose that we adopt the policies as they are presented, with the exception of the policies that are not required by law until the 2019 - 2020 school year. I would propose that we adopt the policies adding a statement that makes it clear that the implementation of the policy will take effect on July 1, 2019, when required to do so by law. This will provide the appropriate timeliness to communicate the policy with all staff and ensure that the community understands that this is in response to requirements of the law. The policy updates include:

- 1421/3121/4121 - Criminal History Record Check
- 1439/3139/4139 - Administrator / Staff Discipline
- 2410 - Prohibition of Referral
- 2414 - Reproductive Health and Family Planning
- 2418 - Sex Education
- 5630.01 - Student Seclusion and Restraint
- 8142 - Criminal History Record Check
- 8321 - Criminal Justice Information Security

MDE Grant Award - Early Literacy Assessment Grant

The District has received written notification from the Michigan Department of Education that it has received an initial grant award of \$8,236.98 for the Acceptable Assessment Tools for Early Literacy Educators grant. This grant will be used to offset the cost of administering a qualified computer adaptive test, diagnostic tool, screening tool, or benchmark assessment that has been approved by the Michigan Department of Education. These assessments are used to monitor the development of early literacy and early reading skills of students in grades K-3.

Mowing/Plowing Bid Award

I am recommending that we move the action item to award the mowing and plowing bid to January, due in large part to the early meeting in December, and the need for additional time to process the bids that we received for these services. While there is a low bid, that bid is outside the scope of the multi-year history that the District has in working with the company. The bid received by Schmocks for all services (mowing, lining, and plowing) was \$102,920; however, the last three year history shows the district having spent the following on all services with this company:

- 2014 - 2015: \$137,369
- 2015 - 2016: \$148,353
- 2016 - 2017: \$134,056

The three year average spent on lining, mowing, and plowing is \$139,926, which is significantly higher than the second bid that was received from Larsens in the amount of \$124,383. We have developed a committee that has and will continue to review the bid specifications, the elements of each bid, the past history in working with one of the companies that bid on the jobs, while also reviewing a third bid from Mow Time that was just for mowing services. A formal recommendation will be developed after reviewing all of this information in greater detail to ensure that the right bid is awarded that will produce the highest level of service to the District, while also doing so in a fiscally responsible manner.

Update on Mason County Promise Zone Authority

The District has worked with Fabian Knizacky, Mason County Administrator, and the Mason County Board of Commissioners to develop a resolution in support of the issuance of a letter of intent to form and develop the Mason County Promise. The resolution that will be considered by the Mason County Board of

Commissioners is attached to this memo, and is the first step in the process of establishing the intent required by law that is necessary to be sent to the Michigan Department of Treasury. If the County Board of Commissioners approves the resolution, a letter of intent will be filed with the Michigan Department of Treasury, and the County Board of Commissioners will then authorize the development of an authority board and plan that will then be submitted to the Department of Treasury for approval.

21st Century Education Study and Facilities Improvement Planning

We will review a report on the November 29th meeting of the Think Tank committee, and will review the agenda for the December 13th Think Tank meeting. We will review and discuss proposed site visit recommendations. All information can be found on the District's website by accessing the link below:

<https://sites.google.com/cbdconsulting.com/lasdthinktankcommittee/home>

ACTION ITEMS

CBD Transformation Think Tank Facilitation

It is my recommendation to continue to work with Communications by Design (CBD), as we did for the technology bond to facilitate the 21st century transformation think tank process.

Approval of Full-Time School Resource Officer Position

Chief Barnett has requested that the school consider adoption of a full-time School Resource Officer (SRO) at an additional cost of \$38,000. After careful review and consideration of the proposal, I will be recommending the approval of a full-time SRO. The district has received approximately \$50,000 more in at-risk money and will use some of these funds to offset the increased cost of this position.

WSCC Board of Trustees

West Shore Community College is directed and governed by a Board of Trustees, consisting of seven members, elected at large from the community college district on a nonpartisan basis. Elected members retain positions for six-year terms unless one is appointed to a midterm vacancy.

Bruce Smith, Chair



Mr. Bruce Smith was elected to the board of trustees in May 2003, and was re-elected to a third six-year term in November 2016. His term will expire December 31, 2022. Mr. Smith was elected as the Chairman of the Board of Trustees at the January 2017 board meeting. He serves on the Board Executive Committee and previously served as Chair of the Board Administrative Committee. He is a former superintendent of schools, retiring in 1999, after serving 30 years in education, both in teaching and administration. He earned his bachelor's degree from Eastern Michigan University and a Master of Arts degree from Central Michigan University.

Richard M. Wilson, Jr., Vice-Chair

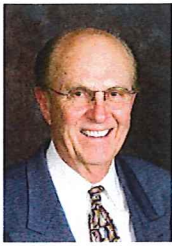


Mr. Richard M. Wilson, Jr. was appointed to fill an unexpired term of a trustee in 2009. He was elected to a second term in November 2016. His term will expire December 31, 2022. Mr. Wilson was elected as the Vice-Chairman of the Board of Trustees at the January 2017 board meeting. He is a member of the Board Policy and Personnel Committee and recently served on the Board Administrative Committee. Mr. Wilson also serves as a member of the WSCC Foundation Board. He is a member of the law firm, Mika Meyers PLC. Mr. Wilson resides in Manistee. He graduated with honors from The Ohio State University College of Law.

James R. Jensen, Treasurer

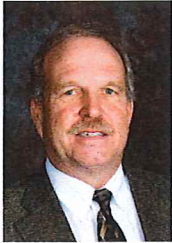


Mr. James R. Jensen was elected to the Board of Trustees in May of 2001, and was re-elected to a third six-year term which expires on December 31, 2020. Mr. Jensen was appointed as the Treasurer of the Board of Trustees after serving as the Chairman of the Board for the last eight years. He is the new Chair of the Board Administrative Committee and also serves on the Board Executive Committee. He has a bachelor's degree from Michigan State University in Mathematics and a master's degree in Business Administration from Grand Valley State University. He currently serves on the boards of the Community Foundation for Mason County, Ludington Area Catholic Education Foundation, and the Mason County Historical Society.



Dr. Anthony Fabaz, Secretary

Dr. Anthony Fabaz was appointed to fill an unexpired term of a trustee in 2011. He was re-elected to a third term that will expire December 31, 2020. Dr. Fabaz was appointed as the Secretary of the Board of Trustees at the January 2017 board meeting. Dr. Fabaz serves as a member of the Board Policy and Personnel Committee and also served on the Board Administrative Committee. Dr. Fabaz retired as a Thoracic and Cardiovascular Surgeon from Spectrum Health Ludington Hospital. He is a member of the American Osteopathic Association, Michigan Association of Osteopathic Physicians and Surgeons, and Fellow of American College of Osteopathic Surgeons. Dr. Fabaz serves on the Board of Directors for Spectrum Health Ludington Hospital.



Mr. Mike Ennis, Trustee

Mr. Michael Ennis was appointed to the Board of Trustees in October 1998, and was re-elected to his third, six-year term which expires on December 31, 2018. Mr. Ennis is the Chair of the Board Policy and Personnel Committee and serves on the Board Executive Committee. He also serves on the West Shore Community College Foundation Board. Mr. Ennis is the former owner of Axchem Technologies in Manistee. Mr. Ennis earned his bachelor's degree from Central Michigan University. He serves on the board at West Shore Bank and the Michigan Community College Association where he also served as the chairman.



James Barker, Trustee

Mr. James Barker was appointed in December 2015 to fill an unexpired term of a trustee in 2015. He was elected to a second term that will expire December 31, 2018. Mr. Barker serves as a member of the Board Administrative Committee. Mr. Barker, M.B.A. R.N., received an Associate of Nursing degree from West Shore Community College in 1993, his bachelor's degree in Business Management and his master's degree in business administration from LeTourneau University in Texas. He is currently the president of West Shore Medical Center in Manistee. Mr. Barker is the first alumnus to serve on the Board of Trustees. Mr. Barker has also served on the College's Foundation Board since May 2014.



Sherry Wyman, Trustee

Mrs. Sherry Wyman was elected to the Board of Trustees in November 2016 for a six-year term that expires on December 31, 2022. Mrs. Wyman serves as a member of the Board Administrative Committee. Mrs. Wyman received an Associate's degree in Business Administration from Mid-Michigan Community College in 1983, and also has extensive banking and economics coursework from Central Michigan University. Sherry and her husband, Randy, own Wyman Funeral & Cremation Services, Inc. in Scottville. Sherry is also employed at West Shore Bank as a Commercial Loan Documentation Supervisor. Ms. Wyman served on the Mason County Central School Board of Directors for 12 ½ years, 6 years as treasurer and 2 years as president, the Ludington & Scottville Area Chamber of Commerce Board of Directors, and the Mason County Central Educational Foundation. Ms. Wyman believes in community colleges and all four of her children attended West Shore Community College.



Michigan Association of School Administrators

November 27, 2017

Ludington Area School District
809 E. Tinkham Ave.
Ludington, MI 49431-1594

Dear Ludington Area School District,

I wanted to personally let you know of my appreciation for the leadership of Mr. Jason Kennedy. In addition to all of the great things that are going on at Ludington Area School District (LASD), he continues to serve as a quality leader at the state level. Last year, Mr. Kennedy represented the 550 school superintendents in the State of Michigan on an Assessment Workgroup which was put together by the Michigan Department of Education. The purpose of this committee was to make recommendations to the State Superintendent of Public Instruction regarding the K-12 assessment structure that would be included in the Michigan ESSA plan that is required by the Federal Department of Education. Jason did a great job of representing his colleagues from across the state and the result was a recommendation that not only reduced testing time for students, but also created some assessment opportunities that will provide immediate feedback and clearly defined growth measures.

Recently, I was contacted by the MDE and they asked for a representative to serve on an Assessment RFP Workgroup. The focus of this group will be to review the requests for proposals from assessment companies that wish to be considered as potential vendors as the new assessment vision is implemented. When I received this request, I immediately thought of Jason and knew that with his level of knowledge in the area of assessment and his history of representing MASA on the previous committee, and knew that he would be the perfect representative. I contacted Jason and he graciously accepted this responsibility. I want all of you to know how appreciative we are of his willingness to serve on this workgroup and our overwhelming gratitude for his continued leadership at the state-wide level. We are very fortunate to have so many superintendents in this state who not only have the ability to effectively lead at the local district level, but truly have a commitment to all children and Jason is definitely one of those leaders.

As an aside, a few weeks ago I was fortunate enough to visit Ludington Schools with the State Superintendent. I was extremely impressed with what I saw in the buildings that we visited. The facilities were clean and well-maintained, the children were on task and active participants in their own learning, the administration and educators were engaged and are committed to their work, and the positive focus on children was clearly evident. Congratulations to you and please know that your governance and your leadership are also making a significantly positive difference for the students who attend LASD!

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Wigent", is written over a horizontal line.

Chris Wigent
MASA Executive Director

I would like to thank the Board of Education for their continued support of the Food Service Department.

It is with this support that we are able to serve healthy nutritious meals to the students of Ludington Area Schools. The purchase of new equipment helps in this endeavor.

The new "Rational" ovens and hot boxes have made a huge impact on the meals we prepare. Thank you again.

Sincerely,
Donna M. Larrow & Food Service Staff

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STATIONERY

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PER


DEC 04 2017

RECEIVED

12/04/17

THANK YOU

RATIFICATION OF BILL PAYMENT

December 11, 2017

Period: 11/14/2017 through 12/8/2017

GENERAL OPERATING FUND

Payroll 11/24/17	581,086.23
Payroll 12/08/17	<u>563,881.60</u>

Total Payroll	1,144,967.83
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Bills (11/14/17 through 12/08/17)	<u>530,860.43</u>
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TOTAL GENERAL OPERATING FUND	1,675,828.26
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TOTAL ATHLETIC FUND	1,262.99
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Bills (11/14/17 through 12/08/17)	
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TOTAL LUNCH FUND	40,923.10
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Bills (11/14/17 through 12/08/17)	-
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GRAND TOTAL ALL FUNDS	1,718,014.35
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Bills (11/14/17 through 12/08/17)	
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**LUDINGTON AREA SCHOOLS
BALANCE SHEET
For the Month Ending November 30, 2017**

	Current Year
<u>Assets</u>	
Savings/Checking Accounts	\$ 104,892
Investments	\$ 10,625,782
Taxes Receivable	\$ -
Accounts Receivable	\$ 16,060
Due From Other Funds	\$ 55,091
Capital Projects Receivable	\$ -
Inventory	\$ -
Prepaid Expenses	\$ -
Other Expenses	\$ -
Total Assets	<u>\$ 10,801,825</u>
<u>Liabilities and Fund Equity</u>	
Liabilities:	
Accounts Payable	\$ 254
Payroll Liabilities	\$ -
Accrued Expenses	\$ -
Due to Other Funds	\$ 129,427
Due to Other Governmental Units	\$ -
Deferred Revenue	\$ -
Note Payable	\$ -
Total Liabilities	<u>\$ 129,681</u>
Fund Equity:	
Inventory (Reserved)	\$ -
Other Fund Balance	\$ 10,672,144
Total Fund Balance	<u>\$ 10,672,144</u>
Total Liabilities and Fund Equity	<u>\$ 10,801,825</u>

Prepared by the Business Office

**LUDINGTON AREA SCHOOLS
GENERAL FUND
STATEMENT OF REVENUES AND EXPENDITURES
For the Month Ending November 30, 2017**

REVENUES:	Budget	year to date	Balance	% spent	Prior Year YTD %
Local	\$ 15,454,376	\$ 14,631,457	\$ 822,919	94.68%	98.70%
Intermediate	\$ -	\$ -	\$ -	0.00%	0.00%
State	\$ 3,926,299	\$ 952,055	\$ 2,974,244	24.25%	18.75%
Federal	\$ 684,500	\$ -	\$ 684,500	0.00%	1.07%
Transfers	\$ 576,300	\$ -	\$ 576,300	0.00%	0.00%
Total Revenue	\$ 20,641,475	\$ 15,583,512	\$ 5,057,963	75.50%	73.46%
 EXPENDITURES:					
Instruction/Basic	\$ 10,298,681	\$ 2,924,183	\$ 7,374,498	28.39%	25.91%
/Added Needs	\$ 3,180,893	\$ 922,074	\$ 2,258,819	28.99%	29.91%
/Unclassified	\$ -	\$ -	\$ -	0.00%	0.00%
Support Service/Pupil	\$ 794,003	\$ 245,127	\$ 548,876	30.87%	30.29%
/Instructional	\$ 586,907	\$ 193,103	\$ 393,804	32.90%	33.69%
/Gen. Admin.	\$ 383,803	\$ 149,929	\$ 233,874	39.06%	45.65%
/School Admin.	\$ 1,498,414	\$ 604,358	\$ 894,056	40.33%	40.06%
/Business	\$ 464,468	\$ 187,378	\$ 277,090	40.34%	44.11%
/Oper. & Maint.	\$ 1,677,631	\$ 592,213	\$ 1,085,418	35.30%	36.09%
/Transportation	\$ 831,048	\$ 290,537	\$ 540,511	34.96%	33.86%
/Central Services	\$ 299,364	\$ 82,926	\$ 216,438	27.70%	32.17%
/Athletics	\$ 625,257	\$ 300,899	\$ 324,358	48.12%	34.20%
/Comm Services	\$ 118,276	\$ 27,251	\$ 91,025	23.04%	21.67%
/Transfers	\$ -	\$ -	\$ -	0.00%	50.91%
Total Expenditures	\$ 20,758,745	\$ 6,519,978	\$ 14,238,767	31.41%	30.98%
Excess of Revenue over Expenses		\$ 9,063,534			
 Estimated Fund Balance 6/30/17	 \$ 1,526,708	 \$ 1,608,610			
 Ending Fund Balance	 \$ 10,590,242	 \$ 10,672,144			

Prepared by the Business Office

LUDINGTON AREA SCHOOLS
Building and Site Funds
STATEMENT OF REVENUES AND EXPENDITURES
For the Month Ending November 30, 2017

REVENUES:	Budget	year to date	Balance	% spent	Prior Year YTD %
Tax Revenue Sinking	\$ 313,383	\$ 300,615	\$ 12,768	95.93%	92.36%
Interest Sinking Fund	\$ 500	\$ 67	\$ 433	13.40%	22.00%
Sale of Bonds	\$ -	\$ -	\$ -	0.00%	0.00%
Other	\$ -	\$ -	\$ -	0.00%	0.00%
Total Revenue	\$ 313,883	\$ 300,682	\$ 13,201	95.79%	92.27%
 EXPENDITURES:					
Equipment	\$ -	\$ -	\$ -	0.00%	0.00%
Construction Sinking	\$ 312,000	\$ 322,150	\$ (10,150)	103.25%	86.86%
Total Expense	\$ 312,000	\$ 322,150	\$ (10,150)	103.25%	86.86%
Fund Balance 6/30/17	\$ 27,404	\$ 31,614			
Ending Fund Balance	\$ 10,146				

Prepared by the Business Office

LUDINGTON AREA SCHOOLS
Technology Fund
STATEMENT OF REVENUES AND EXPENDITURES
For the Month Ending November 30, 2017

REVENUES:	Budget	year to date	Balance	% spent	Prior Year YTD %
Tax Revenue	\$ -	\$ -	0.0%	0.00%	0.00%
Interest	\$ 5,000	\$ 4,258	85.2%	0.00%	2.74%
Sale of Bonds	\$ -	\$ -	\$ -	0.00%	0.00%
Transfers	\$ -	\$ -	\$ -	0.00%	0.00%
Total Revenue	\$ 5,000	\$ 4,258	85.2%	85.16%	2.74%
EXPENDITURES:					
Closing Costs Bonds	-	\$ -	0.0%	0.00%	0.00%
Planning	80,000	\$ 27,468	34.3%	8.40%	20.46%
Equipment	164,500	\$ 103,801	\$ -	0.00%	16.20%
Construction	12,500	\$ -	\$ -	0.00%	4.37%
Total Expense	257,000	\$ 131,269	51.1%	51.08%	16.21%
Fund Balance 6/30/17	\$ 3,163,269	\$ 3,408,421			
Ending Fund Balance	\$ 3,281,410				

Prepared by the Business Office

Ludington Area Schools
Revenue and Expenses to Final Expense by Month
2017/18

	July	August	September	October	November	December	January	February	March	April	May	June
Revenue												
Balance	287,957	1,135,495	8,296,647	15,019,009	15,583,512	-	-	-	-	-	-	-
% Budget	1.40%	5.50%	40.19%	72.76%	75.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
History												
% of Final	1.10%	4.40%	36.20%	62.30%	69.60%	72.90%	76.60%	79.30%	82.90%	85.50%	90.30%	100.00%
16 17	287,957	1,039,025	8,468,506	14,162,501	14,903,296	15,642,317	16,349,323	16,878,227	17,338,556	17,795,033	18,733,210	20,519,099
15 16	221,268	807,893	7,583,334	12,317,091	14,151,893	14,627,433	15,425,251	15,955,375	16,766,680	17,264,057	18,262,308	20,177,918
14 15	169,985	839,054	6,280,232	11,916,528	13,817,620	14,620,747	15,447,475	16,059,794	16,985,245	17,609,475	18,635,042	20,920,755
	679,210	2,685,972	22,332,072	38,396,120	42,872,809	44,890,497	47,222,049	48,893,396	51,090,481	52,668,565	55,630,560	61,617,772

Expenses												
Balance	527,633	991,664	3,056,609	4,906,224	6,519,978	-	-	-	-	-	-	-
% Budget	2.5%	4.8%	14.7%	23.6%	31.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
History												
% Final	1.70%	6.10%	13.80%	21.50%	30.30%	38.90%	50.60%	58.40%	67.60%	74.50%	81.70%	100.00%
16 17	97,875	1,046,220	2,768,983	4,595,858	6,284,751	8,126,490	10,263,761	11,876,553	14,134,089	15,473,291	17,096,677	20,558,477
15 16	612,559	1,260,319	2,786,236	4,053,655	6,069,149	7,693,354	10,157,168	11,774,911	13,395,139	14,893,576	16,201,554	20,029,912
14 15	312,576	1,421,953	2,906,260	4,484,214	6,176,390	7,958,885	10,540,099	12,046,356	13,801,770	15,174,054	16,651,009	20,575,676
	1,023,010	3,728,492	8,461,479	13,133,727	18,530,290	23,778,729	30,961,028	35,697,820	41,330,998	45,540,921	49,949,240	61,164,065

Ludington Area Schools
Board of Education
Special Meeting Minutes November 20, 2017

I. CALL TO ORDER & ROLL CALL

President Carlson called the special meeting to order at 5:00 p.m, in the Ludington Area School District Administration Office Boardroom, 809 East Tinkham Avenue, Ludington, Michigan.

Members Present: Steve Carlson, Mike Nagle, Stephanie Reed, Josh Snyder,
Bret Autrey, Mary Jo Pung, and Kelly Thomsen

Members Absent: None

II. AGENDA MODIFICATION ~ None to report.

III. CITIZEN PARTICIPATION ~ None heard.

IV. CLOSED SESSION HEARING ~ Motion by Autrey, supported by Pung, to go into closed session pursuant to section 8(b) of the Open Meetings Act. Ayes: All. Nays: None. Motion: Carries.

The board convened in closed session at 5:00 p.m.

Board concluded the closed session at 5:50 p.m.

V. OTHER ITEMS OF BUSINESS & ANNOUNCEMENTS - No other items of business were heard.

VI. ADJOURNMENT - Motion by Autrey, supported by Pung, to adjourn the meeting at 5:50 p.m. Ayes: All. Nays: None. Motion: Carries.

Mary Jo Pung, Secretary, Board of Education

Approved _____

[Public Act 267 of 1976: 15-267, Section 7 (2)] A separate set of minutes shall be taken by the clerk or the designated secretary of the public body, shall not be available to the public, and shall only be disclosed if required by a civil action filed under Section 10, 11, or 13. These minutes may be destroyed 1 year and 1 day after approval of the minutes of the regular meeting at which the closed session was approved.

Ludington Area Schools
Board of Education
Meeting Minutes November 20, 2017

- I. CALL TO ORDER & ROLL CALL
President Carlson called the regular meeting to order at 6:00 p.m, in the Ludington Area School District Administration Office Boardroom, 809 East Tinkham Avenue, Ludington, Michigan.
- Members Present: Steve Carlson, Mike Nagle, Stephanie Reed, Josh Snyder, Bret Autrey, Mary Jo Pung, and Kelly Thomsen
- Members Absent: None
- II. SPECIAL PRESENTATIONS
- A. The Ludington High School Equestrian Team and members were recognized for their state championship and placements. The tennis, soccer and cross country athletes were recognized for all-state honors.
- B. Tim Keith and Wade Knoll presented their follow up report from their trip to Costa Rica.
- III. AGENDA MODIFICATION ~ Add Purchase of Mobile Heating Carts to Action Items.
- IV. CITIZEN PARTICIPATION ~ None heard.
- V. CONSENT AGENDA
- A. Ratification of Bill Payment - Per Summary Dated November 20, 2017
1. General Operating Fund Total \$2,265,009.44
 2. Athletic Fund Total \$31,847.25
 3. Lunch Fund Total \$47,103.12
 4. Total All Funds \$2,343,959.81
- B. Minutes were approved for the regular board meeting on October 16, 2017.
- C. Non-union annual contract for Amy Wojcicki in the amount of \$5,000 for ELL Services for the 2017-2018 school year was approved by consent.
- D. The annual resolution and summer tax agreements were approved by consent. Motion by Snyder, supported by Autrey, to approve the consent agenda as written and presented. Ayes: All. Nays: None. Motion: Carries.
- VI. BOARD COMMITTEE REPORTS
- A. Kelly Thomsen presented the Finance Committee report for November 15, 2017. The committee discussed the following topics; receipt of MDE additional instruction grant award in the amount of \$34,320, the proposed purchase of a bus radio system, the food service fund balance and purchase of hot boxes, health insurance premium increases, the Mason County Promise initiative and school resource officer.
- B. The Personnel/Negotiation Committee Report for November 16, 2017, was presented by Mike Nagle. The committee discussed the following topics; hiring two teachers to fill the void from resignations of Chad Riffle and Austin Matthews, Neola policy updates first reading of Volume 32 Number 1, and reviewed the Thrun Law Notes to retainer clients.
- C. The Building & Site Committee Report for November 16, 2017, was presented by Mike Nagle. The committee discussed the Franklin HVAC update, reviewed competitive bids for mowing/plowing and facilities improvement plans.
- VII. PRINCIPAL'S REPORT
- A. Written reports were submitted to board members.
- VIII. SUPERINTENDENT'S REPORT & COMMENTS
- A. Mr. Kennedy shared that a donation was received and designated to 8th grade camp in memory of Dalton Holt, former teacher in the district. Mr. Kennedy reviewed the master facilities improvement plan, Transformation Think Tank meeting and the State Superintendent Brian Whiston's visit to the district.

Ludington Area Schools
Board of Education
Meeting Minutes November 20, 2017

IX. DISCUSSION ITEMS

- A. Travel requests from the foreign language departments were presented by Susan Shoup, Wade Knoll and Tim Keith.
- B. The Snow Plowing/Mowing Bid process was reviewed by Mr. Kennedy.
- C. Mason County Promise Zone Authority was shared by Mr. Kennedy.
- D. Josh Snyder gave the first reading of the Neola Policy Updates Volume 32 Number 1; Technology Policies. These policies were reviewed by the Personnel/Policy Committee.

X. ACTION ITEMS

- A. New Teacher Contract Approvals
 - 1. Motion by Reed, supported by Autrey, to approve a probationary teaching contract for Hallie Utter to teach third grade at Foster School, pending successful completion of all inservice requirements and background checks per Board policy and Michigan law. Ayes: All. Nays: None. Motion: Carries.
 - 2. Motion by by Autrey, supported by Reed, to approve a probationary teaching contract for Kara Jensen to teach mathematics at OJ DeJonge Middle School, pending successful completion of all inservice requirements and background checks per Board policy and Michigan law. Ayes: All. Nays: None. Motion: Carries.
- B. Motion by Autrey, supported by Nagle, to approve Mason County Disc Golf Association to remove the shrubbery and brush located in the front of the parking lot to the disc golf course in the school forest at their own expense through the work of volunteers as presented at the board meeting in October. Ayes: All. Nays: None. Motion: Carries.
- C. Travel Requests (3) LHS Foreign Language Departments
 - 1. Motion by Pung, supported by Autrey, to approve a travel request to Peru as presented. Ayes: All. Nays: None. Motion: Carries.
 - 2. Motion by Autrey, supported by Pung, to approve a travel request to Montreal/Quebec as presented. Ayes: All. Nays: None. Motion: Carries.
 - 3. Motion by Autrey, supported by Nagle, to approve a travel request to Paris as presented. Ayes: All. Nays: None. Motion: Carries.
- D. Motion by Reed, supported by Autrey, to appoint Randy Fountain to a new two year term on the City Recreation Board as Athletic Director for the District. Ayes: All. Nays: None. Motion: Carries.
- E. Motion by Pung, supported by Reed, to approve the purchase of Motorola bus radio system from Technology Funds in the amount of \$21,650 from Tele-Rad as presented. Ayes: All. Nays: None. Motion: Carries.
- F. Motion by Autrey, supported by Pung, to approve the purchase eight (8) mobile heating cabinets (hot boxes) for the food service department from food service funds as presented in the amount of \$32,514.96 from HPS. Ayes: All. Nays: None. Motion: Carries.
- G. Motion by Nagle, supported by Autrey, to permanently expel Student Discipline Case 2017-2018-1 for 180 days; after 150 days they may appeal to the Board for reinstatement, criteria to be considered for reinstatement will be provided to the family by the building administrator. Ayes: All. Nays: None. Motion: Carries.
- H. Motion by Snyder, supported by Autrey, to permanently expel Student Discipline Case 2017-2018-1 for 180 days; after 150 days they may appeal in writing to the Board for reinstatement, criteria to be considered for reinstatement will be provided to the family by the building administrator. Ayes: All. Nays: None. Motion: Carries.

Ludington Area Schools
Board of Education
Meeting Minutes November 20, 2017

- XI. OTHER ITEMS OF BUSINESS & ANNOUNCEMENTS - No other items of business were heard.
- XII. ADJOURNMENT - Motion by Autrey, supported by Nagle, to adjourn the meeting at 7:29 p.m.
Ayes: All. Nays: None. Motion: Carries.

Mary Jo Pung, Secretary, Board of Education

Approval Date _____

(Official minutes of the Ludington Board of Education are available for public inspection during normal business hours at the Board of Education's central business office, 809 E. Tinkham Avenue, Ludington, Michigan. Phone 231-845-7303.) *The Ludington Area School District is an equal opportunity employer and provider.*

Principals' Board Reports

December 11, 2017

Ludington High School

PSAT RESULTS

Our juniors took the PSAT test early this fall. The scores are in and we are sifting through how each student did on the test. We will individualize our approach with students to help them prepare for the SAT later this spring. Steve and I will get additional information on how we compare to the state and the nation very soon. We realize this is only one measure of success, but we want to ensure every student that leaves LHS is college, career, and job ready.

CTE VISIT

Our sophomore class visited the campus of WSCC on 12/8/17. This was an opportunity to look at the career tech center. This is the second visit for the students of LASD. Students first take a field trip when they are in 8th grade. This experience allows them to explore possible career interests and sign up for these classes next fall. Students are allowed to attend this program when they are juniors and seniors.

CHOIR / BAND / DRAMA CLUB

We are blessed with some amazing people leading these programs. The drama club presented 12 Angry Jurors in November. This was another amazing performance by our LHS students. Chris Plummer continues to produce amazing shows. We are slated for a our band concert on 12/10/17 and our choir concert will be on 12/14/17. We look forward to this every year. Both the band and choir sections have grown dramatically under the leadership of Elliot Plummer and Keith Kuczynski.

FIRST ROBOTICS

First year LHS teacher and robotics coach Karen Shindeldecker has been working extremely hard to form the new LHS team. She's secured grant money to help pay for equipment and tools for the program. She will be taking a group of team members on a field trip Saturday December 9th, to meet with other experts and gain valuable information as they prepare for the start of the season in January.

Holiday Families

Mark Boon is again coordinating our holiday program. Mark works with area groups to seek donations to help students in need. Mr. Boon communicates with our counselors and teachers to identify those in need. He's been doing this a very long time and I can't thank him enough for the time and effort he puts in for the students of LHS. If you have any questions about the program, feel free to contact Mark at the high school.

Student Council Holiday Program

LHS Student Council is taking their adopted Little O's holiday shopping again this year. The event will be this Thursday, December 7th from 10:30am-1:30pm. Our students will be paired with an elementary student in need. They will help their Little O shop for their family at either Meijer or Walmart. Before returning, students will have lunch together.

~Respectfully Submitted by Dan Mesyar, LHS Principal

Principals' Board Reports

December 11, 2017

O. J. DeJonge Middle School

Inquiry-Based Instruction: our faculty is engaging in professional learning around inquiry-based instruction. We started with some reading and discussion around high quality questioning practices, for both teachers and students, and will explore how to shift instruction to norms and strategies that tap into students' wonderings and help that construct knowledge and routinely engage in academic dialogue with peers that includes pressing on one another's thinking. This professional learning occurs during faculty meetings and on PLC days scheduled throughout the school year.

Math Recovery: our entire math department is attending Math Recovery training at WSESD. Thank you to our math teachers for the many days they needed to be out of the classroom to engage in this important professional learning. Math Recovery is a research based approach to teaching math conceptually, rather than just showing students how to solve problems using algorithms. Research indicates that traditional math instruction often results in some students memorizing formulas while others struggle. Even students who memorize and earn good grades sometimes do not fully understand the underlying concepts. Our IEE math instructional coach, Kendra Adams, is also working with all of our math teachers to assist them in helping students understand math concepts more deeply.

Building Community: we continue to build our weekly homeroom curricula for 6th, 7th and 8th grades in ways that build community among students and with others outside our school. Currently 6th graders are doing a "Random Acts of Kindness" project by producing cards with inspirational and encouraging quotes to share with 7th and 8th grade students. Our 7th grade class is participating in decorating classroom doors with holiday themes, and 8th graders are writing letters to troops serving overseas. We are pleased that teachers are putting their own spin on the lessons with their homeroom groups to enable them to build relationships with students in an authentic manner. Kudos to our teaching staff for putting together some great ideas for students to engage with and support others.

Every Penny Counts Drive: we just completed a week-long drive to collect change that we are donating to the Children's Cancer Campaign. In just five days we collected more than \$1,100.00! All proceeds will go to help the local CCC group provide financial assistance to families with children facing cancer, as they go through the treatment process. Special thanks to our Student Council who headed up the project and to advisors Erika Etchison and Teresa Eriksen for their leadership in this successful school wide effort!

Holiday Help: our "Santa Store" is up and running this week and OJMS students are able to shop and make purchases for family and friends with no items costing more than \$5.00. Staff and community members donate new or gently used items, and librarian Michele Soper coordinates an army of student and parent volunteers who organize, display, sell and wrap items. Thank you to Michele for her many hours of work and the large number of volunteers who make all of it possible. The store usually generates around \$1,000.00 each year, all of which is donated to our Holiday Help program for struggling families.

~Respectfully submitted by Kristi Zimmerman, OJMS Principal

Principals' Board Reports

December 11, 2017

Foster Elementary School

Community Partnership: The Food 4 Kids program has been running weekly providing food for 25 students to take home over the weekend. Students are excited by the program and look forward to getting the extra food, in fact some dive into their bags for a quick snack a bit early. This program is being run by three generous parents at Foster Elementary School. We thank them for supporting the needs of our students. Kids Hope mentoring program celebrated holiday cheer on Thursday, December 7th with all the mentors and mentees getting together. Jen Vogel coordinates the mentoring program that has been serving 23 students at Foster Elementary School.

Positive Behavior Intervention Supports: We are one month into the school-wide O-Bucks for positive behavior. Every classroom has also had an opportunity to shop at the O-Buck store. The store and O-Bucks will continue throughout the year and the PBIS team will continually look for new items for the store to entice positive behaviors and positive decision making by students. The PBIS team is looking to begin our yearly progress check by having a third party assess our efforts with the Tiered Fidelity Inventory (TFI). This assessment checks our Tier I, II and III systems that are in place. Results are used to make improvements for this year and next.

Assessment & Instruction: Foster Elementary School held parent teacher conferences the week of Thanksgiving and once again reached a high attendance rate at 96%. We are excited to have high attendance, because it shows the commitment that families have toward the child's education. At conferences, we also started our Foster School parent and student surveys to get feedback on our strengths and opportunities for growth. In previous years, feedback has made impacts such as adding more supervision before and after school, starting our Be NICE behavior program, and communicating with monthly newsletters.

Foster Family Game Night: On December 4th, the math, reading and writing committees led by Lindsey Boyd, Kathy Larson and Michal LaCombe respectively, planned and ran an interactive and engaging night for Foster students and families. There was a genre scavenger hunt, app help, fraction free throws, Kahoot, book walk and donut and apple juice for snacks. Every student that came got to take home a brand new book to keep as well. It was an enjoyable event and I thank the team of teachers that put on this delightful evening. Pictures are below.

~Respectfully Submitted by Brian Dotson, Foster Principal



Principals' Board Reports

December 11, 2017

Franklin Elementary School



Manners Breakfast: During SOAR group meeting time, Franklin students learned about using manners, specifically, how to use them in order to be safe, respectful and responsible. Students, staff and specially invited guests enjoyed a Manner's breakfast as a celebration to show what was learned about manners. Students decorated placemats for themselves and their guests. The menu included juice, fruit, and muffins. The students were excited to show off their use of good manners during the breakfast.

Parent Teacher Conferences: Franklin staff were very excited to engage in Parent-Teacher conferences with parents. 94% of our parents attended conferences. Teachers were able to share student progress toward academic goals as well as behavioral goals. Information regarding NWEA and IRIPS for reading were reviewed

with families. We always look forward to having this time to connect with families and answer questions in regard to their child's development.

Philanthropy Project: Part of our SOAR curriculum is teaching students the Core Democratic Value of working for the common good. This is a perfect time to emphasize this concept as we approach the season of giving. Each year we focus on an area of need within our community. Students voted and chose to focus our efforts on helping the Junior Diabetes Research Foundation (JDRF) in support of Ariana Hathaway and Mallory Stephenson, Franklin School kindergarten students. Donations received will be sent to the Junior Diabetes Research Foundation and will be used for research to help make a world without type 1 diabetes!



~Respectfully Submitted by Jan Jackoviak, Franklin Principal

Principals' Board Reports

December 11, 2017

Lakeview Elementary

Conferences: Lakeview Elementary had a great turn-out for parent teacher conferences! It was a perfect opportunity to discuss our students' academic progress and showcase their many strengths and talents! We always appreciate families taking the time to meet with their child's teacher and be a part of their learning experience!

PBIS News: Our Lakeview students have been practicing being Safe, Respectful and Responsible Little O's in a variety of ways. This year we added Monday Morning Missions as a way to help students stay focused on specific ways they can be Safe, Respectful and Responsible. Each month we select a new location and each week we have a mission for students to accomplish. A sample mission is shared below:

Focus Area: Cafeteria

Week 1 Mission: Manners Matter - Use manners in the cafeteria.	
Monday Meeting	Guiding Questions: What do good manners look like and sound like when we are in the cafeteria? How do we show manners when we are in the hot lunch/milk line? When we are using good manners what words might we use? What manners do you have at home when you eat? Remember to focus on using your manners this week!
Friday Reflection	Guiding Questions: Were you able to complete this week's mission? Did you remember to use good manners this week? Did you notice yourself using them places other than the cafeteria? Do you think using good manners made lunch-time more enjoyable this week?

Each week the mission is announced at our Monday Morning Assembly and then teachers discuss it in depth in their classrooms. On Friday, a reflection meeting is had to see if students were able to accomplish their mission. Staff appreciates these focus areas being embedded in all that we do at Lakeview Elementary and students are taking these missions to heart. Monday Missions have been a great addition this year!

Kindergarten Christmas Program: Our kindergarteners, with the help of our music teacher Mrs Shinn, put on a wonderful Christmas Variety Show on December 5th. The Lakeview gym was packed and the Christmas spirit was felt by all! It is so wonderful to see all of our students' hard work in the classroom pay off on the stage!

Thank you: A big thank you to Needlefast Tree Farm for donating three trees to our school! Our students really enjoyed decorating those trees and giving back to our community. We are always thankful for the community partnerships and the philanthropy opportunities they provide!

~Respectfully Submitted by Amber Kowatch, Lakeview Principal

HELPING MICHIGAN BUSINESSES SAVE ENERGY.
THAT'S OUR PROMISE.



Top Ten Recommendations for Energy Efficiency Impact

(A Pilot inside Strategic Energy Management for K-12 Schools)



PREPARED FOR:

Ludington Area School District

809 E. Tinkham Ave.
Ludington, MI 49431

PREPARED BY:

CONSUMERS ENERGY

BUSINESS ENERGY EFFICIENCY PROGRAM

3965 Okemos Road, Suite A1
Okemos, MI 48864

Executive Summary

Consumers Energy provided this Report for the Ludington Area School District in Ludington, MI as a service within the Strategic Energy Management pilot. The program's intent is to help your school district understand your current energy usage and provide specific recommendations to help with reducing usage and costs.

This district's buildings annually consume approximately 2,100 MWh of electricity and 1,900 Mcf of natural gas totaling about \$365,853 in electric utility costs. This report includes recommendations worth more than \$36,000 worth of annual savings that are paired with approximately \$59,000 of cash rebates from Consumers Energy.

The list in Table 1 below prioritizes the annual energy cost saving opportunities available to Ludington Area School District.

Table 1. Top Ten Energy Efficiency Recommendations

	Description	Annual Energy Cost Savings (\$/year)	Estimated Measure Cost (\$)	Consumers Energy Incentive* (\$)	Simple Payback Period** (years)
1	Interior LEDs – Ludington High School (HS) and OJ DeJong Middle School (MS)	17,031	97,736	29,573	4.0
2	Interior LEDs – Foster Elementary	6,740	37,566	11,593	3.9
3	LEDs – Gymnasiums in S. Hamlin Elementary, Lakeview Elementary, and Ludington HS/DeJong MS	3,173	7,919	4,655	1.0
4	Interior LEDs – Lakeview Elementary	2,819	14,486	4,965	3.4
5	Interior LEDs – Franklin Elementary	2,269	10,220	4,088	2.7
6	Interior LEDs – Pere Marquette Early Childhood Center	1,111	7,406	1,947	4.9
7	Interior LEDs – South Hamlin Elementary	1,043	6,904	1,477	5.2
8	LEDs – Exterior– South Hamlin Elementary and Lakeview Elementary	633	3,745	444	5.2
9	Bus Block Heater Timers	211	150	113	0.2
10	Occupancy Sensors in Classrooms/Offices of South Hamlin, Franklin, Lakeview, Foster, and Pere Marquette†	1,018	17,544	15	17.2
Total		36,048	203,676	58,869	4.0

*Incentives are estimated based on Consumers Energy Business Energy Efficiency Program 2017 Incentive Catalog.

**Simple Payback Period = (Measured Installation Cost – Utility Rebate) / (Annual Energy Savings).

† Savings in Item #10 are in addition to LED lighting retrofits, which are assumed to have been implemented. Ludington High School and OJ DeJong Middle School appear to already have some occupancy sensors, so are excluded from this estimate.

Background – Strategic Energy Management Overview

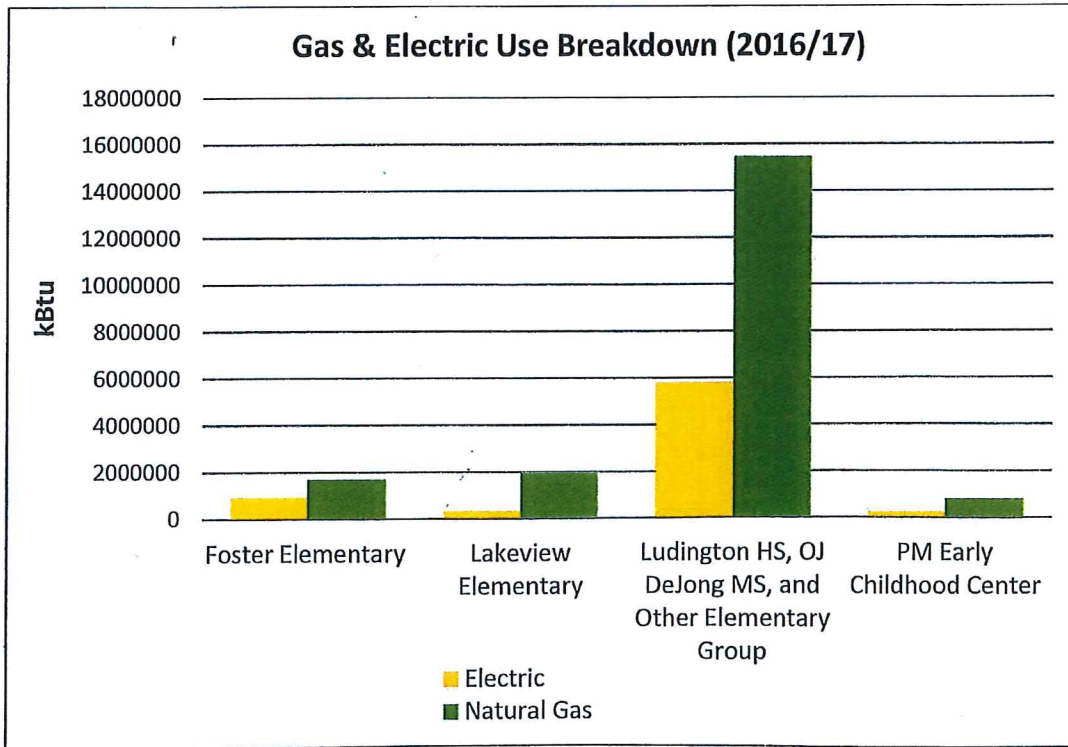
Strategic Energy Management for K-12 schools (SEM) is one of several specialty/pilot programs within Consumers Energy Business Energy Efficiency Program (CEBEEP). The general purpose is to help their energy customers realize energy use reductions, and even provides rebates to incentivize these changes. It provides (free of charge) assessments of district facilities and recommends specific improvement measures.

Current Energy Profile

The first step to managing a facility's utility consumption is to study the recent history and current trends. Understanding how energy is being consumed is an essential tool in diagnosing potential energy related problems.

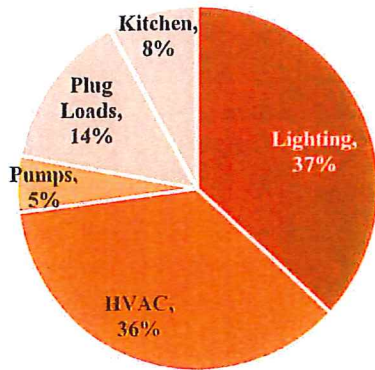
Utility Usage History

Understanding district energy use is an important step towards lowering energy bills. The graph below shows energy use in a common set of units (kBtu) for the four building groups we had billing data for. A number of buildings had to be grouped together because they share a single electric meter.

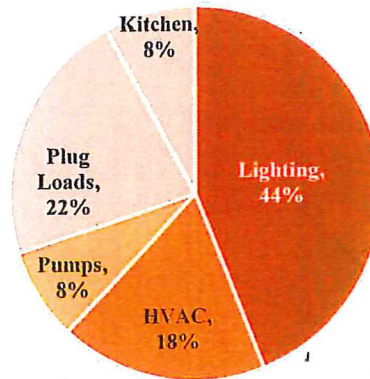


The graphs below illustrate the electric use by measure for the four building groups. HVAC, lighting, and plug loads comprise most use, followed by kitchen and pumps. However, lighting provides the greatest opportunity for annual energy savings, as shown in Table 1.

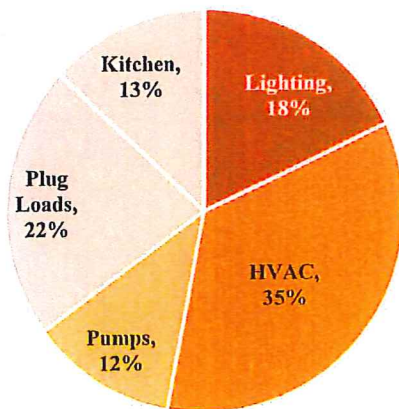
**Electric Use Breakdown
 Foster Elementary**



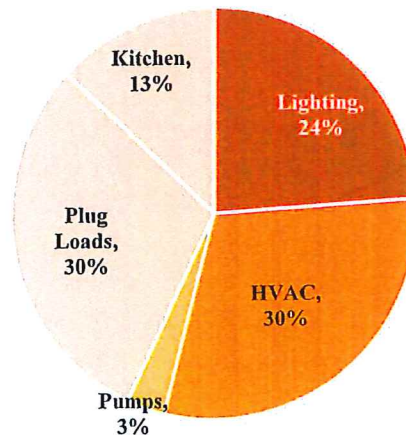
**Electric Use Breakdown
 Lakeview Elementary School**



**Electric Use Breakdown
 Ludington HS, OJ DeJong MS, & Other Elem**



**Electric Use Breakdown
 Pere Marquette Early Childhood School**

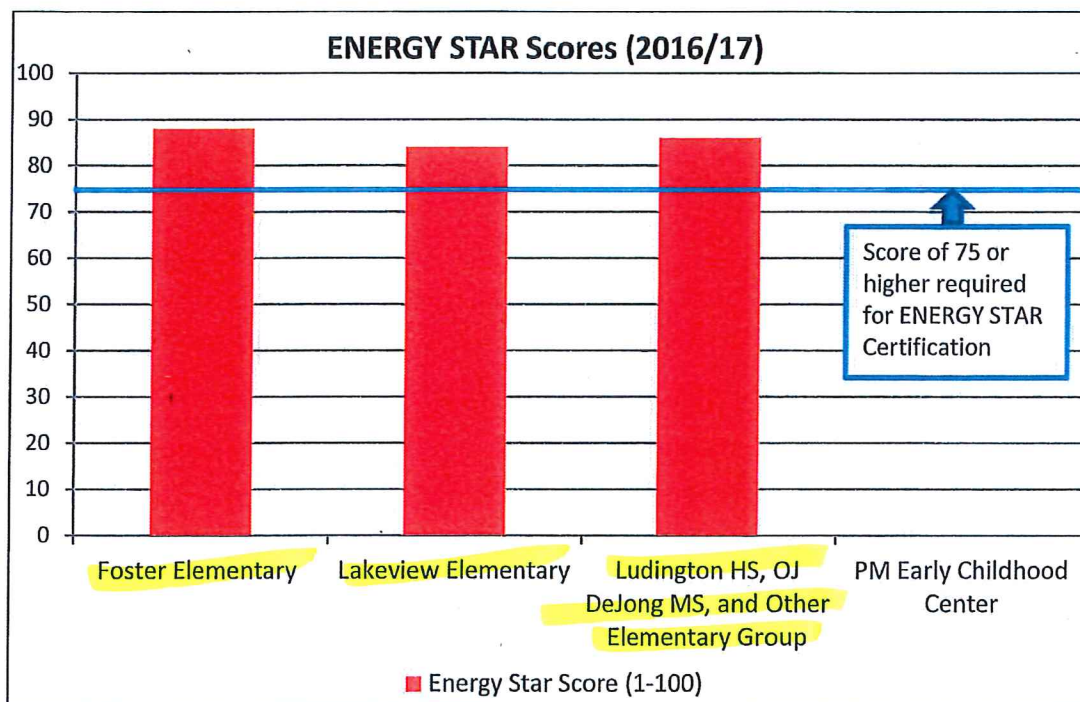


Utility distribution is based on national averages and on-site observation of building system; no explicit sub-metering was performed.

ENERGY STAR Portfolio Manager Benchmark

ENERGY STAR® benchmarking provides a rating for a building's energy performance. This score, ranks the buildings in a 0 – 100 scale. According to the statistical analysis performed by EPA, an operating building that scores above 75 is operating optimally (and is eligible to receive an ENERGY STAR plaque).

CEBEEP performed a benchmark on each building using the EPA's Portfolio Manager tool. The district's scores are graphically shown below.



Foster Elementary, Lakeview Elementary, and the OJ DeJong MS/Ludington HS/Other Elementary group scored above 75 and are eligible for ENERGY STAR Certification. Pere Marquette Early Childhood Center is excluded because Preschools do not fit into the building use categories that Energy Star provides a score for.

Energy Efficiency Recommendations

This section describes the top 10 energy efficiency recommendations based on annual electric cost savings in order of greatest savings to least savings.

Savings and costs noted below are based on industry standards and project experience. More accurate cost estimates should be obtained from a reputable contractor. CEBEEP Trade Allies can be located at program website: <https://www.consumersenergy.com/business/energy-efficiency/select-a-contractor>.

#1 – Interior LEDs – Ludington High School and OJ DeJong Middle School – Classrooms and Hallways

The typical classrooms, offices, and hallways in Ludington High School and OJ DeJong Middle School are lit with ceiling troffers each with 4-ft T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms and hallways is approximately 1,361.

Savings: Savings are based on the assumed annual runtime of 1,820 hours for classroom lights and 2,230 for hallway lights. Converting T8 to LEDs would save 139,594 kWh annually. This represents \$17,031 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$97,736. Performing the lamp replacement labor with district staff may cut the installed cost in half.



Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 73.9 kW power reduction, resulting in an estimated rebate of \$29,573.

#2 – Interior LEDs

Foster Elementary School – Classrooms, Bathrooms, and Hallways

Foster Elementary's typical classrooms, bathrooms, and hallways are lit with ceiling troffers each with four T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms, bathrooms, and hallways is approximately 525.



Savings: Savings are based on the assumed annual runtime of 1,820 hours for classroom lights, 2,350 for bathroom lights, and 2,230 for hallway lights. Converting T8s to LEDs would save 55,249 kWh annually. This represents \$6,740 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$37,566. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 29 kW power reduction, resulting in an estimated rebate of \$11,593.

#3 – Interior LEDs

South Hamlin Elementary, Lakeview Elementary, and Ludington HS/De Jong MS – Gymnasiums

The gyms at the two elementary buildings (South Hamlin and Lakeview) and the one at the high school/middle school building (Ludington/DeJong) use T5, T8, and T12 fluorescent lamps. Swapping those fluorescent lamps out for LED native fixtures will reduce the wattage by half. The combined count for existing fluorescent fixtures in the three gyms is approximately 77.



Savings: Savings are based on the assumed annual runtime of 2,230 hours for gym lights. Converting the old lamps to LEDs would save 26,008 kWh annually. This represents \$3,173 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor performing the work the estimated cost is \$7,919. Performing the lamp replacement labor with district staff may cut the installed cost in half.



Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 11.6 kW power reduction, resulting in an estimated rebate of \$4,655.

#4 – Interior LEDs

Lakeview Elementary School – Classrooms, Bathrooms, Offices, and Hallways

Lakeview Elementary's typical classrooms, bathrooms, offices, and hallways are lit with ceiling troffers each with four T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms, bathrooms, and hallways is approximately 209.

Savings: Savings are based on the assumed annual runtime of 1,820 hours for classroom and bathroom lights, 2,350 for office lights, and 2,230 for hallway lights. Converting T8s to LEDs would save 23,104 kWh annually. This represents \$2,819 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$14,486. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 12.4 kW power reduction, resulting in an estimated rebate of \$4,965.



#5 – Interior LEDs

Franklin Elementary School – Classrooms, Offices, Bathrooms, and Media Center

Franklin Elementary's typical classrooms, offices, bathrooms, and media center are lit with ceiling troffers each with four T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms, bathrooms, and hallways is approximately 160.

Savings: Savings are based on the assumed annual runtime of 1,820 hours for lights in the classrooms, offices, bathrooms, and media center. Converting T8s to LEDs would save 18,602 kWh annually. This represents \$2,269 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$10,220. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 10.2 kW power reduction, resulting in an estimated rebate of \$4,088.

#6 – Interior LEDs – Pere Marquette Early Childhood Center – Classrooms and Hallways

Pere Marquette Early Childhood Center's typical classrooms and hallways are lit with ceiling troffers each with four T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms, bathrooms, and hallways is approximately 121.

Savings: Savings are based on the assumed annual runtime of 1,820 hours for lights in the classrooms and 2,230 in the hallways. Converting T8s to LEDs would save 9,109 kWh

annually. This represents \$1,111 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$7,406. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 4.9 kW power reduction, resulting in an estimated rebate of \$1,947.



#7 – Interior LEDs

South Hamlin Elementary School – Classrooms, Offices, and Hallways

South Hamlin Elementary's typical classrooms, offices, and hallways are lit with ceiling troffers each with four T8 lamps inside. Swapping those fluorescent lamps out for LED tubes will reduce the wattage by half. The combined count for existing T8 fixtures in classrooms, bathrooms, and hallways is approximately 102.



Savings: Savings are based on the assumed annual runtime of 2,350 hours for classroom and office lights and 2,230 for hallway lights. Converting T8s to LEDs would save 8,549 kWh annually. This represents \$1,043 of cost avoidance at Ludington Area School District's electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$6,904. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application on page 10, the Lighting/New Retrofit Fixtures incentive is \$0.40 per low-bay watt reduced. When combined, the recommendations here provide approximately 3.7 kW power reduction, resulting in an estimated rebate of \$1,477.

#8 –LEDs – Exterior – South Hamlin Elementary School and Lakeview Elementary

South Hamlin Elementary and Lakeview Elementary Ludington Community Schools' exterior lighting is mostly high-intensity discharge pole and wall-pack fixtures using metal-halide (MH) technology that is far less efficient than modern LED lighting. Swapping those MH fixtures for native LED fixtures will reduce the wattage by more than half. The combined count of exterior MH fixtures is approximately 9.

Savings: Savings are based on the assumed runtime of 2,920 hours for the exterior lights. Converting MH to LEDs would save 5,186 kWh annually. This represents \$633 of cost avoidance at Ludington Community Schools' electric rate.

Costs: Based on a licensed contractor (removing the ballast and direct wiring the replacement tubes) the estimated cost is \$3,745. Performing the lamp replacement labor with district staff may cut the installed cost in half.

Incentive: In the CEBEEP catalog on page 15 and the application page 10, the Lighting New/Retrofit Fixtures incentive is \$0.25 per exterior lighting watt reduced. The combined input power reduction is approximately 1.8 kW resulting in a \$444 rebate.

#9 – Bus Block Heater Timers

Provide and use start and runtime management devices (timers) for 3 block heaters in bus garage. Rather than operating the electric heat all night, the timers optimize runtime while still ensuring the buses are ready to run in the morning when needed.

Savings: Reducing the runtime for the block heaters would save 1,728 kWh per year. This represents \$211 of cost avoidance at Ludington Community Schools' electric rate.

Costs: Based on a licensed contractor, the estimated cost of the timers plus installation labor is \$150.

Incentive: In the CEBEEP catalog on page 34 and the application page 18 the Engine Block Heater Controls incentive is \$37.50 per timer for a maximum of three timers, which would be \$113.

#10 – Occupancy Sensors in Classrooms and Offices

South Hamlin Elementary, Franklin Elementary, Lakeview Elementary, Foster Elementary, and Pere Marquette EC Center

Installing occupancy sensor controls for lighting in classrooms and offices will reduce annual operating hours by roughly one-third (a decrease about 400 hours). This recommendation and estimated savings assume that LED retrofits have already been implemented in the classrooms and offices of the four elementary schools and Pere Marquette, and that a contractor does the installation.

Installing occupancy sensors does not require the lamps be switched out, but the calculated savings are slightly less than the LED renovation so that recommendation has been prioritized first. Ensure that occupancy sensor installation does not interfere with emergency lighting operation for egress.



Savings: \$1,018 calculated on a total energy reduction of 8,344 kWh per year.

Costs: Estimated costs are \$17,544 installed for equipment and contractor labor based on typical total project cost estimated from industry experience and CEBEEP's database of similar projects.

Incentive: In the CEBEEP catalog on page 21 and the application page 13, the Interior Lighting Occupancy Sensors incentive is \$0.08 per watt controlled.

Next Steps

Commercial/Industrial Incentives

Check Project and Equipment Eligibility

All installed equipment must meet or exceed specifications described in the Program Catalog

Submit an Application

A Pre-notification application is required for most measures, including all custom projects, new construction projects, and projects whose requested incentive is greater than \$10,000. Wait until your application is approved, and you have received a reservation letter before starting your project. Be sure to include manufacturer's specification sheets for all qualifying measures included on your application.

Submit application by one of the following methods:

Mail: Consumers Energy Business Energy Efficiency Program, P.O. Box 1040 Okemos, MI 48805

Email: ConsumersEnergyBusinessSolutions@CMSEnergy.com

Fax: 877-607-0738

Install Equipment or Perform Project Work

Once your application has been reviewed/approved, you will receive a reservation letter. Your reservation letter allows you 90 days to complete your project. New construction projects must complete within 18 months of an incentive reservation.

Submit a Final Application

Submit a final application as soon as your project is completed (page 7 of the Application). Be sure to include itemized invoices for all qualifying materials listed on your application. W-9 must be provided along with your application.

Receive Incentive Payment

When your final application is approved, an incentive check will be mailed. Checks are typically mailed within 6 to 8 weeks.

WEST SHORE COMMUNITY COLLEGE

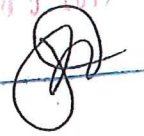
3000 N. Stiles Road | PO Box 277 | Scottville, Michigan 49454-0277

231-845-6211 | 800-848-9722 | www.westshore.edu

RECEIVED

DEC 05 2017

Per



YEARS OF EXCELLENCE

1967-2017

December 5, 2017

Mr. Jason Kennedy, Superintendent
Ludington Area Schools
809 E. Tinkham Ave.
Ludington, MI 49431

Dear Jason:

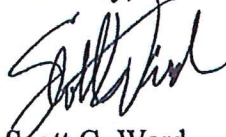
Twice a year, the monthly West Shore Community College Board of Trustees Meeting is held off campus. These off-campus meetings provide an opportunity for us to gain a better understanding of the communities which we serve. By the same token, our communities and our partners can better understand the College.

This year, my recommendation to the Board is to highlight our partnerships with the Ludington Area School District in December and Onekama Consolidated Schools in April.

On Monday, December 18, 2017 at 5:00 p.m., our Board of Trustees Meeting will be held at Ludington Area Schools at 809 E. Tinkham Ave. It would be an honor if you could join us for our December meeting in the Board Room and afterward join us for dinner as our guest at Jamesport Brewery Company.

If you can attend the meeting or dinner (or both), please RSVP to Lisa Stankowski at (231) 843-5802 by Friday, December 15, 2017.

Sincerely,



Scott C. Ward
President

WSCC Board of Trustees

West Shore Community College is directed and governed by a Board of Trustees, consisting of seven members, elected at large from the community college district on a nonpartisan basis. Elected members retain positions for six-year terms unless one is appointed to a midterm vacancy.



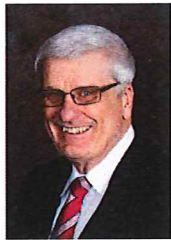
Bruce Smith, Chair

Mr. Bruce Smith was elected to the board of trustees in May 2003, and was re-elected to a third six-year term in November 2016. His term will expire December 31, 2022. Mr. Smith was elected as the Chairman of the Board of Trustees at the January 2017 board meeting. He serves on the Board Executive Committee and previously served as Chair of the Board Administrative Committee. He is a former superintendent of schools, retiring in 1999, after serving 30 years in education, both in teaching and administration. He earned his bachelor's degree from Eastern Michigan University and a Master of Arts degree from Central Michigan University.



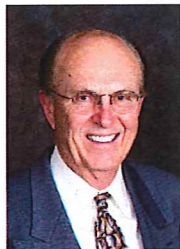
Richard M. Wilson, Jr., Vice-Chair

Mr. Richard M. Wilson, Jr. was appointed to fill an unexpired term of a trustee in 2009. He was elected to a second term in November 2016. His term will expire December 31, 2022. Mr. Wilson was elected as the Vice-Chairman of the Board of Trustees at the January 2017 board meeting. He is a member of the Board Policy and Personnel Committee and recently served on the Board Administrative Committee. Mr. Wilson also serves as a member of the WSCC Foundation Board. He is a member of the law firm, Mika Meyers PLC. Mr. Wilson resides in Manistee. He graduated with honors from The Ohio State University College of Law.



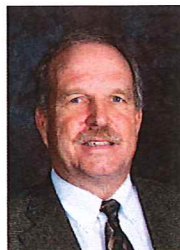
James R. Jensen, Treasurer

Mr. James R. Jensen was elected to the Board of Trustees in May of 2001, and was re-elected to a third six-year term which expires on December 31, 2020. Mr. Jensen was appointed as the Treasurer of the Board of Trustees after serving as the Chairman of the Board for the last eight years. He is the new Chair of the Board Administrative Committee and also serves on the Board Executive Committee. He has a bachelor's degree from Michigan State University in Mathematics and a master's degree in Business Administration from Grand Valley State University. He currently serves on the boards of the Community Foundation for Mason County, Ludington Area Catholic Education Foundation, and the Mason County Historical Society.



Dr. Anthony Fabaz, Secretary

Dr. Anthony Fabaz was appointed to fill an unexpired term of a trustee in 2011. He was re-elected to a third term that will expire December 31, 2020. Dr. Fabaz was appointed as the Secretary of the Board of Trustees at the January 2017 board meeting. Dr. Fabaz serves as a member of the Board Policy and Personnel Committee and also served on the Board Administrative Committee. Dr. Fabaz retired as a Thoracic and Cardiovascular Surgeon from Spectrum Health Ludington Hospital. He is a member of the American Osteopathic Association, Michigan Association of Osteopathic Physicians and Surgeons, and Fellow of American College of Osteopathic Surgeons. Dr. Fabaz serves on the Board of Directors for Spectrum Health Ludington Hospital.



Mr. Mike Ennis, Trustee

Mr. Michael Ennis was appointed to the Board of Trustees in October 1998, and was re-elected to his third, six-year term which expires on December 31, 2018. Mr. Ennis is the Chair of the Board Policy and Personnel Committee and serves on the Board Executive Committee. He also serves on the West Shore Community College Foundation Board. Mr. Ennis is the former owner of Axchem Technologies in Manistee. Mr. Ennis earned his bachelor's degree from Central Michigan University. He serves on the board at West Shore Bank and the Michigan Community College Association where he also served as the chairman.



James Barker, Trustee

Mr. James Barker was appointed in December 2015 to fill an unexpired term of a trustee in 2015. He was elected to a second term that will expire December 31, 2018. Mr. Barker serves as a member of the Board Administrative Committee. Mr. Barker, M.B.A. R.N., received an Associate of Nursing degree from West Shore Community College in 1993, his bachelor's degree in Business Management and his master's degree in business administration from LeTourneau University in Texas. He is currently the president of West Shore Medical Center in Manistee. Mr. Barker is the first alumnus to serve on the Board of Trustees. Mr. Barker has also served on the College's Foundation Board since May 2014.



Sherry Wyman, Trustee

Mrs. Sherry Wyman was elected to the Board of Trustees in November 2016 for a six-year term that expires on December 31, 2022. Mrs. Wyman serves as a member of the Board Administrative Committee. Mrs. Wyman received an Associate's degree in Business Administration from Mid-Michigan Community College in 1983, and also has extensive banking and economics coursework from Central Michigan University. Sherry and her husband, Randy, own Wyman Funeral & Cremation Services, Inc. in Scottville. Sherry is also employed at West Shore Bank as a Commercial Loan Documentation Supervisor. Ms. Wyman served on the Mason County Central School Board of Directors for 12 ½ years, 6 years as treasurer and 2 years as president, the Ludington & Scottville Area Chamber of Commerce Board of Directors, and the Mason County Central Educational Foundation. Ms. Wyman believes in community colleges and all four of her children attended West Shore Community College.



STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

RECEIVED

NOV 24 2017

Per

BRIAN J. WHISTON
STATE SUPERINTENDENT

RICK SNYDER
GOVERNOR

November 27, 2017

GRANT AWARD NOTIFICATION

Mr. Jason Kennedy, Superintendent
Ludington Area School District
809 East Tinkham Avenue
Ludington, MI 49431

Dear Mr. Kennedy:

I am pleased to inform you that Ludington Area School District has been awarded an initial grant award of \$8,236.98 for the Acceptable Assessment Tools for Early Literacy Educators grant. Funding for the Acceptable Assessment Tools for Early Literacy Educators grant has been authorized by Section 104d of the State School Aid Act, P.A. 108 of 2017. This grant has been awarded to reimburse districts on a per-pupil basis for students to whom the assessment was administered to for the cost of a computer-adaptive test, diagnostic tool, screening tool, or benchmark assessment that is on the MDE-approved tools list. The assessment or tool must be used to monitor the development of early literacy and early reading skills of pupils in grades K-3.

A Grant Award Notification is enclosed, which includes the dates of fiscal obligation. Acceptance of this award obligates the district to carry out the program in accordance with the approved application.

Congratulations on receiving the Acceptable Assessment Tools for Early Literacy Educators grant. Questions regarding this Grant Award Notification may be directed to Kellie Flaminio, Office of Strategic Planning and Implementation, at flaminiok@michigan.gov or 517-373-7116.

Sincerely,

Brian J. Whiston
State Superintendent

Enclosure

STATE BOARD OF EDUCATION


CASANDRA E. ULBRICH – CO-PRESIDENT • RICHARD ZEILE – CO-PRESIDENT
MICHELLE FECTEAU – SECRETARY • TOM MCMILLIN – TREASURER
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LUPE RAMOS-MONTIGNY • EILEEN LAPPIN WEISER

608 WEST ALLEGAN STREET • P.O. BOX 30008 • LANSING, MICHIGAN 48909
www.michigan.gov/mde • 517-373-3324

MICHIGAN DEPARTMENT OF EDUCATION

608 W. Allegan P.O. Box 30008
Lansing, Michigan 48909

GRANT AWARD NOTIFICATION

1	Recipient Entity Name and Address: Ludington Area School District 809 East Tinkham Avenue Ludington, MI 49431 District/Recipient Code: 53040	5	Recipient Business Contact: Name: Jason Kennedy Position: Superintendent Telephone: (231) 845 -7303 Email: jkennedy@lasd.net												
2	Award Information Grant Title: Section 104d Acceptable Assessment Tools for Early Literacy Educators Fiscal Year: 2017-2018 Funding Source (check one): <input type="checkbox"/> Federal <input checked="" type="checkbox"/> State <input type="checkbox"/> Other: _____ Subaward Type (select): Formula Grant Number – Project Number: - Grant Code: 364	6	Authorized Funds: <table border="0"> <thead> <tr> <th></th> <th align="center">Date:</th> <th align="center">Amount:</th> </tr> </thead> <tbody> <tr> <td>Original Approved Amount:</td> <td align="center">11/13/17</td> <td align="right">\$8,236.98</td> </tr> <tr> <td>Amendments:</td> <td></td> <td></td> </tr> <tr> <td colspan="2">Current Authorized Amount:</td> <td align="right">\$8,236.98</td> </tr> </tbody> </table>		Date:	Amount:	Original Approved Amount:	11/13/17	\$8,236.98	Amendments:			Current Authorized Amount:		\$8,236.98
	Date:	Amount:													
Original Approved Amount:	11/13/17	\$8,236.98													
Amendments:															
Current Authorized Amount:		\$8,236.98													
3	Report Due Dates: Final Expenditure Report: N/A Final Performance Report: N/A	7	Expenditure Period: Beginning date: 10/01/2017 Ending date: 09/30/2018												
4	MDE Program Staff Contact: Name: Kellie Flaminio MDE Office: Office of Strategic Planning and Implementation Telephone: 517-373-7116 Email: flaminio@michigan.gov	8	Method of Obtaining Payment: Regular monthly State Aid payment upon approval Payment Contact: Philip L. Boone: 517-335-4059												
9	Legislative Authority Pertaining to Award: Section 104d of P.A. 108 of 2017 https://www.legislature.mi.gov/documents/2017-2018/publicact/pdf/2017-PA-0108.pdf														
10	Authorizing Official: Brian J. Whiston, State Superintendent  <p align="right">Date: <u>11/27/17</u></p>														

Ludington Area Schools
Listing of Plowing/Mowing Costs 5 years

Table A: 5 Years History Plowing & Mowing

	Plowing	Grounds Projects, Lining & Mowing	Total
12/13	\$ 46,353	\$ 31,508	\$ 77,861
13/14	\$ 79,254	\$ 47,571	\$ 126,825
14/15	\$ 79,355	\$ 58,014	\$ 137,369
15/16	\$ 67,500	\$ 80,853	\$ 148,353
16/17	\$ 67,048	\$ 67,008	\$ 134,056

Table B: 2 Years Grounds Expenses in Detail

	2015/16	2016/17
Mowing	36,980	31,201
Field Lining	28,836	19,996
Grounds Projects	<u>15,038</u>	<u>15,811</u>
Total:	80,853	67,008

**LUDINGTON AREA SCHOOLS
BID RESPONSE SUMMARY**

December 7, 2017 Revised Summary Based on 5 years Cost Analysis

MOWING

Location	Mow		Schmock Bid	Larsen Bid	Occurrences	Mow		Schmock Actual	Larsen
	Time Bid	Bid				Time Bid	Schmock		
South Hamlin	120	45	112.5		12	1,440	540	540	1,350
Lakeview	120	35	45	45	26	3,120	910	910	1,170
Foster	180	50	90	90	26	4,680	1,300	1,300	2,340
Pere Marquette	60	25	45	45	16	960	400	400	720
High School Complex	240	140	270	270	26	6,240	3,640	3,640	7,020
Oriole Field	600	650	675	675	15	9,000	9,750	9,750	10,125
Tinkham soccer/other	600	150	180	180	20	12,000	3,000	3,000	3,600
Lining Oriole main field		40	45	45	12	See below	2,400	3,900	2,700
Lining Oriole hardball		40	45	45	12	See below	2,400	3,900	2,700
Lining MS Practice		40	45	45	12	See below	2,400	3,900	2,700
Lining Tinkham fields	5000	40	45	45	12	5,000	2,400	3,900	2,700
Hour rate all other	40	40	45	45	26	1,040	1,040	1,040	1,170
						43,480	30,180	36,180	38,295

Schmock's lining changed to reflect ACTUAL charges
PLOWING Bid per location (Not to exceed)

Location	Mow		Schmock Bid	Larsen Bid	Occurrences	Mow		Schmock Actual	Larsen
	Time Bid	Bid				Time Bid	Schmock		
CBO/Bus Garage	No Bid	90	136		30	-	2,700		4,080
High School Complex	No Bid	310	408		30	-	9,300		12,240
Lakeview	No Bid	30	68	68	30	-	900		2,040
Foster	No Bid	40	68	68	30	-	1,200		2,040
Pere Marquette	No Bid	30	68	68	30	-	900		2,040
Franklin	No Bid	20	34		30	-	600		1,020
							15,600		23,460

PLOWING Bid per hour

Location	Mow		Schmock Bid	Larsen Bid	Number Hours extra	Mow		Schmock	Larsen
	Time Bid	Time Bid				Time Bid	Time Bid		
CBO/Bus Garage	No Bid	No Bid	50	68	30	-	-	1,500	2,040
High School Complex	No Bid	No Bid	50	68	30	-	-	1,500	2,040
Lakeview	No Bid	No Bid	50	68	30	-	-	1,500	2,040
Foster	No Bid	No Bid	50	68	30	-	-	1,500	2,040
Pere Marquette	No Bid	No Bid	50	68	5	-	-	250	340
Franklin	No Bid	No Bid	50	68	5	-	-	250	340
Hourly Front End Loader	No Bid	No Bid	100	68	5	-	-	500	340
								7,000	9,180

Bolded changed to reflect actual extra time needed

SIDEWALKS Per location (Not to exceed)

Location	Mow		Schmock Bid	Larsen Bid	Occurrences	Mow		Schmock	Larsen
	Time Bid	Time Bid				Time Bid	Time Bid		
CBO and Bus Garage	No Bid	No Bid	25	48.75	30	-	-	750	1,463
HS Complex	No Bid	No Bid	145	162.5	30	-	-	4,350	4,875
Lakeview	No Bid	No Bid	40	65	30	-	-	1,200	1,950
Foster	No Bid	No Bid	45	65	30	-	-	1,350	1,950
Pere Marquette	No Bid	No Bid	40	97.5	30	-	-	1,200	2,925
Franklin	No Bid	No Bid	45	130	30	-	-	1,350	3,900
Foster	No Bid	No Bid	20	48.5	30	-	-	600	1,455
						No Bid	No Bid	10,800	18,518

SIDEWALKS Per hour

3 OF 3

Location	Mow	Schmock	Larsen	Number Hours extra	Mow	Schmock	Larsen
	Time Bid	Bid	Bid		Time Bid		
CBO and Bus Garage	No Bid	30	65	10	-	300	650
HS Complex	No Bid	30	65	10	-	300	650
Lakeview	No Bid	30	65	10	-	300	650
Foster	No Bid	30	65	10	-	300	650
Pere Marquette	No Bid	30	65	10	-	300	650
Franklin	No Bid	30	65	10	-	300	650
Foster	No Bid	30	65	10	-	300	650
					No Bid	2,100	4,550

SALTING Per location (Not to exceed)

Location	Mow	Schmock	Larsen	Occurrences	Mow	Schmock	Larsen
	Time Bid	Bid	Bid		Time Bid		
High School	No Bid	515	520	32	-	16,480	16,640
Franklin	No Bid	80	39	32	-	2,560	1,248
Foster	No Bid	75	52	32	-	2,400	1,664
Lakeview	No Bid	80	39	32	-	2,560	1,248
Pere Marquette	No Bid	30	39	32	-	960	1,248
CBO	No Bid	165	26	32	-	5,280	832
Amount spread per ton:	No Bid	100	120	20	-	2,000	2,400
					No Bid	32,240	25,280

Plowing:	No Bid	67,740	80,988
Mowing:	43,480	36,180	38,295
		103,920	119,283

Scenario 1:

Mowing:	Mow Time	Oriole Field and Lining	14,000.00
	Schmock's	Rest	10,830.00 (Plus extra maintenance)
	Larsen's		<u>80,987.50</u>
			105,817.50

Scenario 2:

Mowing:	Mow Time	Oriole Field and Lining	14,000.00
	Larsen's	Rest Mowing	17,370 (Plus extra maintenance)
	Larsen's		<u>80,987.50</u>
			112,357.50

**APPROVAL OF THE SUBMITTAL OF A LETTER OF INTENT FOR
MASON COUNTY PROMISE**

WHEREAS, MCL 390.1663 defines a Promise Zone "eligible entity" as a city, township, county, local school district, or intermediate school district, in which the percentage of families with children under age 18 that are living at or below the federal poverty level is greater than or equal to the state average of families with children under age 18 living at or below the federal poverty level, as determined by the Michigan Department of Treasury;

WHEREAS, the percentage of families with children, living in Mason County, under age 18 that are living at or below the federal poverty level exceeds the state average of families with children under age 18 living at or below the federal poverty level, making it an eligible entity;

WHEREAS, MCL 390.1664, section 4(1) states, "If a governing body determines that it is necessary for the best interests of the public to promote access to postsecondary education, the governing body may, by resolution, declare its intention to establish a Promise Zone;"

WHEREAS, the Mason County Board of Commissioners as a governing body, under the statute, determines that it is in the best interest of the public to promote access to postsecondary training for the graduates of schools in Mason County;

THEREFORE BE IT RESOLVED, that the Board of Commissioners of the County of Mason authorizes the issuance of a letter of intent to be sent to the Michigan Department of Treasury to establish a Promise Zone that shall be known as the Mason County Promise and directs County Board Chair Lange to sign it on their behalf.

Moved for your approval.

AGENDA

Ludington Transformation Think Tank Committee

Working Meeting

December 13, 2017

4:00-5:30 p.m.



Location: Ludington High School Media Center

Meeting called by: Jason Kennedy

Driving Question: What should it mean to earn a diploma in LASD?

15 minutes	Review the responses from the Exploration Stations and the Feedback Survey	Erik Cliff
45 minutes	What do you see? Committee members will analyze a variety of images that portray different aspects of learning, from traditional to innovative. Discussions about what they see will include: <i>What about this space resonates with promoting 21st century skills?</i> <i>What in this space works to support a more collaborative and flexible environment?</i> <i>What doesn't work in the environment?</i> <i>What questions would you have for the people that use this space?</i> <i>What is missing in these spaces?</i>	All
30 minutes	Preparing for upcoming site visits Several site visits have been established. We'll review the upcoming site visits and determine who will attend each option and the logistics of each one.	Erik Cliff Jason Kennedy Sara Easter

Additional Instructions:

Past agenda, meeting notes, resources, and the calendar for our meetings can be found on our committee's website at <http://bit.ly/lasdthinksite>

Overall synthesis of the responses from the November 29 Feedback Survey

Facilities:

Learning spaces for students should be more flexible and collaborative. There should be spaces for innovation, project-based/STEAM activities. Alternative seating should be available in every classroom. Shared workspaces should be available for collaborative needs between faculty and students.

Programs:

Our current programs need to be expanded to include options for more vocational courses, computer science programs and STEAM (Science, Technology, Engineering, Arts, Mathematics). A focus on integrating 21st Century Skills and Skills 4 Success into every classroom needs to be adopted.

Connections:

As a community we need to work hard to communicate and educate all our stakeholders on the need for change. We have many staff that understand the need to change but continued professional development of the skills and innovative teaching strategies will need continued time and training. Community and business partnerships will continue to enrich many of our programs and help students to see connections to their learning outside of the classroom. Communicating to our legislature on the need to change and funding those changes will need to continually be a focus.

What is LASD doing that is successful?

- Partnering with the community to create a community based schools model
- Students are collaborating with each other. The district is recognizing that we are growing and transitioning towards a being a place that can help students succeed and be ready to take on the world. They are recognizing that a change needs occur.
- LASD is producing high quality graduates for all sectors of the economies within the confines of the state legislature.
- We care deeply about our students and preparing them at every level.
- Hiring and involving Visionary leaders (Administrative / consultants / Staff Instructors) that provide a positive environment and creative atmosphere for learning AND change.
- It offers a variety of electives to challenge students and teach to the "whole" mind. It offers challenging curriculum at both the AP and general curriculum level. It offers a wide variety of extracurricular activities to nurture all students, giving them opportunities to learn various skill sets and to experience failure (and not to fear it).
- Great curriculum, creativity in delivery, skilled people.
- LASD has amazing people! From central office to teachers to paraprofessionals to many others, there is a strength in this district in their people.
- LASD has the growth mindset. Although a strong district, they believe there's always room for improvement.
- LASD is one of the leaders in the state in Computer Science. Very few districts can highlight a K-12 CS continuum and Ludington is one of those few.
- The most important thing that LASD is doing is to be talking about how to transform education. It is a very large and scary topic that few schools will even try to tackle right now, especially if it doesn't involve discussing how to directly raise test scores. Our belief at the high school has long been that when you focus on good teaching and learning, which is what we are discussing now through these meetings, we will not have to worry about student achievement scores because they will naturally increase as students are more invested in what they are learning. We are very fortunate to have administrators, staff, parents, and community members who also support the same philosophy.
- LASD is working to identify the needs for our future. It is great to be partnering with the community on this endeavor so long as it is a true partnership. LASD is outperforming our region but not outperforming most districts in our demographic.
- LASD teachers are so passionate about children being successful. LASD is taking action to support teachers and I feel lucky my children are benefiting from this journey.
- LASD has great teachers that are not only willing to help their students but willing to help each other and any student even if it is not one in their class.
- LASD has high-quality teachers
- The teachers and administrators are working hard to effectively meet all the requirements bestowed upon them. I can see they are doing it with much passion and want very much to provide the best/highest quality education for our kids. Expanding our reach, in relation to kids succeeding, will be an exciting endeavor.



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- They seem to be open to new ideas and change. The Think Tank is a good first step.
- There are extremely hardworking and dedicated teachers within this district. Teachers know what is best for students and it shows on a daily basis. Teachers are continuing to provide a welcoming, safe learning environment. We continue to hold high expectations of students and teachers on a regular basis. Personal goal setting is done by the teachers (and students) to create a pathway of learning. In addition, the district sets building and district-wide goals and directives as well. High quality professional development and supports are offered by the ESD and district, which assist teachers in meeting these goals.
- Curriculum council work
 - PLC
 - Quality Leadership
 - Diverse opportunities for children
 - Always working towards excellence
- Looking at space and working to accommodate learning needs.
- LASD appears to have done a lot of work to create a 21st century learning environment. However, there is a lot of work that remains to be done, and I think the best thing that LASD is doing to be successful is looking for ways to improve and not being satisfied with past progress and achievement.
- This process we are currently traversing through lead by Mr. Kennedy and your group of great people from CBD. I think our culture of welcoming all students yet trying to maintain high standards in all areas is ahead of the curve as compared to most places. There is always more:) though.
- Not standing still, looking to the future.
- I do not have enough experience or integration with LASD to answer this.

What have you seen others do successfully?

This could be in the educational field (K-12, High Ed.) or in the workplace.

- More collaboration between schools within the same district.
- I have seen other teachers collaborate with other classrooms and businesses to help their students understand better.
- I think all other "industries" have adapted to changes in the world better than the US education system.
- I have watched others lead highly successful businesses and organizations that is an outcome of their passion.
- Build a team approach to success. Collaboration vs independent thinking.
- Orchard View and Fremont have beautiful facilities that offer flexible spaces/furniture.
- Teach, motivate, problem solve. Needs to be more in the educational field, obviously, but I'm removed from regular interactions there. This is an excellent, excellent school district.
- Pentwater Public Schools has transformed their science instruction. Students are focused on learning and thinking. Scientific modeling is at the forefront of their instructional practices.
There is a rural school in Kentucky that has implemented TEALS successfully.
I think the work coming from the Ottawa ISD with Skills 4 Success has been pretty impressive. It is not so much about the students, but preparing teachers to deliver an education that creates creative thinkers.
- Created spaces where true learning and collaboration can happen, broke the rules and thought outside the box to get the job done, made student needs a priority
- I have seen schools able to integrate flexible spaces in new school design.
- The incorporation of 21st Century Skills (such as Ottawa ISD's Skills4Success or Fairfax County Public Schools "Portrait of a Graduate") woven into curriculum; building facilities that facilitate 21st Century Skills with areas such as PBL labs, makerspaces, innovation spaces, etc.
- I'm a business person, and work totally on commission, so I only get paid if I perform and provide great competence and service. So, I see, in my business, people who are successful keep their eye on the ball and are always striving to meet the goal. There is no time spinning wheels or idle anything. I'm not sure how that translates to the classroom (or class space, however it may be), because I'm very clear that I'm not the expert in that setting. I'm a firm believer in "let the experts do their thing" so it's a paradigm shift for me to try to examine what needs to be different in their world/classroom. I always assume they are doing a bang-up job, unless I hear different.
- Shared workspace
- Being organized by knowing the direction you are going is extremely important. People need to learn to constantly reflect on their practices for the purpose of improvement. Communication is key. Successful people are able to communicate effectively and collaborate on a daily basis. They are lifelong learners who aren't afraid to push themselves out of their comfort zone.
- Flexible work spaces
- Alternative seating and non-traditional classroom set ups

- We have been investigating what Ottawa Area ISD is doing with it's FuturePREP program and the Skills 4 Success to reinforce soft "employability" skills. Also, I can't remember the name of the program, but the Careerline Tech Center's work with Herman Miller to get students into the workplace has been mentioned as a model that we should look into.
- Steelcase and Haworth work environment and facilities in Holland. Grandville high school fitness center. (addition to high school). Manistee's pool.
- Work more closely with the community to identify career opportunities and prepare students for "at home" careers.
- Teach students how to problem solve - it will help on all areas of life. Touch on finance - both personal and business, it will benefit all students.

What do you think could be done to help LASD be more successful?

- Continue to push preK-12 decision making and collaboration, add adult or parent learning/classes, develop facilities we can be proud of and will launch us further across the ITM matrix
- More flexible spaces to help accommodate the way students are learning.
- Less testing. Year round schooling.
- Allowing more flexibility in the how we deliver and measure educational success.
- You have started the process. See initial answer above.
- We need to find a way to connect with students with chronic absences. These are the students most likely to fail and drop out, and I'm not sure how to help these students.
- Design facilities and curriculum which better facilitates a student's pursuit of her or his happiness. Consideration of the fact that over 70% of the jobs out there don't require a traditional 4-year degree. Consideration of the possibility that the 4-year degree concept is dated and needs to be examined. Acceptance that we don't need someone who is a carpenter and who can score better than 1100 on the SAT. Acceptance that pursuit of one student's happiness may be vocational. I guess considering that we might best succeed by failing by current standards.
- LASD is ready for a TEALS model. I envision that LASD can be the first MI rural school to embed a CS professional working alongside of a teacher in the classroom. This can lead to a full Kindergarten-Retirement community change in our region. CS is a perfect career field that Ludington could lead to bring a high-paying careers to our region, providing learning in the school system and supporting CS gathering sites for professionals working in the field. Partnering with MEDC could bring this whole new workforce to our area. It is important to meet our current workforce needs, but we also need to focus on ways we can grow our community toward future career fields and to bring in careers that can increase annual wages of our families. Similarly, teacher externships could also be instituted in LASD to partner schools with businesses.
- I think allowing students more electives at a younger age would increase their creative capacity immensely. While the standard art, PE, and music electives need to stay, I also think there would be so much good that comes out of giving them even more choices. The programs in the middle school, for example, do not offer nearly as rich of an experience as in previous years. It is hard to expect creativity when creative opportunities weren't provided while the mind was transitioning from childhood to young adulthood.

I am incredibly thankful that my program (Family and Consumer Sciences) has been preserved and protected, because I get to see the joy on a student's face when they excel in my classes even though they may struggle in their core classes. I can offer them hope for their future in the workforce...they see that even though their grades aren't perfect, they're really good at something that can earn them a living. It's very powerful and I think students need more exposure to those experiences. I realize that adding personnel is expensive, but we have to have the programming/offering to match the facilities or it won't make much difference what kind of space we're in. We also need to get subpar teachers coached up (or transferred out) so all kids get a great experience.

- Continue this important work, learn from others, be open minded, be willing to fail, work together with the business community and encourage them to visit our classrooms to see the existing state, and provide a tremendous amount of PD to staff around these topics. Staff will not be ready for these great changes without lots of support because it will be very different than what they are used to and what they have been taught.
- It appears the teaching staff has limited time to interact with peers. Co-workers can really spur ideas when sharing this cool things they did or tried.
- Flexible spaces for students to learn. Also allowing students to show growth and mastery rather than a letter grade.
- Development of community partnerships to develop authentic learning opportunities for students; incorporation of 21st C skills with fidelity; investigate facilities that allow for the incorporation of 21st C skills
- I'm finding that what is needed in the work place has changed in the past many years. It would be great if we could have our students job-ready (ie. with a med tech cert, a welding degree/cert, etc) when they graduate from high school. Whether a student wants to have post-HS education or not, that job-ready designation could help. It could be a quality job while they are getting a post-grad education, or a career.
- Getting teachers, administrators & board members out into local businesses more, and into others schools who are embracing 21st century education practices.
- Provide a greater opportunity for staff collaboration time/planning time. Opportunities for teachers to observe each other. Assistance in finding the balance between standards and skills (samples provided or observations?). Creating school/community partnerships for learning opportunities with the purpose of providing real world experiences and career exploration opportunities.
- Community buy in and respect for education
More family help outside of the school setting
- Continue educating the staff/supporters to expand modern learning
- Create a systematic way for business & industry to engage with educators (and vice versa) to develop project-base/work-based learning opportunities. Based on my experience, this seems to be done on an ad hoc basis, which limits the effectiveness and impact of these partnerships.
- Continue on our current path focussing on our guiding question, but newer, collaborative, inviting educational facilities need to be built. It is simply time and necessary for several reasons. We need to continue to make Ludington the place to be raise a family, get an education, and invite new business. The world around us as been updating, but parts of our community have not and I believe making our schools stronger is the piece that needs the most attention right now.
- Listen to the community while continuing to tell their success stories.
- Get more feedback from all the industries or schools that LASD students will/may participate in and ensure the development of skills needed for them to be successful in these places are taught.

What obstacles do you feel may prevent success for the future?

- Communication with the entire community
- Money
- The state legislature.
- Facilities and state mandates
- Failure to gain "buy in and acceptance" that the change you are seeking permeates the entire spectrum of the community.
- Lack of community support?
- We are success driven. Our funding from MI has been predicated on sub-optimal assumptions; our facilities were designed in the 50's but students are learning to succeed in the 21st Century; the availability of funding; the loss of teaching we face due to consistent regulations by our federal and State legislatures.
- There are always legislative regulations that can be obstacles, but I'm confident we can overcome most of those with well-thought-out plans and thinking outside of the box.
The biggest obstacle seems to be staffing. The employees of LASD are fantastic, but new ideas and new opportunities take more work. With limited budgets, it is hard to add more to anybody's plate without overextending them and reducing their daily effectiveness. Careful consideration should be given to highest priorities and/or other ways to add employees/volunteers to ensure that the new ideas that are started have the capacity to be done well.
- Getting some older taxpayers on board may be tough. I've already heard, "No need to fix what isn't broken." Explaining why we need to be innovative and prepare students for their future (not the future they had) will be a challenge. I bet a creative presentation could be used with older stakeholders. Carrie Moggenberg had a cool one about how our whole world looks different but classrooms remain unchanged.
I also think our staff is about 90% of the way to being capable of delivering content for 21st century learners, transforming into a facilitator instead of a lecturer. We need to do something about that other 10% so kids aren't receiving an education less than awesome from LASD. If we think our diploma means something, we've got to deliver the goods to back it up. There are certain teachers I'd worry about my own daughters having for fear they'd fall behind, and that's not okay if that's what we offer other parents.
- Staff buy-in, community understanding of what our current state is, true community partnership, time to provide top notch professional learning for staff, someone within the district to carry out the curriculum, instruction and assessment work that needs to take place alongside this important work.
- Getting the community on board and getting all of the staff at LASD to buy into what we are doing.
- Facilities! The buildings for the most part look the same as when I was a student 20 years ago.
The need for more support at the central office level, such as a curriculum director or a director of innovation to spur change in the classrooms

- Funding - as a school board member, the funding changes over the past 10 years have been devastating. If our government doesn't have a serious change of priorities, it seems we will need another method - tapping into our community is likely our best option. This process is a great avenue to get there.

Also, I don't want the kids to lose the high school experience. Our kids didn't do dual-enrollment because they couldn't do it with sports/extra-curricular schedules. We (including our kids) made a decision to do AP classes when offered, and do college when high school is over. We are paying more money, probably, but they will have the benefit of both the whole high school and 4 year college experience, which we value. We also understand that isn't the value held in every household, and that we are fortunate to have the ability to make that choice.

Since having both the HS and college experiences are important to us, it's also important for the kids to have good grades and good test scores, because those make college more affordable. Period. Unfortunately. We also understand that perpetuates that "I have to be a perfect student" stress. It's a dilemma.

- Fear of change/unknown and egos
- Teacher, administrator, student and parent resistance to change. This is by far the the biggest issue since teachers will need to buy into the need for change and the process it will entail. Also, the push for standardized testing and structured grade level curriculum does not leave much room for teacher creativity and additional lessons. Lastly, coordinating schedules for teacher collaboration and planning time may be difficult.
- Money
 - Teacher commitment
- Materials, state funding and limitations, growth edge limitations
- Lack of coordination, bureaucracy, lack of buy-in from industry/community, the ability of non-educational partners (business, community) to work with students
- Must pass millage and sell it to the community. This happens through education. How do we convince the community?
- Aging population, transient home owners (both snow bird and summer visitors)
- It seems that many of the individuals I have interacted with have already made up their minds about where everything is going and discussion is being driven in that direction.

What additional things would you like to learn to help in creating this plan for transformation in Ludington Area Schools?

- See more examples of how other districts have created the collaborative and flexible work spaces within the schools and classrooms
- Are other schools doing what we are doing?
- I'd like to learn how other countries, countries whose students "rank" higher than the US do this.
- I would like to visit other schools who have adapted work space to encourage creative and collaborative work space.
- What you are providing seems effective at this time.
- I'm curious how other districts meet the needs of students who struggle making it to school. I don't believe that school environment or class content is the only reason they don't come. We have been working very hard to transform the way we teach and learn, yet some students still struggle to come each day. There are other obstacles that must be addressed.
- What are people doing to get students interested in learning? What can we do to encourage vocational learning, and non-college preparedness for students in the workforce. How do we help human beings successfully pursue their own happiness?
- I'm wondering if we need an accordion approach to this planning process? Imagine when the accordion is pulled out.... that is like the big group that meets to solicit big ideas. When the accordion is pushed in... that is like a smaller, more refined group that digs into the deeper issues and has more depth of knowledge about specific areas that can be used to push the work forward faster. The accordion pulls in and out -- from big group to small group -- allowing for large collective thinking to happen as well as more deep, smaller study to move forward simultaneously.
- I think it'd be awesome to study the XQ Super Schools and do some site visits. They're rethinking education and doing things totally differently. I have friends who wrote a proposal and were finalists in that project.
- What challenges should we be planning for with these potential changes ahead? How will our instruction need to change to be able to maximize the use of these potential facilities? How will we support staff and students during this time of change? How will we educate parents on how learning might look different?
- It is clear to me that the district has been working with the teachers on the Instructional Transformation Matrix. I would like more information on this and where in general they feel staff are in the process.
- How other schools are able to create flexible spaces.
- Facilities planning, additional opportunities in STEAM
- I would like to let the experts be the experts, and learn from them what they need from us.
- Best practices throughout the US and the world. This will help the LASD as well as our local business community who also need to embrace change and learn how to adapt the workplace for the future.

- I would be very interested in learning how schools are able to find balance between standards and skills. Observing other school models and lessons would be helpful. Also, learning the type of professional development that was needed in order to achieve buy-in for a 21st Century teaching and learning model. What steps did other schools take when embarking on a journey toward transformation?
- Continue with dynamic learning and educating for future success
- How have other communities successfully engaged diverse groups of stakeholders (large scale/community wide) to transform the learning experience?
- Regrets from places that have recently built newer facilities. What would they have done differently? What did they learn in the process.
- How can strive to be the “school of choice” in Mason, Lake and Oceana counties.
- What is the ultimate goal of this project and what are the boundaries we have to work in.

List of Possible Schools to Visit

Visit A (proposed for Early Childhood, STEAM, Facilities & Planning subcommittees)

Hillel Day School (Modern building design and Transformational Instruction)

Grades K-8

32200 Middlebelt Rd.

Farmington Hills, MI 48334

<https://www.hillelday.org/page>

School Information Hillel services 770 K-8th grade students with a diversity of academic programs. Students learn to question, analyze, problem solve and think critically in two languages. Teachers collaborate across subjects and grade levels to provide an exceptional educational foundation of solid academics and sound Hebrew and Judaic studies, enlivened through innovative teaching and technology. The knowledge and skills children gain are integrated in a full curriculum that includes history, literature, writing, math, science, religion, culture, geography, art, music, drama, athletics, citizenship, Hebrew and Judaic studies.

Farmington STEAM Academy (Modern building design and Transformational Instruction)

Grades K-8

32800 W. 12 Mile Road

Farmington Hills, MI 48334

<https://www.farmington.k12.mi.us/fsa>

School Information The school was opened in September 2017. It serves 625 K-7th graders this year and will expand to 8th grade next year. The STEAM philosophy is based on project-based learning, which allows students to investigate and respond to questions, problems or challenges. The school provides large spaces, including the think tank, a versatile space in the front of the building where robotics and other programs can expand.

Bloomfield Hills Public Schools (Modern building design and Transformational Instruction)

Grades 9-12

4200 Andover Road

Bloomfield Hills, MI 48302

<http://www.bloomfield.org>

School Information Bloomfield Hills High School houses grades 9-12, provides a permanent facility on-site for Model Center, and offers highly collaborative and technical learning spaces for our high school students.



Visit B (proposed for STEAM, Facilities & Planning, College Readiness and Access subcommittees)

Jeffers Elementary School (Modern building design)

Spring Lake Public Schools

Grades K-4

16031 144th Ave, Spring Lake, MI 49456

<https://www.springlakeschools.org/>

District Information Spring Lake is comprised of six schools; Spring Lake High School, Middle School, Intermediate 5-6, Holmes Elementary, Jeffers Elementary and an Alternative Ed Center. The district has 2,500 students and 128 teachers. Spring Lake passed a bond in November 2013. The High School has been in a Chromebook 1:1 since December 2014. The Middle School and Intermediate classrooms began a 1:1 with Chromebooks in the fall of 2015. The elementary schools also began a 1:1 with iPads in the fall of 2015. All students K-12 take their devices home. Classroom multimedia has been updated at the High School and Middle School, and it will be updated in the K-6 classrooms after the completion of building renovations this summer. Both elementary schools were remodeled and opened in the fall of 2016. The remodel focused on more flexible and open environments, and well as new furniture that allowed for more collaboration. They have a STEAM program in their two elementary K-4 buildings.

Zeeland Christian School (Modern building design)

Grades PK-8

334 W. Central Ave.

Zeeland, MI 49464

<https://www.zcs.org/>

School Information Zeeland Christian is a private preK-8th grade school with approximately 920 students. Their innovative school design is focused on supporting the classrooms for a focus on exploratory, interactive, challenging, relevant and project-oriented lessons.

Holland High School (Modern building design)

Grades 8-12

600 VanRaalte Ave.

Holland, MI 49423

<http://www.hollandpublicschools.org/>

School Information Holland High went through a three year remodel, which was completed in 2014. The results are a complete transformation of an existing, fragmented building into a cohesive, student-centric, highly flexible environments that showcase learning, provide an atmosphere of warm and safe community, and push the boundaries of the traditional definition of learning. The high school houses 1440 students in grade 8-12.



Mary Idema Pew Library (Modern building design)

Grand Valley State University

1 Campus Drive

Allendale, MI 49401

<https://www.gvsu.edu/library/mary-idema-pew-library-21.htm>

Library Information In 2013, Grand Valley created this new library to replace its existing library from the 1960s. The new library has collaborative work spaces – complete with whiteboards and moveable furniture – and a large tutoring lab where students can receive help with writing and research. The building was designed with energy efficiency in mind and is a LEED– Leadership in Energy and Environmental Design – certified building. In addition to providing ample space for collaboration and group projects, the library also features plenty of quiet space, group meeting rooms that can be reserved online.

Visit C (proposed for Early Childhood, Workforce Development, Facilities & Planning, and STEAM subcommittees)

Byron Center High School and Brown Elementary (Modern building design and Innovative Instruction)

<http://www.bcpsk12.net/hs/>

8500 Burlingame SW Byron Center, Michigan

Contact: Scott Joseph, Principal sjoseph@bcpsk12.net

District Information Byron Center passed a bond in November 2011. Their High School and Middle School went 1:1 with Apple Macbook Air laptops in January 2013. The Middle School switched to a 1:1 with Google Chromebooks for students. Kindergarten and 1st grade students utilize a 2:1 iPad program. Grades 2-6 have carts of Google Chromebooks. High School and Middle School students take their devices home. All classrooms throughout the district have similar classroom multimedia configurations which include a ceiling mounted projector, document camera, switching device for multiple inputs, and Apple TVs. All teachers have new MacBook Pro laptops and Apple iPads. Teachers currently use the free version of the Schoology learning management. The High School and Middle School staff originally used Moodle before switching to Schoology.

Grand Rapids Museum School

<http://publicmuseumschool.org/>

272 Pearl Street Grand Rapids, Michigan

School Information As a Grand Rapids Public Schools Center of Innovation, the Grand Rapids Public Museum School serves grades 6 through 12. The school's curriculum delivers a unique education that you won't find anywhere else! Their mission is to inspire passionate curiosity, nurture creative problem solving, cultivate critical thinking, and instigate innovation. The school's curriculum focuses on providing students with opportunities to explore their community, use design thinking to become creative problem solvers, and have exciting hands-on experiences. In the fall of 2016, the Public Museum School moved to its permanent home on the 4th floor of the Grand Rapids Public Museum. The new setting serves 6th and 7th graders and includes the latest in classroom design and state-of-the-art technology that will help teachers and students alike adapt to the school's new approach to teaching and learning.

The Grand Rapids Public Museum School Difference:

- Active learning environment
- Uses the Public Museum as a classroom
- Students explore and learn throughout the community
- Challenges students to be problem solvers
- Encourages creativity



Incorporates the latest technology

Steelcase Learn Lab

901 44th Street Kentwood, Michigan

Company Information: ACTIVE LEARNING. ACTIVE MINDS. ACTIVE SPACES.

Steelcase Education is focused on helping schools, colleges and universities create the most effective, rewarding and inspiring active learning environments to meet the evolving needs of students and educators.



In preparation for our visits, please share the visits you are interested in and the dates that work for you to attend a visit.

Select any/all visits you'd like to attend

- Visit A (Hillel Day School, Farmington STEAM, Bloomfield Hills)
- Visit B (Jeffers Elementary, Zeeland Christian, Holland High, Pew Library)
- Visit C (Byron Center High, GR Museum School, Steelcase Learn Lab)

Select any/all dates you could attend

- Wednesday, January 17
- Thursday, January 18
- Tuesday, January 23
- Monday, January 29
- Tuesday, February 6

Your name:

In preparation for our visits, please share the visits you are interested in and the dates that work for you to attend a visit.

Select any/all visits you'd like to attend

- Visit A (Hillel Day School, Farmington STEAM, Bloomfield Hills)
- Visit B (Jeffers Elementary, Zeeland Christian, Holland High, Pew Library)
- Visit C (Byron Center High, GR Museum School, Steelcase Learn Lab)

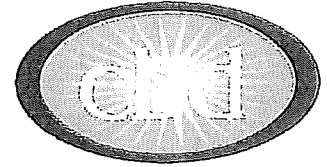
Select any/all dates you could attend

- Wednesday, January 17
- Thursday, January 18
- Tuesday, January 23
- Monday, January 29
- Tuesday, February 6

Your name:



COMMUNICATIONS BY DESIGN, INC.



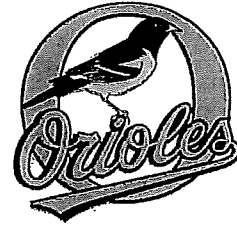
Ludington Area Schools "Think Tank" Project Proposal

Prepared for: Jason Kennedy, Superintendent

Prepared by: Sara Easter, President

October 31, 2017

Proposal number: 123-4567



EXECUTIVE SUMMARY

Objective

Ludington Area Schools (LASD) is in the enviable position of having the communities support to begin with a white sheet of paper and re-think how teaching and learning occurs in their community. The objective of this project is to help define and articulate the vision for a new way of preparing our students for life. These ideas and plans will be transferred into re-designing our facilities and how our students, teachers, community and administrators occupy that new space.

Goals

The list of goals for this ambitious project are as vast as the stakeholders for whom LASD represents. The most immediate, "low hanging" goals are to re-think how Ludington Area Schools prepares their students for life. It is presumed that this work will result in transforming how the district leverages instructional time and instructional spaces.

Solution (deliverables)

CBD is proud to be a partner to LASD on this important journey. CBD will work along side the Superintendent and Administrative team to:

- Map out the scope and sequence of the project from beginning to completion
- Generate and distribute meeting agendas
- Organize and facilitate events, conversations, site visits, etc.
- Hosting site visits in and outside of the state of Michigan
- Facilitating community meetings and discussions
- Identifying "experts" from whom we can glean insights
- Work with the district, architects and construction managers to prepare and deliver to the LASD Board of Education a plan to move the district forward

Project Outline

COMMUNICATIONS BY DESIGN, INC.

Start Date	Description
October 18 2017	Invitations are sent to community leaders, business leaders, school board members, some administrators, several teachers and possibly students to participate in the Transformational Think Tank and attend the kickoff meeting.
Kick-off Meeting November 7, 2017	Establish the mission, goals, process, time frames, roles and responsibilities of the members.
Working Meeting November 29, 2017	Establish communication pathways, explore several current and innovative practices in education and the labor force to begin developing the needs for site visits, expert presentations, book studies, and/or facilities studies.
Working Meeting December 6, 2017	Review possible sites visits to businesses, K-12 and higher education institutions, and identify potential expert presentations.
Working Meeting, Week of January 8, 2018	Conduct site visits
Whole Group Meeting January 31, 2018	Update the whole group on site visits. Expert presentation
Working Meeting Week of February 7, 2018	Conduct additional site visits Possible viewing of the documentary <u>Most Likely To Succeed</u> with a debrief
Whole Group Meeting February 21, 2018	Debrief and discuss site visits Expert presentation
Meeting with Ludington Staff February 21, 2018	Share thoughts and the process Ask for feedback

Community Meeting February 28, 2018	Share the work of the committee Ask for feedback Possibly show the documentary <u>Most Likely To Succeed</u> with a debrief
Whole Group Meeting March 14, 2018	Discuss staff and community meetings Begin to define the scope, sequence, and direction of transformation within LASD.
Facilities study March 12, 2018	Begin facility study
Gathering Details and Info March 21, 2018	Collect facility study information Local businesses that wish to contribute financially as well as needed services. Bond preparation
LASD Update April 11, 2018	Update the faculty and staff of the committee's work and progress
Whole Group Meeting April 25, 2018	Refine "The Plan"
Community Meeting May 9, 2018	Present "The Plan"
