

<u>Board of Education</u> Tom Buffett President, 2025-2026	Okemos Public Schools board@okemosk12.net http://okemosk12.net	4406 Okemos Road Okemos, Michigan 48864 Phone: 517-706-5010
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This agenda is for general informational purposes only. Based on board policy, the board of education may revise this agenda and may take up other issues at the meeting.

6:30 PM

**MEETING AGENDA
Monday, November 24, 2025**

Community Conference Rm

CALL TO ORDER

Tom Buffett, Jason Burns, Katie Cavanaugh, Shulawn Doxie, Andrew Phelps, Leeni Shrestha and Jillian Winn

WELCOME AND MEETING FORMAT (2 Min)

Welcome to this regular meeting of the Okemos Board of Education held in public for the purpose of conducting the business of the school board.

There are two opportunities for public comment: Citizens who wish to address agenda or non-agenda items will have an opportunity at the beginning of the meeting, as well as near the end of the meeting. In-person individuals who wish to address the board must complete a blue form, located with the agendas near the room entrance, and present it to the board’s secretary prior to the start of the agenda item. Virtual participants must submit their name and address in a message through the chat box located in Zoom’s meeting controls prior to the start of the agenda item.

At the appropriate point in the agenda, the board president will call upon individuals who have submitted a blue card or chat message and that individual’s microphone will be un-muted for their comments.

ADJOURN TO EXECUTIVE SESSION - Attorney-Client Privileged Communication and Contract Negotiations

Pursuant to Section 8(h) and 8(a) of the Open Meetings Act, the board of education may adjourn to Executive Session for the purpose of reviewing attorney-client privileged communications and discussing contract negotiations (Roll Call).

That the board adjourn to Executive Session pursuant to 8(h) of the Open Meetings Act for the purpose of reviewing attorney-client privileged communications and discussing contract negotiations (Roll Call).

RECONVENE

Tom Buffett, Jason Burns, Katie Cavanaugh, Shulawn Doxie, Andrew Phelps, Leeni Shrestha and Jillian Winn.

Mission Minute/Around The Pack (5 Min)

An opportunity for individual board members to highlight events, activities, and other items of interest.

PRESENTATION: Edgewood Update (20 Min)

Community Education Coordinator Christina Alighire will provide an update on Edgewood and GSRP classrooms.

DISCUSSION MOVED FORWARD: Long Range Planning Partners (20 Min)

Superintendent Hood will present recommendations on owner’s representatives, construction managers, and architects to assist with long range planning needs.

DISCUSSION MOVED FORWARD: Superintendent Search Firm (15 Min)

The board ad hoc committee on personnel will present a recommendation to select the superintendent search firm and other related matters.

CITIZENS ADDRESS AGENDA AND NON-AGENDA ITEMS

At this time in the meeting, citizens have an opportunity to address the board regarding items of interest that may or may not be part of the evening's agenda. Citizens are required to limit comments to three minutes, except when this requirement is waived by the board president during the meeting. A designated timekeeper will communicate to the individual who is addressing the board at three minutes. The board highly values public comment and input; however, the board meeting format is designed to facilitate the evening's agenda and, therefore, restricts board members from engaging in conversation with speakers or immediately responding to questions. Questions and concerns may be addressed by the board later in the agenda and may be assigned for follow-up by the board or superintendent at a later date.

HIGH SCHOOL STUDENT REPORTS/REQUESTS (5 Min)

The high school student representative will highlight events and issues of interest and take questions from the board.

SUPERINTENDENT REPORTS/REQUESTS (10 Min)

The superintendent will highlight events and issues of interest and take questions from the board.

BOARD REPORTS/REQUESTS (10 Min)

The board will acknowledge receipt of correspondence.

Individual board members may request follow-up on other matters of concern.

Board sub-committees may present their reports or deliver updates.

ACTION ITEMS

Within Action Items, there is a Consent Agenda to expedite the business of the board which groups a number of items together to be dealt with by one action of the board. However, items in the consent agenda may be extracted by individual board member request for further discussion or clarification.

CONSENT AGENDA (5 Min)

In an effort to expedite the business of the board of education, but in no way meant to diminish the importance of each item, a Consent Agenda has been developed.

That the board approve items 1 through 2 for immediate implementation and appropriate action.

Item 1: Approval of the Minutes of the Regular Meeting of November 10, 2025 and Item 2:

Approval of the Minutes of the Executive Session Meeting of November 10, 2025.

OTHER ACTION ITEMS

The Other Action Items require additional discussion prior to board action.

Adequate Information to Proceed

Board policy 2503A Adequate Information to Proceed indicates that it is the policy of the board not to take action on an item the first time it is brought to the attention of the board at a public meeting.

That the board waive policy 2503A requirements and take action on whether to select a superintendent search firm.

Superintendent Search Firm

The board reviewed the recommendations for a superintendent search firm earlier in the meeting.

That the board waive the reading of the contract and appoint XXXX as the search firm for the next superintendent of the Okemos Schools.

2025-2026 Amended Budget

As required by law, the 2025-2026 Budget was approved by the board of education in June. Throughout the year the budget is revised to reflect an update in revenue and expenditures. The board reviewed the proposed 2025-2026 budget revisions during its meeting on October 27th and November 10, 2025.

That the board approve the amended 2025-2026 Budget (Roll Call Vote).

Furniture Purchase

The Board will take action on bond furniture purchase as a follow-up to the November 25, 2024 presentation for the new Chippewa and Okemos elementary schools for summer 2026 installation.

That the Board approve the purchase of furniture for the new Chippewa and Okemos elementary schools for the 26-27 school year not to exceed \$5.59 million dollars to be funded from the 2022 bond.

PowerSchool Litigation

The board discussed whether to enter litigation against PowerSchool and related defendants concerning the 2024 PowerSchool Data Breach at their October 27th and November 10th meetings.

That the board waive the reading of the PowerSchool Data Breach Litigation Resolution and authorize Superintendent Hood to join the nationwide lawsuit on behalf of the district (Roll Call).

Resolution Regarding 31aa Safety and Security Grant

A resolution regarding 31aa Safety and Security Grant, part of the State education budget, ensures that the District can participate in 31aa Funding without waiving any privileges until the legal challenge is resolved.

That the board waive the reading and adopt the resolution allowing the district to participate in 31aa Funding without waiving any privileges until the legal challenge is resolved.

DISCUSSION ITEMS

Discussion items are intended to provide an opportunity for review of material and interaction concerning the individual items. Action is not taken during the board meeting. Discussion items may be acted upon by the Board of Education at a later date. The board president may move a discussion item forward in the meeting agenda to facilitate timely discussion and/or community input on that discussion item.

MOU Senior Center (10 Min)

Superintendent Hood will discuss and MOU between Meridian Township and the board regarding Senior Center operations.

COMMENTS FROM THE PUBLIC

At this time in the meeting, citizens have an opportunity to address the board regarding any item(s) of interest. Individual comments at this time will be limited to three minutes but may be extended at the discretion of the board president. A designated timekeeper will communicate to the individual who is addressing the board at three minutes. The board highly values public comment; however, our meeting format does not allow the board to engage in conversation with speakers. Questions or concerns may be assigned for follow-up by the board or the administration at a later date.

WORK SESSION: Superintendent Search Update and Next Steps (45 Min)

The board will engage in a work session to review and discuss the superintendent search and the next steps in the process.

OTHER MATTERS (5 Min)

ADJOURN

CALL FOR SCHOOL BOARD MEETING

TO: Members of the Board of Education of the Okemos Public Schools, Okemos, Michigan:

Tom Buffett, Jason Burns, Katie Cavanaugh, Shulawn Doxie, Andrew Phelps, Leeni Shrestha and Jillian Winn

Please take notice that a regular meeting of the board of education of the school district will be held on:

DATE: November 24, 2025

TIME: 6:30 p.m. Executive Session/Regular Business

PLACE: Community Conference Room ~ Admin Building

Tom Buffett

Tom Buffett, President

(Must be signed by the President of the Board OR by any two board members.)

Community Education Update

November 2025



Goals for Tonight

- Enrollment update
- Program Celebrations
- Financial update
- Questions

Past Enrollment



Maximize Classroom Capacity & Utilize Waitlist

Classroom maximums not met & waitlists not used efficiently

	July 2025				August 2025			
	Enrollment	State Ratio	OPS Capacity	Percentage Met	Enrollment	State Ratio	OPS Capacity	
Infant (Nest)	12	1 to 4	12	100%	10	1 to 4	12	83%
Toddler (Coop)	11	1 to 4	12	92%	12	1 to 4	12	100%
Toddler (Den)	10	1 to 8	12	83%	11	1 to 4	12	92%
3 year old Full Day (Lair) Until 6/9/25	20	1 to 10	20	100%	16	1 to 10	20	80%
3 year old Full Day (Lair) Summer	14	1 to 10	20	70%	NA	1 to 10	20	
Summer 4 year old	12	1 to 10	20	60%	NA	1 to 10	20	

School Age Enrollment



June 25 School Age B&A	Before Care Enrollments	Aftercare Enrollments	State Ratio
Bennett Woods	31	42	1 to 18
Central	25	38	1 to 18
Cornell	20	49	1 to 18
Hiawatha	33	50	1 to 18
Kinawa	21	38	1 to 18

Current Enrollment



Maximize Classroom Capacity & Utilize Waitlist

Classroom
maximums not
met & waitlists
not used
efficiently



October 2025				
	Enrollment	State Ratio	OPS Capacity	Percentage Met
Infant (Nest)	8 attending 12 registered for 2025 (4 with upcoming start date)	1 to 4	12	67% currently 100% enrolled for 2025
Toddler (Coop)	11 attending 12 registered for 2025 (1 with upcoming start date)	1 to 4	12	92% currently 100% enrolled for 2025
Toddler (Den)	11	1 to 8	12	92%
Lair	19	1 to 10	20	95%
4 year old B&A	17 Beforecare 26 Aftercare	1 to 10	20 30	85% 87%

School Age Enrollment



October 25 School Age B&A	Before Care Enrollments	Aftercare Enrollments	Drop In	State Ratio
Bennett Woods	34	33	5	1 to 18
Central	23	49	9	1 to 18
Cornell	16	48	12	1 to 18
Hiawatha	31	53	7	1 to 18
Kinawa	26	52	14	1 to 18

School Age Before & After Care Update

All programs were placed on an enrollment hold to ensure we operated within staffing capacity.



With the increase in staff, enrollment at all B&A sites are open and accepting registration.

No Before & After (B&A) Director was in place at Bennett Woods.



We have welcomed Tracy George, the new Bennett Woods Director to the team.

Minimal staffing had to be shared throughout all programs.



B&A programs are now all fully staffed and maintaining staff at assigned sites.



Increase Parent Involvement

Programming
quality
concerns

**Our Culver's
Eat Out
fundraiser
brought in
\$540.**

**Classrooms
are offering
three
engagement
opportunities
this school
year**

**LuLu's Pop
Bottle Drive
raised \$195**

**We would like
to host a
Family
Photography
Night**

**Upcoming
creation for
Wolf Cub Gear**

**Parent surveys
to enhance
family
engagements**

Highlights & Goals From Programs

Programming
quality
concerns

All program
licenses are
maintained in
good
standing.

Application is
currently in
process to
raise our Star
Rating.

Universal
PreK
expansion
underway.

Our facility
dog is now
part of our
team.



Financial Update

- Implemented new budgeting software; continue working with district finance to develop systems
- Programs currently on track for sustainability with budget assumptions due to changes tuition, sustained enrollments
- Next Update: February/March 2026

Questions?





October 29, 2025

Mr. John Hood
Mrs. Liz Lentz
Okemos Public Schools
4406 Okemos Road
Okemos, MI 48864

Re: Owner's Representative Services for Pre-Bond Services for Okemos Public Schools

Mr. Hood and Ms. Lentz,

Veridus Advisors, a Veridus Group, Inc. company, is pleased to provide the following proposal for owner representation pre-bond services for the proposed 2027 bond. We have prepared a scope of services based on our conversations, our understanding of the proposed project, and our experience with similar projects.

Veridus Advisors will provide the services necessary to guide Okemos Public Schools through the relationships with both the design and construction teams and assist throughout the entirety of the pre-bond process leading up to the potential bond vote in 2027.

PROJECT DESCRIPTION

Okemos Public Schools seeks to pass a bond in 2027 that would ultimately fund future campus-wide capital projects.

PROJECT SCOPE OF SERVICES

The following is a general scope of services we typically perform for projects of similar scope and size. This is meant to be a representative list of the pre-bond services we provide. Please note that this proposal only includes owner's representative services for the Pre-Bond Phase of the project, leading up to the future election.

Pre-Bond Phase Services

- A. Assist the owner in identifying the process of selecting an A/E and Construction Management firm.
- B. Work with the Owner, legal counsel, and financial advisor to develop the project budget, funding schedule, and contract negotiations.
- C. Develop or confirm a collaborative document management system for the design and construction teams and establish a communication protocol.
- D. Work with the Owner, A/E, and CM to develop/confirm the project schedule.
- E. Work with the Owner, A/E, and CM to develop an overall pro-forma budget, including a breakout of construction and non-construction costs (soft costs including all miscellaneous fees).
- F. Work with the Owner to validate conceptual designs.
- G. Attend, participate, and document periodic pre-bond meetings.
- H. Engage with our public safety consultants when/if required.
- I. Assist in the coordination of the design and design review process.

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J. Work with A/E and CM firms in the marketing and campaign strategy for the election.

COMPENSATION

We understand that it is challenging for school districts to pay upfront for pre-bond services. Given our desire to continue a long-term relationship with your district, we are willing to defer our pre-bond costs. You will not owe us anything until your district passes a bond or you choose to work with another Owner's Representative. In either case, you would only owe us for the pre-bond services rendered to date.

Veridus will send quarterly statements of our deferred pre-bond labor and costs to keep you informed as they are incurred. This balance will also be discussed during the weekly current project Owner's meeting.

Classification of Employee Group	Rate/Hr
Principal	\$225
Director	\$210
Project Executive	\$200
Sr. Project Manager	\$195
Project Manager	\$185
Assistant Project Manager	\$155
Project Consultant (Specialty)	\$150-\$250
Project Assistant	\$140
Administrative	\$100

Once the bond is successfully passed, we will provide a fixed fee for the remaining phases for your review. For budgeting purposes, our full project fixed fee is typically 2-3 percent of the total project cost.

Full payment of invoices is due within 30 days from the invoice date. If payment is not made within 30 days of the date when the payment is due, we may, at our option, and effective upon the delivery of written notice of our intention to do so, terminate the contract or suspend further performance of our services under the contract. We shall have no liability for delay or damage that results from the termination of the contract or suspension of services.

REIMBURSABLE EXPENSES

The following expenses will be considered reimbursable and will be invoiced at their direct cost on the monthly invoices.

- A. Reproduction services for plans and specifications
- B. Overnight postage, certified mail, and delivery services
- C. Permit or applications fees as paid by Veridus Group, Inc.
- D. Project-related mileage at the current federal rate

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CLOSING

Mr. Hood and Ms. Lentz, thank you for this opportunity. We look forward to our continued partnership in this important work for Okemos Public Schools and the community. If the terms of this proposal and the attached Terms and Conditions are agreeable, we will schedule a kickoff meeting with your team and begin our services.

If you have any questions, please feel free to contact me directly on my cell at 574-238-3851.

Sincerely,

A handwritten signature in black ink, appearing to read "Landon Martin", is written over a light gray circular watermark that is partially visible in the background.

Landon Martin
Director, Veridus Michigan

Accepted

Date

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TERMS AND CONDITIONS

- 1. INSURANCE:** Veridus shall secure and endeavor to maintain such insurance as will protect the Client from claims of negligence, bodily injury, death or property damage that may arise out of the performance of Veridus' services under this Agreement.
- 2. PAYMENT TO THE CONSULTANT:** If the Client fails to make monthly payments due Veridus, Veridus may, after giving seven days written notice to the Client, suspend services under this Agreement and retain all work products deliverable to the Client until full payment is received. The project completion date shall be automatically extended by the number of days services are suspended. No deductions shall be made from Veridus' compensation on account of penalty, liquidated damages or other sums withheld from payment(s) to Veridus or based on Veridus' performance.
- 3. RISK ALLOCATION:** In recognition of the relative risks, rewards and benefits of the Project to both the Client and Veridus, the risks have been allocated such that the Client agrees that, to the fullest extent permitted by law, Veridus' total liability to the Client for any and all injuries, claims, losses, expenses, damages, or claim expenses, including attorney's fees, arising out of this Agreement, from any cause or causes, shall not exceed the total amount of Veridus' fee for any claim arising out of Veridus' negligence.
- 4. OPINION OF PROBABLE CONSTRUCTION COSTS:** Any opinion of probable construction cost prepared by Veridus represents their judgment as a design professional and is supplied for the general guidance of the Client. Since Veridus has no control over the cost of labor and material, or over competitive bidding or market conditions, Veridus does not guarantee the accuracy of such opinions as compared to contractor bids or actual cost to the Client.
- 5. OWNERSHIP OF DOCUMENTS:** It is understood by and between the parties to this Agreement that all Drawings, Specifications and other work or products of Veridus for this Project shall remain the property of Veridus and are instruments of service for this Project only and shall apply to this particular Project only. Any reuse of the instruments of service of Veridus by the Client for any extensions of the Project or for any other project without the written permission of Veridus shall be prohibited.
- 6. REIMBURSABLE EXPENSES:** Reimbursable expenses include actual expenditures made by Veridus, their employees or their sub-consultants on behalf of the Project. Reimbursable expenses include, but are not necessarily limited to the following: (a) expenses of transportation, meals and lodging when traveling in connection with a project, (b) overnight or express mail; photographic development and supplies; couriers and fees paid for testing and/or for securing approval of authorities having jurisdiction over this Project; (c) expenses of printing, reproduction, postage and handling of drawings and specifications; (d) expenses related to sub-consultants and specialists when authorized by the Client. Mileage shall be billed at the current observed federal rate.

In-house plotting, printing and reproduction will be billed as follows:

Drawing Plots	24 x 36 bond	\$3.00
	30 x 42 bond	\$4.00
Color Prints	8.5 x 11 bond	\$0.50
	11 x 17 bond	\$1.00
Digital Media	CD	\$5.00

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- 7. CONSTRUCTION PHASE SERVICES:** Should the Client authorize construction installation based on the plans provided under this Agreement without project observation, review of contractor's performance, and/or construction phase services by Veridus, the Client assumes all responsibility for interpretation of these documents and for construction observation, and waives any claims against Veridus that may be in any connected thereto.
- 8. EXISTING AND HIDDEN CONDITIONS:** A condition is hidden if existing finishes or features conceal it or if it cannot be investigated by reasonable visual observation. If Veridus has reason to believe that such a condition may exist, Veridus will notify the Client, who shall then authorize and pay for all costs associated with the investigation of such condition and, if necessary, all costs necessary to correct said condition.
- 9. DISPUTE RESOLUTION:** All claims, counterclaims, disputes and other matters in question between the parties hereto arising out of or relating to this Agreement, or breach thereof, shall be presented to non-binding mediation, subject to the parties agreeing on a mediator. The Client and Veridus agree to include a similar mediate agreement with all contractors, subcontractors, sub-consultants, suppliers and fabricators involved in this project, thereby providing for mediation as the primary method for dispute resolution between all parties.
- 10. CHANGES IN SCOPE OF SERVICES:** In the event the scope of work as described in this Agreement changes to a degree that will alter the fee, the Client shall be notified in writing and a revised fee will be documented and a completion time and compensation amount will be submitted for approval.
- 11. ACCESS TO SITE:** Unless otherwise stated, Veridus shall have access to the site/area for activities necessary for the performance of our services.
- 12. ASSIGNMENT:** Neither party to this Agreement shall transfer, sublet, or assign any rights or interest in this Agreement without the prior written consent of the other party. Subcontracting to sub-consultants normally contemplated by Veridus shall not be considered an assignment for purposes of this Agreement.
- 13. PROFESSIONAL LIABILITY INSURANCE:** Veridus is covered for professional liability by our practice policy. Any additional insurance required, in excess of our practice policy, will be a reimbursable expense.
- 14. HAZARDOUS MATERIALS:** Both parties acknowledge that Veridus' scope of services does not include any service related to the presence of any hazardous or toxic materials. Veridus may, at its option and without liability for consequential or other damages, suspend performance of its services until the Client retains appropriate parties to identify and abate or remove the hazardous or toxic materials and warrants the jobsite is in full compliance with all applicable laws and regulations.
- 15. JOBSITE SAFETY:** Consultant shall have no authority to exercise any control over any construction contractor or other entity in connection with their work or any health or safety precautions. The Client agrees the General Contractor shall be solely responsible for jobsite safety and worker safety and warrants that such intent shall be included in Client's contract with the General Contractor.
- 16. RECORD DRAWINGS:** Since record drawings are based on unverified information provided by other parties, which Veridus shall assume will be reliable, Veridus cannot and does not warranty their accuracy.
- 17. STANDARD OF CARE:** In providing services under this Agreement, Veridus will endeavor to perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances. Veridus makes no warranty as to its professional services rendered under this agreement.



18. PROFESSIONAL SERVICES CONTINGENCY AND BETTERMENT (Value Added): The Client agrees that perfection is not attainable nor is it the “standard of care.” Therefore, errors or omissions in the Construction Documents may occur. A contingency fund or “reserve” should be set aside by the Client to cover additional construction costs due to possible error or omissions.

The cost of correcting the error or omission shall be computed as the “premium” that must be paid to make the correction out of the normal construction sequence. The actual cost of the omitted component itself would have been required even if it had been included in the original documents; and therefore, it would not be part of the “premium.”

19. TERMINATION OF SERVICES: In the event of termination of this Agreement by either party, the Client shall, within 30 days of termination, pay Veridus for all services rendered and all reimbursable costs incurred by Veridus up to the date of termination.

20. CONSEQUENTIAL DAMAGES: Neither the Client nor Veridus shall be liable to the other or shall make a claim for any incidental, indirect, or consequential damages arising out of or connected in any way to the Project or to this Agreement.

21. APPLICATIONS ON THE CLIENT’S BEHALF: Veridus shall assist the Client in assembling the Client’s local permit application, State plan review application or other jurisdictional review applications as a reimbursable expense. This assistance is limited to assembling documents and submitting to the proper jurisdiction(s). Application and review fees shall be reimbursable expenses. Veridus makes no warranty, implied or expressed, that such permit(s) or approval(s) will be granted. Meetings or presentations to authorities having jurisdiction are considered hourly reimbursable expenses unless otherwise noted and shall be subject to professional fees as such, per the terms noted in this Agreement.

22. STATUTE OF LIMITATIONS: To the fullest extent permitted by law, the Client and Consultant agree the time period for bringing claims regarding Consultant’s performance under this Agreement shall expire one year after substantial completion of the project.

October 15, 2025

John Hood
Superintendent
Okemos Public Schools
4406 N. Okemos Rd.
Okemos, MI 48864

Re: Pre-Bond and Implementation Services – anticipated 2027 Bond

Dear John:

Thank you for selecting our firm to continue on with Pre-Bond and Implementation Services for your 2027 Bond issue. On behalf of TowerPinkster, we are pleased to present the following proposal for professional design services to assist you and your team. The following is an understanding of the project and a description of our services.

I. PROJECT UNDERSTANDING

Okemos Public Schools desire to undertake pre-bond planning, bond campaign and implementation services to improve sites and buildings within your school district within the understood range of \$80,000,000 to \$120,000,000. We will work with the selected Construction Manager, The Christman Company, and Owner's Representative – The Veridus Group to develop solutions for the district's approval.

II. SCOPE OF SERVICES

TowerPinkster will provide Pre-Bond Services as described below. Implementation Services will only be provided after a successful Bond vote. The services provided in this proposal are as follows:

Pre-Bond Services

- Update to previously completed Facility Assessment documents
- Meetings/presentations to Administration, Bond Committee, School Board and Community
- Master planning and design concepts
- Coordination with construction manager as they develop the project budgets
- Informational campaign materials
- Benchmarking Tours (As desired and approved by Okemos PS)
- Community Survey Assistance (Optional Service) – assist with developing sample questions
- Coordination with construction team, demographer, financial planner, and bond attorney
- Preparation and submittal of Preliminary Qualification of Bond Application to Department of Treasury
- Attendance at the Department of Treasury meeting (if required)
- Informational Bond Campaign assistance including:
 - Proposed site plans and floor plans for display

3D Renderings of key bond components to portray improvements to Community Bond committee assistance, including committee organization and “tool kit”
Assist with developing Frequently Asked Questions
Presentation Tools – PowerPoint, brochure, poster, etc.
Newsletter articles, letters to the editor, etc.
Website/Facebook Assistance – assist with initial materials and content
Assistance with developing an informational video

Implementation Services (after successful election)

The following services as outlined below are intended to implement the projects identified in the Preliminary Qualification of Bond Application (or the final pre-bond cost estimate). All costs to implement these projects will be included in the bond costs, including our pre-bond fees. Our services will include programming, schematic design, design development, construction documents, bidding, construction administration and a 1-year follow up meeting. Specialty consultant allowances (i.e. food service, civil engineering, acoustical engineering, etc.) will be included in the bond costs as allowances.

The TowerPinkster services include:

- Architecture – architectural plans, elevations, sections, details, schedules, and specifications
- Interior Design – interior plans, elevations, material palette, finish schedule, and specifications
- Mechanical Engineering – HVAC system design, documentation, and specifications
- Electrical Engineering – power distribution, lighting design documentation and specifications.
- Plumbing Engineering – plumbing system design, documentation, and specifications
- Structural Engineering – footings, foundations, and structural system documentation
- Landscape Architecture – site plan, sections, details, schedules, and specifications
- Technology design services
- Furniture selection and specification
- Code Review and Documentation – includes life safety code requirements. Provide code reviews with City officials during the design process for input and feedback
- Construction Administration – participate in bidding process, select post-bid interviews, bi-weekly Client construction meetings

III. **PROPOSED SCHEDULE**

TowerPinkster understands that the school district desires to place this vote on the ballot in May or November of 2027. However, that date is subject to change.

Once the bond passes, our team will work with your Construction Manager and Owner’s Representative to develop a detailed design and construction schedule that works for the school district, and phasing to accommodate students.

IV. **COMPENSATION**

Proposed Fee Structure

1. Pre-Bond Services

We understand that it is challenging for school districts to pay upfront for pre-bond services. Given our desire to continue a long-term relationship with your district, we are willing to defer our pre-bond costs. You will not owe us anything until your district passes a bond or you choose to work with another architect / engineer. In either case, you would only owe us for the pre-bond services rendered to date.

TowerPinkster will send quarterly statements of our deferred pre-bond labor and costs to keep you informed as they are incurred. This balance will also be discussed during the current project Owner-Architect meetings. The cost for pre-bond services is accounted for in the A | E Costs (Reimbursables) Budget, in the bond proceeds.

2. Implementation Services

Based on the scope and scale of the proposed projects, we will provide the professional services described above at the following percentage fees, plus reimbursable expenses.

All projects at 6.0% of the cost of work

This fee proposal is made with the following assumptions:

1. Pre-Bond fees and reimbursable expenses are in addition to the above-listed percentages. (Accounted for in A | E Reimbursables)
2. Our work will be performed as a continuation of those services described in the American Institute of Architects Document B132 – Agreement Between Owner and Architect, Construction Manager as Adviser which has previously been executed with Okemos Public Schools for the 2022 Bond.
3. The definition of the Cost of the Work is the total cost to the Owner to construct all elements of the Project and shall include Construction Managers' fee, general condition costs, and contingency. We will not charge fee on Construction Manager pre-bond fee, profit, or reimbursables. If all Construction Manager fees and costs are to be excluded from the final Cost of Work definition, add 0.05% to Implementation fee and 0.0% to Architect reimbursables.
4. TowerPinkster will not charge a fee on unused contingency, or for Owner direct purchases such as busses, furniture, technology, etc.
5. TowerPinkster will return any unused Architect Reimbursables.
6. Fees will be lump sum based on State of Michigan Bond Application Forms or in the absence of a State Qualified Bond the final schematic design cost estimate. Any additional modifications to the standard agreement may involve a modification to our fee.
7. Our fee does not include the costs of providing the normal types of Owner provided information such as site surveys, soil borings, testing for hazardous materials and construction testing. Site survey will be provided to TowerPinkster in digital CAD file format (.dwg) at the commencement of this agreement. Soil borings will need to be completed prior to the start of Schematic Design.

Reimbursable expenses are in addition to the compensation for the professional services and include actual expenditures incurred by TowerPinkster in connection with the project. Expenses will be invoiced using a multiplier of 1.1 to cover costs of administration. These expenses may include:

1. Pre-bond labor and costs (excluding multiplier/markup)
2. Transportation in connection with the project, authorized out of town travel, and subsistence. (excluding multiplier/markup)
3. Reproduction, postage and handling of drawings, specifications, reports and other presentation and review documents, not including final bid documents.
4. Renderings, marketing materials, models and mock-ups requested by the Client.
5. Fees paid for securing approval of authorities having jurisdiction over the project. (excluding multiplier/markup)
6. Three-dimensional building scanning including existing building modeling
7. Additional Consultants other than those specified in the proposal.
8. Informational Pre-Bond Video by a consultant up to \$5,000

We estimate A | E Reimbursables Costs at approximately 1.50 % of the Cost of Work. Any unused portion of the budget will be retained by the Owner.

V. TERMS & CONDITIONS

The terms and conditions of this proposal are as follows:

- All permit and agency review fees are paid by Others and not included in this proposal.
- Site is properly zoned for proposed use. No variances, rezoning or Special Use Permits are required to complete this project.
- TowerPinkster will be provided information regarding the facility which shall include site survey (w/ topography and utilities), existing PDF or hard-copy drawings for all disciplines including architecture, structural, mechanical, electrical, plumbing, civil engineering, and a site plan.
- Services not provided in this proposal:

<ul style="list-style-type: none"> - Topographic or boundary surveys (in A E Reimbursables) - Geotechnical survey and borings (in A E Reimbursables) - Demolition Documentation - As-built drawings after construction - LEED Services and fees - Commissioning Services - Civil Engineering (in A E Reimbursables) - Cost Estimating (general and detailed) - Traffic Engineering and Impact Studies 	<ul style="list-style-type: none"> - Food Service (in A E Reimbursables) - Asbestos and other environmental remediation - Technology Design - Sound system or communications - Signage design (interior and exterior) - Artwork selection and procurement - Fire suppression design (layout) - Renderings, animations, or other marketing/presentation material
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------
- All work product is copyrighted by TowerPinkster and may only be used with specific written consent.

- If the Client suspends the Project, TowerPinkster shall be compensated for services performed prior to notice of such suspension.
- Termination. Either party may terminate this letter agreement between the parties upon seven (7) days written notice to the other party without cause, and without penalty regardless of the phase of the process. All fees and costs incurred and earned prior to the date of termination shall be paid in full to TowerPinkster.

Thank you for the opportunity to present this proposal for your consideration. If it meets your approval, please sign, and return one copy to our office. We appreciate your selection of our TowerPinkster team for your professional design needs and look forward to continuing the work with you on these transformational projects. Please contact me if you have any questions.

Sincerely,

TowerPinkster



Jason Novotny, AIA LEED AP NCARB
Principal + VP of Design



Ed Talaga
Senior Project Manager

Attachment: 2025 Hourly Rates

I hereby authorize Tower Pinkster Titus Associates, Inc to provide the professional services as described above. This proposal will serve as the agreement between the Okemos Public Schools and TowerPinkster.

Authorized Signature for Okemos Public Schools

Date

cc: Matt Wakely, TowerPinkster
Bjorn Green, TowerPinkster
Adam Doublestein, TowerPinkster
Jill Overacker, TowerPinkster
Allison Duncan, The Veridus Group

HOURLY RATE SCHEDULE

January 2025

Hourly rates used in computing fees for professional services:

JOB CLASSIFICATIONS	RATES
Principal I	\$ 265
Principal II	235
Director Manager	205
Project Management I	200
Project Management II	190
Senior Professional Staff Level I	190
Senior Professional Staff Level II	175
Professional Staff	155
Senior Technical Staff Level I	165
Technical Staff Level I	145
Technical Staff Level II	120
Technical Staff Level III	90
Support Staff	100

These rates are subject to change at the beginning of each calendar year.

Long Range Partners Planning

John J. Hood • 11.24.2025
Superintendent



Goal: Provide direction on pre-bond, long term planning with partners. There is **no commitment** past pre bond planning, however, partners have made commitments should we wish to continue with them afterwards.

Agenda

Review Big Rocks
Finance Opportunities
Current Partnership
Considerations
Pros and Cons
Recommendation
Next Steps



Long Range Planning: Big Rocks

- New Elementary, Central Montessori
- Student Device Replacement
- Reuse of Kinawa

Medium and Small Rocks Needed too!
Facility pressing needs, Athletics, Buses, etc.

(To be identified in process.)



Financing Opportunities

Voter Approved Bond
Voter Approved Sinking Fund*

*Current Sinking Fund expires 2031



Current Partners



VERIDUS
GROUP

 **CHRISTMAN**
BUILDING SINCE 1894

TowerPinkster
Architecture · Engineering · Interiors

Critical Success Factors for Future Planning

A graphic for Point #1 featuring a dark red semi-circle at the top, a light gray diamond shape pointing downwards, and the text "Point #1 Continuity" centered within the diamond.

Point #1
Continuity

A graphic for Point #2 featuring a dark red semi-circle at the top, a light gray diamond shape pointing downwards, and the text "Point #2 Financial Responsibility" centered within the diamond.

Point #2
Financial
Responsibility

A graphic for Point #3 featuring a dark red semi-circle at the top, a light gray diamond shape pointing downwards, and the text "Point #3 Quality" centered within the diamond.

Point #3
Quality



Partner Selection: Considerations to Extend Agreements

- Existing-site familiarity maintains continuity, minimizes learning-curve
- Proven, cohesive team, communicates well, reduces delays/conflicts
- Stability during leadership transitions supports consistent decision-making and project momentum
- Negotiated competitive rates in line with industry standards
- Administrative efficiencies through coordination with one team
- Site management efficiencies with unified coordination of contractors
- Track record of delivering quality outcomes aligned with district goals, on time and within budget



Partner Selection: Considerations for New Partners

- New partners may bring fresh perspectives, updated best practices
- Existing-site familiarity removes continuity, increases learning curve
- New team development team provides opportunities, requires additional time
- Additional transition during time of leadership change in district
- Potential to renegotiate terms or optimize costs
- Crossover of bond teams and contractors through 2031
- Administrative inefficiencies; coordination with multiple teams
- Transfer of district standards to new partners





Partner Contracts

Partner contracts negotiated to includes no fees to be paid during pre bond planning, with costs to be included after passage of future bond program. Future commitments below (pricing) align with current contracts with our partners.

	Industry Standard	Future Commitment
Veridus (Owner's Representative)	2-4%	2-3%
Christman (Construction Manager)	1.5-4% CM Fee 5-10% Total Fees	Dependent on final scope and risk approach (Negotiated later)
Tower Pinkster (Architect)	6-10%	6%

Recommendation: Continue Current Partnerships

Proven Performance

Our current team has successfully delivered projects on time and within budget, demonstrating reliability and competence.

Immediate Readiness

Minimal onboarding means we can advance work most efficiently on critical "Big Rock" projects without losing momentum or time

Institutional Knowledge

Deep familiarity with our facilities, culture, and operational needs creates efficiency and minimizes costly missteps.

Cost Competitiveness

Negotiated rates and established efficiencies deliver value without the transaction costs of a new selection



Future Partners



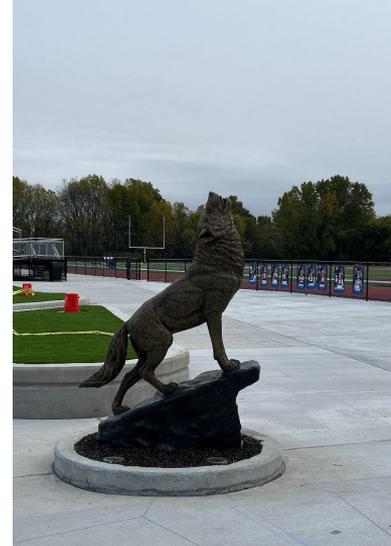
VERIDUS
GROUP

 **CHRISTMAN**
BUILDING SINCE 1894

TowerPinkster
Architecture · Engineering · Interiors

Next Steps

- **December 8 - Action by BOE**
- **January - Long Term Planning Discussion with Partners, or RFP**



Criteria for Selecting Partner

- Comprehensiveness of proposed services, including guarantees
- Experience and reputation in other Michigan Superintendent searches
- OPS experience with partner
- Cost to District, both direct and indirect
- Additional services
- References

Potential Partners

- [Michigan Leadership Institute](#)
- [Michigan Association of School Boards](#)
- [Ray and Associates Inc.](#)



MASB

MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

EXECUTIVE SEARCH SERVICES
presents

A PROPOSAL FOR SERVICES FOR:

Okemos Public Schools



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About MASB

The Michigan Association of School Boards has been providing quality educational leadership services to Michigan boards of education for more than 70 years. We are unique in the superintendent search arena in that we are a 501(c)(3) nonprofit service organization that specializes in custom services for boards of education. Other entities offering superintendent searches tend to be for-profit firms and franchises.

Should Okemos Public Schools retain MASB's Executive Search Services, you will, in effect, be hiring the entire Association. You will gain access to MASB's professional staff, extensive network and resources in their entirety.

Why Choose MASB

MASB is the market leader in superintendent recruitment and selection in Michigan because we're committed to serving boards of education and, in doing so, creating positive outcomes for students.

Our approach to superintendent search is based upon four core tenets:

1. The responsibility of hiring the superintendent rests solely with the board of education.
2. Choosing the most highly qualified individual—who also represents the ideal fit in your community—is critical to the academic achievement and well-being of your students.
3. Searching for and selecting a superintendent should be an inclusive process that meaningfully engages all stakeholders.
4. Boards of education must have access to all information pertinent to making a sound, informed selection.

MASB is beholden only to boards and has no obligation to place certain candidates.

Nationwide Network

As a member of the National Affiliation of Superintendent Searchers, MASB is connected to a network of superintendent search consultants who assist with recruitment and vetting of candidates. NASS enables MASB to harness the skills and collective networks of search professionals across the country with proven track records of accomplishment, characterized by integrity, passion and focus. MASB has placed more than 15 out-of-state candidates into Michigan superintendent positions in recent years and has provided counsel on dozens of searches in other states.



Open Meetings Act

MASB and its consultants are well versed in the intricacies of the Open Meetings Act and relevant public record laws. All MASB search consultants have ready access to our experienced team of attorneys for any necessary legal consultation. MASB Legal Counsel Brad Banasik, J.D. is recognized as one of Michigan's foremost authorities on the OMA.

Recruitment of Candidates

MASB has a strong track record in diversity and is committed to recruiting a diverse, qualified pool of candidates for Okemos Public Schools. We will do this by working our extensive network of state and national contacts along with making available a variety of job posting options to maximize the visibility of this position.

Utilization of an equity lens as it relates to business practice and decision-making is a complex topic that warrants more than a brief mention in this proposal. A sampling of issues related to this topic that MASB consultants can provide guidance on include:

- Types of bias that impact selection and success of the candidate chosen (and how to overcome them)
- Recruitment and selection practices that hinder equity
- How the opportunity gap can cause boards to overlook talent

Database of Candidates

Even though MASB does not maintain a "pool" of candidates, our applicant-tracking software does allow us access to a database of those applicants who have professed an interest in open superintendent positions in Michigan. As a result, a vast majority of the candidates in our searches are coming to us through our recruiting efforts, our employment postings, or through our extensive state and nationwide connections. MASB's Revelus Application system allows all of our postings to be seen in those states that are also using this system. This has significantly increased the number of out-of-state applicants applying for our searches.

Vetting

During the application phase, applicants are entitled to strict confidentiality. Applicants are subject to a rigorous application process and extensive paper screening related to the selection criteria established by a board of education. MASB is able to make discreet inquiries during this phase and leverage the knowledge of applicants garnered in previous state and national searches.

Once a candidate has accepted an interview, relinquishing their right to confidentiality, significant personal and professional reference checks are conducted. Reference checks are sent to individuals listed by the candidates as well as those not listed but accessed by MASB via its extensive state and national networks. While optional, MASB encourages board members to consider making some reference checks themselves in order to gain a better feel for a candidate's prospective fit and leadership style.

Throughout the search, MASB vets every issue reported to its consultants, determining the validity of accusations that invariably surface once candidate names become public. Findings are reported to the board in a timely and straightforward manner.

Background Checks and Screening of Applicants

MASB's processes for screening of applicants and background checks reflect industry best practices and are compliant with the complex web of laws that govern superintendent selection in Michigan.

Based on each district's specific needs, MASB employs an outside party to conduct a host of checks including, but not limited to, checks on identity, criminal records, civil records, employment, and verification of education, employment and professional licensing. There are no additional costs for this service.

All checks are conducted in a manner that is consistent with state and federal laws and entities including the Fair Credit Reporting Act and the Equal Employment Opportunity Commission.

Screening assessments can provide additional insight about candidates. MASB routinely conducts DISC Behavioral and Superintendent Achiever Assessments for districts as requested. Additional fees apply.

Search Team

MASB has a diverse and well-qualified search team consisting of retired superintendents, board members and experienced staff.

MASB Staff Contacts

Greg Sieszputowski, M.Ed.

Director of Leadership Development and Executive Search Services
gregs@masb.org | 517.327.9224

Kevin Kelly, M.Ed.

Assistant Director of Executive Search Services
kkelly@masb.org | 517.327.5928

Search History

To view a comprehensive list of the hundreds of local and intermediate school districts that MASB's Executive Search Services has served since 1980, please visit our website at masb.org/searchhistory.

Search References

Saline Area Schools, 2025 Search
 Michael McVey, Board President
 734.645.1322

Zeeland Public Schools, 2025 Search
 April DeWitt, Board President
 616.403.0306

Lakeview School District, 2022 Search
 Eric Greene, Board President
 269.589.8008

Proposed Search Plan

MASB's Executive Search Services provides comprehensive support throughout the search process with special emphasis on stakeholder engagement and recruiting high-quality candidates. MASB's Search Team will support the board and district staff through all phases of the search process.

MASB's search process is turnkey and generally spans 12-14 weeks; however, there can be some expansion or compression depending on transition circumstances, district activities and calendars of busy school board trustees. While some time efficiencies may be found, it's important to allow adequate time to maintain the integrity of the search. We will work directly with the Okemos Public Schools Board of Education to identify the optimal begin and end dates for the search and adjust the benchmarks accordingly.

Planning (1 week)

MASB will work with the board of education to establish a timeline for the search, develop a plan for stakeholder engagement, identify a compensation strategy and publish a preliminary posting about the vacancy.

Preparation (2-3 weeks)

MASB will implement the stakeholder engagement plan and work with the board of education to develop selection criteria for the vacancy. This will include conducting focused conversations with stakeholder groups, collecting perceptual data via an online survey collector and educating stakeholders about the search process as well as mechanisms for input prior to the selection of candidates.

Findings are reported to the board of education in a public meeting and ultimately serve to inform the board's development of selection criteria.

Recruitment (6-8 weeks)

Recruitment of top talent is key to this process. MASB will work with the board of education, district staff, leadership and our unparalleled in-state and national networks to personally recruit competent, highly skilled leaders to this vacancy. The expertise of MASB's award-winning Communications, Public Relations and Marketing Team will be leveraged to ensure tremendous reach and visibility.

Advertising included in the Proposal Fee:

- MASB publications, website and social media outlets
- MIStaff, listing of education jobs available in Michigan
- NASS posting with other state organizations
- Publications of other education associations, as available

Outreach to/identification of qualified prospects will be based on:

- Alignment to the Selection Criteria
- Likely career trajectory of a prospect
- Recommendation received from board of education trustees and stakeholders
- Referrals to MASB via our extended networks of consultants and colleagues

MASB consultants will field inquiries from prospects and reach out to them to foster interest in the vacancy and an understanding of candidates' backgrounds and motivation.

Interviews (2-3 weeks)

MASB will facilitate and manage the screening and interview process on behalf of the board of education—and do so in a manner that reinforces the board of education’s sovereign role in governance and complies with Michigan’s OMA.

MASB has found the following aspects of this phase as particularly noteworthy:

- The board of education will be provided access to the entire pool of applicants; winnowing of the pool will be done by the board in accordance with OMA and with support from MASB.
- MASB will provide the board with a list of top-tier candidates who present the strongest candidacy based on a rigorous paper screening against the selection criteria and information available during this phase of the search.
- Candidate screening and interviews (questions and format) will be designed and administered in such a way as to ensure equity and transparency while also helping the board of education discern strengths and potential challenges related to each candidate.

Selection (1-2 weeks)

MASB advises boards of education not to make a decision until they can feel good about the decision being made. This means an MASB search doesn’t end with two cycles of interviews—an MASB search ends when the board has enough information to feel confident about the selection it is making.

Screening assessments, background checks, organized reference checks, structured interviews, writing assignments and site visits are just a few of the strategies that we leverage to help boards of education garner information about candidates.

After a selection is made, MASB will assist the board, as needed, with contract negotiations and transition planning.

Support

MASB supports and monitors the searches we conduct well past the new superintendent’s start date and throughout the first year. Soon after the new superintendent begins, we help the governance team by facilitating a workshop called Successful Superintendent Transition to establish expectations for the first year. Additionally, our network of retired superintendents and consultants will stay in touch with your superintendent and board president to make sure the relationship gets off to a good start.

Board/Staff Assistance

MASB will work closely with the Okemos Public Schools Board of Education to design a search process tailored to the unique needs of the community and execute the search in a manner that is consistent with the district’s expectations regarding professionalism, integrity and equity.

The board of education is integral to the search process and is ultimately responsible for selection of the superintendent. MASB will facilitate the search in such a way that supports the authority of the board, honoring its practices related to governance and the district’s commitment to inclusion and equity.

MASB will work with the board of education and district staff members to ensure transparency, meaningful engagement of stakeholders and impeccable execution of search-related activities.

MASB will require direct assistance from staff—largely in the areas of coordinating communications and logistics for meetings and stakeholder input sessions. We go to great lengths to respect staff time and district resources.

Fees

The fee for the search is \$8,488.00. This fee covers consultant professional services and expenses such as mileage (at the Internal Revenue Service's current rate), meals, lodging and comprehensive background checks. Additional and optional fee-based processes, such as screening assessments and supplemental local or national advertising, will be discussed with the board's representative prior to execution. Additional fees such as those below will be billed to the district as part of the billing process.

Screening Assessments—Screening assessments can be coordinated by your consultant.

- DISC Behavioral Assessment - \$90 per candidate
- Superintendent Achiever Assessment - \$300 per candidate

Supplemental Advertising Opportunities Available and Related Fees

- Local newspapers (paid advertising)
- Ed Week, TopSchoolJobs, \$495 for a 30-day online job posting with unlimited text or html
- The School Superintendents Association, \$559 for a 30-day online job posting
- National Alliance of Black School Educators, \$330 for a 30-day posting
- Association of Latino Administrators and Superintendents, \$250 for a six-week posting

MASB Contract—Superintendent Search

1. Definition of Product or Service

WHEREAS, the School District has a vacancy in the office of its Superintendent of Schools and desires to search for a qualified candidate for this position; and

WHEREAS, the Michigan Association of School Boards, through its consultant, is willing to act as Consultant and Advisor to the School District and render services to assist in the employment of a new Superintendent.

NOW, THEREFORE, it is agreed by and between the parties hereto as follows:

Consultant agrees to serve as Advisor and Consultant to the School District in the selective recruitment process for a new Superintendent.

- I. The Board of Education agrees to pay MASB for professional services and to reimburse MASB for all out-of-pocket expenses of the Consultant. In the event the search is reopened or extended, the Board of Education agrees to reimburse MASB for any additional out-of-pocket expenses such as advertising, background checks and screening assessments. Once a final candidate has been chosen it will be the school district's responsibility to conduct state-mandated fingerprinting, background and employment misconduct checks.
- II. Consultant agrees:
 - a. To assist the Board in selection criteria development, including group interviews of board members, staff and citizens.
 - b. To advertise vacancy and solicit nominations and applications.
 - c. To organize and facilitate a screening of all applicants.
 - d. To assist the Board in preparation for the interview process.
 - e. To render such other professional services in connection therewith as may be required to enable the Board of Education to make a knowledgeable decision in the selection of a new Superintendent.
- III. Consultant will communicate with such district personnel as the Board may from time to time designate, and will update the Board of Education at regular intervals.
- IV. The Board of Education agrees to reimburse MASB for both fees and expenses for any additional consultants as agreed upon prior to services being rendered.
- V. The hiring school district is required to (1) obtain a criminal history and criminal records check from both the Michigan State Police and the FBI, (2) perform an "unprofessional conduct" check, and (3) ascertain certification status when necessary. The hiring school district must also ensure that the final candidate completes and signs USCIS Form I-9 before beginning employment to verify the applicant's identity and authorization to work in the United States.

2. Independent Contractor and Liability

In the performance of the services provided under this agreement, MASB, through its Consultant, shall be an independent contractor. Under the Revised School Code, the MASB Consultant has no legal authority to enter into contracts or agreements with applicants on behalf of the Board of Education and is not an employee, agent, joint venturer or representative of the Board of Education.

The Board of Education acknowledges that only it can hire the School District's Superintendent. The Board of Education agrees, to the extent allowable by law, to defend, hold harmless and to indemnify MASB and its Consultant against all claims, losses, liability and damages associated with the selection and hiring of the School District's Superintendent.

3. Effective Date

This Agreement will commence on or about 11/12/2025; however, if no date is specified, the Agreement will commence upon the Association's receipt of this executed Contract and either a purchase order or payment of fees from the District.

4. Term

The Contract will terminate upon completion of the terms of the Contract.

5. Fees

The district agrees to pay the Association the fee of \$8,488.00 and reimburse the Association for any additional expenses such as screening assessments and supplemental local or national advertising.

6. Guarantee of Services

MASB acknowledges the Guarantee of Services, including the "no surprise guarantee" and "satisfaction guarantee" as described in MASB's proposal.

7. Payment

The District agrees to pay the fee(s) under this Contract according to the following schedule:
 50% (\$4,244.00) upon signed contract
 50% (\$4,244.00) plus any additional approved expenses due upon completion.

8. Termination

This Agreement may be terminated by the District at any time by written notice to MASB. Upon termination of this Contract, the Association shall cease its delivery of services to the District and all money owed to the Association shall become immediately due and payable. This amount will be for services rendered, including out-of-pocket expenses, to the date of termination.

9. Authority

The District represents that the person signing this Contract has full authority to enter into the Contract. Further, either party may rely upon a digital signature as if it were an original, and the failure of a party to have possession of a manually executed original will not affect the validity, enforceability or binding nature of this Contract.

10. Warranties

Except for the services and obligations imposed by the express terms of this Contract, the District and the Association agree there are no other warranties attached to this Contract.

11. Entire Contract

This Contract contains the complete understanding and agreement of the parties and supersedes all prior or contemporaneous agreements or understandings, oral or written, relating to the subject matter herein.

Statement of Assurance

The Michigan Association of School Boards assures and certifies compliance with state¹ and federal laws² as they relate to conducting the process of searching for a new Superintendent. Specifically, MASB assures that:

The screening and interviewing of applicants will be performed in compliance with Michigan’s Open Meetings Act, which permits closed sessions to review applications for employment if requested by the applicant and requires all interviews to be conducted in open session.

The requirements of Michigan’s Freedom of Information Act will be followed when requests for documents relating to the search are submitted to the district.

Guarantee of Service

MASB’s Executive Search Services guarantees the quality of our service in the following ways:

- A ‘no surprise’ guarantee—Our consultants will not withhold background information on candidates, and we work closely with you to ensure that stakeholders are well informed about the process.
- Satisfaction guarantee—If the candidate pool falls short of the board of education’s expectations, we will conduct the search again for no additional search fee; reimbursement of out-of-pocket expenses still applies.
- MASB conducts all superintendent searches from a strong school board perspective and with impartiality and professionalism while focusing on the board’s identified hiring criteria and leadership profile. If, at any time during the first year of the new superintendent’s contract the board releases the superintendent, MASB will conduct a second superintendent search for no additional fee. However, the school board would be responsible for new out-of-pocket expenses, if any, incurred by MASB for the second search. PLEASE NOTE: this guarantee is dependent upon participation in the Successful Superintendent Transition Workshop, which must be held within six months after the new superintendent begins work in the district.



Signature of Authorized Representative

Greg Sieszputowski, M.Ed.

Printed Name

Director, Leadership Development &
Executive Search Services/MASB

Title/Organization

11/12/2025

Date Submitted

¹These include, but are not limited to: (a) The Elliott-Larsen Civil Rights Act (Act 453 of 1976), which prohibits discrimination on the basis of religion, race, color, national origin, age, sex, height, weight, familial status or marital status; (b) Persons With Disabilities Civil Rights Act (Act 220 of 1976), which prohibits discrimination on the basis of a disability; and (c) the requirements of any other state nondiscrimination statute(s) that may apply.

²These include, but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352), which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 540 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; and (e) the requirements of any other federal nondiscrimination statute(s) that may apply.

ON BEHALF OF MICHIGAN ASSOCIATION OF
SCHOOL BOARDS

ON BEHALF OF SCHOOL DISTRICT
Okemos Public Schools



Signed:

Don P. Wotruba
Executive Director
11/12/2025

Printed Name:

Title: _____

Date: _____

SUPERINTENDENT SEARCH PROPOSAL

Okemos Public Schools



LEADING THE SEARCH
MLI Regional President:

Andrew Ingall

aingallmli@gmail.com

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Michigan Leadership Institute is a service of the Genesee Intermediate School District
2413 West Maple Avenue
Flint, MI 48507
810-591-3251
<https://mileader.org>

Michigan Leadership Institute

Michigan Leadership Institute is a Michigan-based business, which focuses on meeting the needs of Michigan school districts. Our mission is to make Michigan's communities better places to learn and live by **developing, deploying** and **supporting** outstanding and inspirational local public leadership.

The Michigan Leadership Institute (MLI), one of the most experienced and successful executive search firms in Michigan, is pleased to offer a unique and comprehensive search proposal for Okemos Public Schools. In partnership with MLI, Okemos Public Schools can benefit from the expertise of MLI in your superintendent search. Our unique partnership would offer:

- A superintendent search using MLI's proven methodologies and facilitated by MLI Regional President for Southwest Michigan Andrew Ingall;
- Extensive outreach, networking, and marketing of MLI and all MLI Consultants; and
- Ongoing support for your Board of Education and Superintendent.

Michigan Leadership Institute – History and Philosophy

MLI was founded in 1998 by Dr. Timothy Quinn who served as President of the organization until 2008 when Dr. Michael Wilmot became President/CEO. In 2018, Genesee Intermediate School District assumed ownership and operations of Michigan Leadership Institute, under the direction of Dr. Steven Tunnicliff - appointed Superintendent of Genesee Intermediate School District in July 2021. In September 2021, Dr. Lisa Hagel was appointed Executive Director of Michigan Leadership Institute.

We are guided by the following principles:

- **Calling** - The calling to leadership is an internal calling and a prerequisite for outstanding leadership.
- **Mastery** - Continuous pursuit of mastery in the physical, social/emotional, and intellectual aspects of oneself expands a leader's strength and effectiveness.
- **Service** - Outstanding leaders define themselves and grow by viewing leadership as service to others.
- **Trust/Integrity** – Honest and open communication is integral to building and maintaining a trusting relationship.
- **Competence** – High quality performance and competence depend on clear articulation of desired outcomes and processes for continuous improvement.

Our philosophy as an organization is one of service to children and communities by providing comprehensive and ongoing services to schools across Michigan—to **develop, deploy** and **support** outstanding leaders.

Michigan Leadership Institute values and practices diversity, equity, and inclusion in our organization, our professional development opportunities, and search practices. MLI does not engage in, nor do we support discrimination of any kind in our business practices, professional development opportunities, or executive search

facilitation. It is our belief that an effective leader is ethical, trustworthy, accountable, and epitomizes integrity – qualities that have no racial, ethnic, gender, or cultural boundaries.

Further, the Michigan Leadership Institute recognizes the important role of cultural competency for all educational leaders, integrating this important skill into our Superintendent Preparation Series (MLI SUPES Academy). Michigan Leadership Institute recognizes the value in developing high-quality and diverse superintendent candidate pools, and thus we maintain membership in the American Association of School Administrators (AASA), the Association of Latino Administrators & Superintendents (ALAS), and the National Alliance of Black School Educators (NABSE).

Lastly, as the Michigan Leadership Institute is owned and operated by the Genesee Intermediate School District, we adhere to all organizational practices and policies, including those associated with diversity, equity, and inclusion. We understand the importance of collaboration, efficiency, service to others, and going the extra mile to get the job done right.

Qualifications and Experience

The Michigan Leadership Institute is proud to have a well-founded reputation as the foremost provider of high quality, research-based leadership services in Michigan. Since 1999, we have conducted over 520 successful organizational leadership searches across the state of Michigan on behalf of K-12 school districts, ISDs and ESDs, Middle Cities Association, the Michigan Department of Education, colleges and non-profit organizations, and county municipalities. MLI has an extensive network of contacts for recruiting top quality candidates for its searches. Superintendents who have been appointed through the MLI search process have demonstrated outstanding leadership and longevity. We attribute this success to our **intentional efforts** to present candidates that best match the goals, vision, and values of the organizations we partner with.

Why Select Michigan Leadership Institute as your Search Partner?

- We have a proven record of accomplishment for highly successful search process management and placements that are successful in their new positions.
- We thoroughly check applicants' backgrounds prior to presenting to you and as the process progresses, so you will have no "surprises" during the final stages of your search process.
- We work in close partnership with the Board of Education throughout the search, customizing the search activities to meet the district's unique needs and remaining readily available and responsive throughout the process.
- We ensure that the process is both transparent - with clear and open communication, and inclusive - engaging stakeholders throughout the process to provide input and feedback to the Board of Education.
- We provide an orientation workshop for the Board and your new leader to help get the relationship off to the right start.
- We provide ongoing support to your new leader during his/her first year on the job.

- We are highly sensitive to confidentiality issues and very experienced at meeting the requirements of the Michigan Open Meetings Act and FOIA.
- We utilize our extensive leadership networks to attract a strong and diverse candidate pool.
- We provide the highest quality professional services at a good value.
- Executive leadership is our business and our specialty, as our mission statement, “***Developing, Deploying and Supporting Outstanding Leaders***” attests to. We have a tremendous amount of expertise with over 500 years of combined experience as executive leaders.

The Search Process – Scope of Services

Michigan Leadership Institute shall fulfill the Scope of Services as required by the Board of Education, as indicated by our Search Process:

The Planning and Preparation Stage

- Discuss and agree upon search activities and services to be performed.
- Establish a search calendar customized to your district's needs.
- Consult with the Board of Education regarding compensation, benefits and other contractual provisions for the position.
- Consult with the Board of Education, and with constituents as determined by the Board, to gather input regarding the organization's leadership needs. This step may include forums with staff, community members and others.
- Develop an organizational and community profile to identify the unique attributes of the community and the district.
- Prepare and agree upon the position profile and specifications.

The Implementation Stage

- Place advertisements in state professional publications and online educational job posting sites (as part of proposed fee), as well as national professional publications (for an additional fee), as requested and approved.
- Develop an online search brochure; announce position to educational professionals and recruiting contacts.
- Make personal contacts and calls to recruit top-quality candidates.
- Communicate with potential candidates.
- Screen applicants and help to identify potential candidates that best meet the profile created by the Board of Education.
- Contact candidates prior to presentation to the Board.
- Present all applicants to the Board in closed session for consideration; Board will discuss and determine the candidates to be interviewed in open session.
- Conduct orientation workshop on appropriate and successful interviewing techniques and preparation for district visitations if desired.
- Conduct reference checks.
- Prepare interview questions, attend all candidate interviews and facilitate board discussion and deliberation.

The Final Stage

- Communicate with unsuccessful candidates.
- Mediate employment agreement and/or provide contract/salary information to district, as desired.
- Facilitate orientation workshop with the new leader and the Board.
- Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

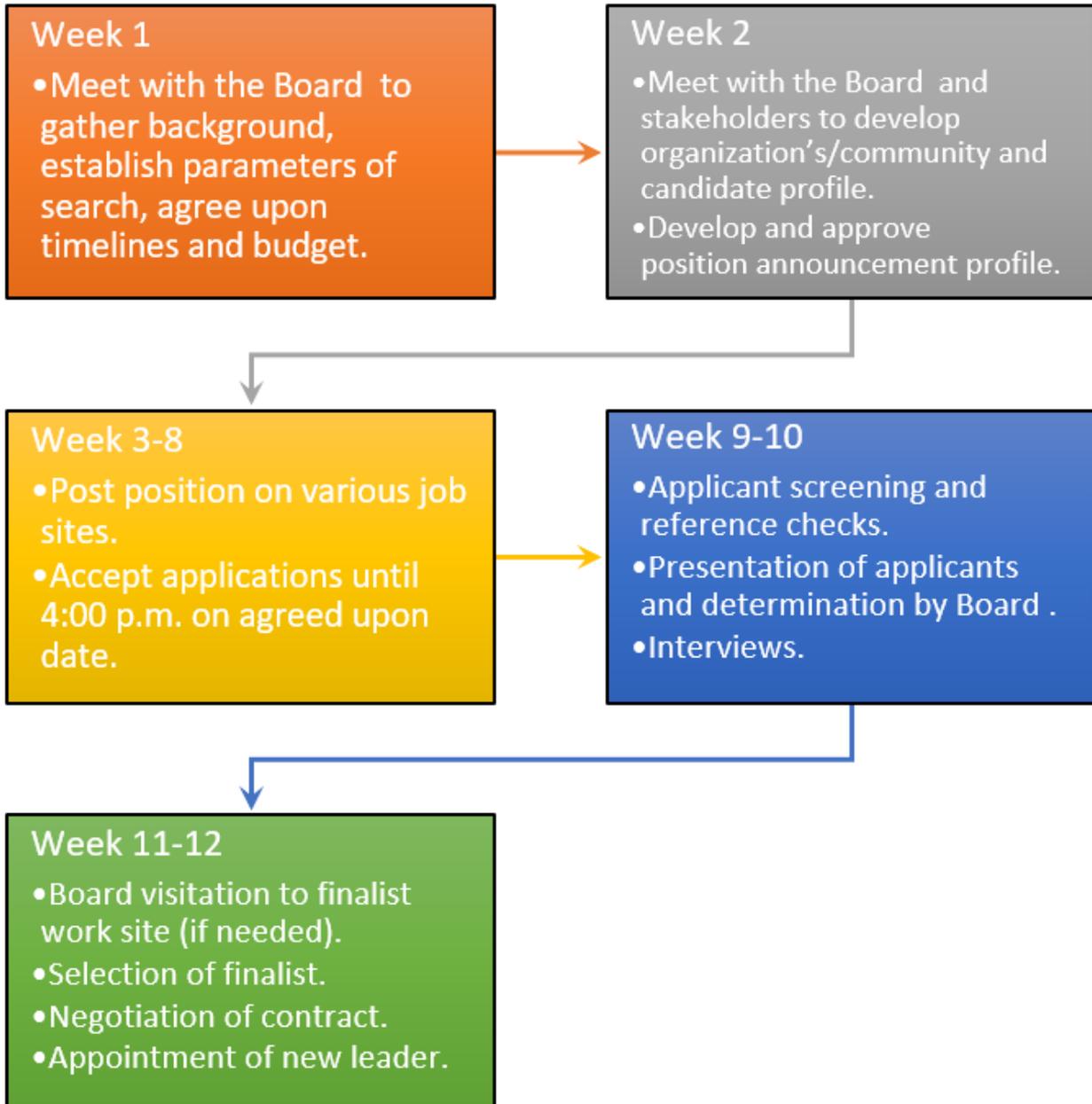
As part of the Search Process, MLI will assist with the development of an online search brochure and advertise that posting on Frontline (formerly Applitrack), the MLI website, and the MASA website. Jobs posted on the MASA MISTAFF site will automatically post to the following association job sites: MAISA, Michigan ASCD, MASSP, MASB, MEMSPA, and MSPRA.

At the Board's request, MLI will advertise job postings on national sites such as AASA The School Superintendents Association, the Association of Latino Administrators & Superintendents (ALAS), the National Alliance of Black School Educators (NABSE), Education Week, and AESA (for an additional fee of \$1,400.00).

The Michigan Leadership Institute is known throughout Michigan for its superintendent preparation program: MLI SUPES Academy. The SUPES Academy puts MLI in the unique position of developing and supporting aspiring superintendents. Nearly 900 aspiring leaders have completed this preparation program, including approximately 25% of the current superintendents in Michigan. Although intended as a program to develop the skills and attributes necessary for success in the role of superintendent, the SUPES Academy also serves as an opportunity for MLI to identify high-quality superintendent candidates. As such, the SUPES Academy establishes a diverse “pool” of candidates that MLI accesses when reaching out to prospective applicants.

Lastly, with Regional Presidents across Michigan, who maintain close ties to superintendents and other high-level leaders through our various services (strategic planning, leadership coaching, and governance workshops, to name a few), and our participation in MASA and other leadership organizations, we are able to develop and sustain a large and diverse network of current and aspiring leaders from which to draw upon when recruiting top candidates to a vacancy.

Proposed Search Timeline



NOTE: This timeline can be customized to meet your organization's needs.

Proposed Search Plan

In the initial meeting with the Board of Education it is critical to determine the preferred method of communication. Typically, the Board President is the primary point of contact, with the Administrative Assistant assisting with logistics (i.e., meeting times and locations) and the dissemination of messages and information.

This is an integral part of every search we conduct. Our primary direction is from the Board. However, it is our practice to meet directly with various groups of stakeholders to gather their recommendations in the process. We look to the Board for guidance and input as to which specific groups of stakeholders it wishes for us to meet with directly. To seek input of staff and stakeholders, the Board may also choose to utilize an online survey, as provided by MLI, in addition to face-to-face meetings with stakeholder groups. We provide additional opportunities for involvement by encouraging and collecting feedback from stakeholders following every interview as well as from participants in stakeholder meetings with finalists. Such staff and member engagement are an area of great experience and expertise for MLI, and a key to our success and yours.

Our goal is to make the process as easy as possible for the Board, with the search consultant doing the heavy lifting and minimizing the workload of the Board and the organization's staff to as great a degree as possible.

Although rare, our most significant challenges have arisen when Boards have chosen not to honor the process we all agree to follow at the beginning of the search process. In every instance where the process was followed with fidelity, we have been highly successful.

We expect a commitment from all members of the Board to be present and engaged throughout the process, and to honor the process.

MLI Search Facilitation

MLI searches are led by experts who facilitate the search and act as the direct contact with the board, the community, and candidates. All MLI searches are supported by the full team of MLI Regional Presidents, Associate Regional Presidents and Consultants who collaborate on the search effort to ensure that the best-qualified candidates are brought forward for consideration. MLI Regional Presidents and Consultants are well equipped to lead and support executive searches and have extensive experience in the search process, enhanced by their own longevity and success in the role of Superintendent—a recognized strength of the Michigan Leadership Institute Team.

Leading the Search: MLI Regional President, Andrew Ingall

Mr. Ingall joined MLI in early 2022 as a search consultant and in 2024 became the Regional President for Southwest Michigan. During his time with MLI, Andy has facilitated numerous successful superintendent searches for a broad range of school districts – district size, demographics, and community type. Additionally, he has facilitated multiple district strategic plans along with Board of Education governance workshops and various district retreats.

Prior to his work with MLI, Andy served as superintendent for Grand Haven Public Schools from 2015 until his retirement in 2021. Previously he served Chelsea School District for 15 years – as Superintendent, Executive Director of Instruction and Community Education, Middle School Principal and Assistant Principal. Mr. Ingall began his career in education as a math instructor for Okemos Public Schools. Mr. Ingall earned two degrees from Western Michigan University – a master's degree in educational leadership and a bachelor's degree in Secondary Education (for mathematics and physics).

Michigan Leadership Institute Staff

The following MLI Regional Presidents and consultants will support your search:

<p>Regional President for Northern Michigan-Dr. John Scholten. Retired Superintendent of 23 years at Maple City-Glen Lake Community Schools (9 years) and the Public Schools of Petoskey (14 years).</p> <p>Regional President for Southeast Michigan-John Silveri. Retired Superintendent of Waterford Public Schools and Marysville Public Schools; 24 years in education and administrative experience.</p> <p>Regional President for Central Michigan-Tim Stein. Retired Superintendent of Flushing Community Schools for 10 years; serving Fenton Area Schools, Grand Blanc Schools, and Flushing for 33 years.</p> <p>Associate Regional President for Southwest Michigan-Mr. Pete Haines. Retired Superintendent of Ottawa Area Intermediate School District for six years; Superintendent of Greenville Community Schools for 8 years.</p> <p>Associate Regional President for Southeast Michigan-Dr. William Weber. Served as teacher, assistant principal, athletic director, assistant superintendent, and superintendent during his 43-year career in education.</p> <p>Consultant-Dr. Wanda Cook-Robinson. Retired Superintendent of Oakland Schools. Lifelong educator and recipient of numerous awards.</p> <p>Consultant-Chet Janik. Served as superintendent for Charlevoix Schools and Buckley as well as leadership roles at Northwestern Michigan College, Traverse Bay Area Intermediate School District.</p>	<p>Consultant-Clarence Garner. Retired Superintendent for Grand Blanc Community Schools; 30 + years in education as teacher, principal, personnel director, deputy superintendent, and superintendent.</p> <p>Consultant-Tom TenBrink. Tom has been in education for 44 years. He served Jenison Public Schools for 34 years – 18 years as the district’s Superintendent.</p> <p>Consultant-Dr. Debbie McFalone. Former teacher, principal, and superintendent and facilitator of leadership training for superintendents, principals, and school boards.</p> <p>Consultant-Teresa Weatherall Neal. Former superintendent of Grand Rapids Public Schools specializing in organizational growth, leadership development, and system-wide transformational change.</p> <p>Consultant-Brian Keim. Retired superintendent of Elkton-Pigeon-Bay Port Laker Schools; over 30 years in education as well as a certified mentor.</p> <p>Consultant-Dr. Robert Livernois. Retired Superintendent for Warren Consolidated Schools. Served in public education for 36 years, the last 20 of which as superintendent.</p> <p>Consultant-Dr. Keely Mounger. Retired Deputy Superintendent for Genesee ISD; over 30-years in education as teacher, principal, executive director, deputy superintendent, and superintendent.</p>
<p>MLI Executive Director, Dr. Lisa Hagel. Dr. Hagel spent her 35-year career in education serving as elementary teacher, coach, elementary Principal, high school Principal, Curriculum Director, and local district Superintendent for 6 years. Dr. Hagel then served as superintendent at the Genesee Intermediate School District. She has earned multiple degrees from Central Michigan University, University of Michigan, and Eastern Michigan University. She earned her Doctorate degree from Walden University.</p>	

Search References

Please see Attachment A (attached) for data of all MLI searches over the last five years. Note that Genesee Intermediate School District assumed ownership and operation of MLI on July 2018. Therefore, data previous to that date does not exist in our current records.

Applicant Screening

Our process for screening applicants includes a thorough review of all application materials, Internet searches, networking and conversations with viable candidates prior to the Board selecting those it wishes to interview. Once the interview field is discussed and established in an open session, and the confidentiality of applicants is no longer an issue, we contact the references provided by the interviewees in addition to colleagues the interviewees have worked with and for. We often have the inherent benefit of having screened applicants previously during other searches. In all searches, MLI Regional Presidents consult with one another and share knowledge and information on all applicants throughout the process.

Note: State-mandated background checks (fingerprinting), and requirements under PA 189 are the responsibilities of the employer and thus must be conducted by the district once a final candidate is selected.

Assurances of Compliance

As previously stated, by virtue of the many searches conducted and a concerted effort to understand and implement searches in compliance with all applicable laws and regulations, Michigan Leadership Institute can help avoid pitfalls and/or errors with respect to these requirements. We are highly sensitive to confidentiality issues and very experienced with meeting the requirements of the Michigan Open Meetings Act and FOIA.

MLI Guarantee

Michigan Leadership Institute prides itself on our pledge to be on call to provide professional support and mentoring to the new leader (as requested) during his or her first year on the job. If MLI endorses the candidacy of the selected candidate and s/he chooses to leave the organization for any reason other than personal health or the health of an immediate family member during the first year of employment, Michigan Leadership Institute will conduct the search for a successor for direct expenses only. *This guarantee has been utilized only twice in the history of Michigan Leadership Institute.*

Anticipated Fee Structure

Okemos Public Schools and Michigan Leadership Institute

Michigan Leadership Institute will provide exemplary services as outlined below in the process of conducting a search for the position of Superintendent of Okemos Public Schools. Specific services to be provided shall include the following:

1. Advise the board on parameters of the overall search process.
2. Establish a timeline of duties and responsibilities for the conduct of the search.
3. Facilitate meetings of the Board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of District pride for inclusion in the position announcements.
4. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
5. Receive applications, communicate with candidates, conduct screening, check references, and analyze all applications relative to the profile developed by the Board of Education.
6. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
7. Conduct orientation session with the Board on interview process and protocol.
8. Attend all candidate interviews; solicit and collect stakeholder feedback.
9. Facilitate Board deliberation on choosing finalists and selecting its new leader; communicate with unsuccessful candidates.
10. Mediate employment agreement as requested by the Board; provide contract/salary information to District.
11. Facilitate orientation workshop with the new leader and the Board to develop mutual expectations and understandings.
12. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for \$8,200.00 plus direct expenses not to exceed \$1,000.00 (travel expenses). Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, and associated office expenses. MLI staff mileage will be billed to the district on an actual cost basis at the current mileage rate issued by the IRS. Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage/travel expenses and any national advertising will be invoiced with the final installment.

SERVICE AGREEMENT

Okemos Public Schools and Michigan Leadership Institute

Michigan Leadership Institute shall fulfill the Scope of Services as required by the Board of Education, as indicated by our Search Process:

This search involves receipt of applications, screening and interview facilitation for all candidates.

13. Advise the board on parameters of the overall search process.
14. Establish a timeline of duties and responsibilities for the conduct of the search.
15. Facilitate meetings of the Board, faculty, staff, community members and other stakeholders as desired to assist in articulating the candidate profile and points of District pride for inclusion in the position announcements.
16. Develop and post a standard search flyer and announcements; recruit a qualified candidate pool.
17. Receive applications, communicate with candidates, conduct screening, check references, and analyze all applications relative to the profile developed by the Board of Education.
18. Present all applicants to the Board; facilitate the Board process of selecting candidates to interview.
19. Conduct orientation session with the Board on interview process and protocol.
20. Attend all candidate interviews; solicit and collect stakeholder feedback.
21. Facilitate Board deliberation on choosing finalists and selecting its new leader; communicate with unsuccessful candidates.
22. Mediate employment agreement as requested by the Board; provide contract/salary information to District.
23. Facilitate orientation workshop with the new leader and the Board to develop mutual expectations and understandings.
24. Be on call to provide professional support and mentoring to the new leader as requested during his or her first year on the job.

The above-noted services will be provided for \$8,200.00 plus direct expenses not to exceed \$1,000.00 (travel expenses). Said fee covers all costs associated with the search including Michigan Leadership Institute staff time, development of posting brochure, online search announcements/job postings, and associated office expenses. MLI staff mileage will be billed to the district on an actual cost basis at the current mileage rate issued by the IRS. Fees will be invoiced and payable in three equal installments: upon commencement of search, upon recommendation of candidates, and upon selection and appointment of the successful candidate. Mileage/travel expenses will be invoiced with the final installment.

This agreement is hereby entered into by the parties thereto as set forth below:

Michigan Leadership Institute

Okemos Public Schools

 Andy Ingall
 MLI Regional President

 Date

 Okemos Public Schools
 Board of Education

 Date

Attachment A

MLI Facilitated Executive Searches

2017-Present

ISD/RESA/ESD Searches

Alpena-Montmorency-Alcona ESD	Kalamazoo RESA
Berrien RESA	Lewis Cass ISD
Branch ISD	Muskegon Area ISD
Calhoun ISD	Marquette-Alger ISD
Clare-Gladwin RESD	Montcalm Area ISD
C.O.O.R. Intermediate School District	Newaygo RESA
Dickinson-Iron ISD	Northwest Education Services
Hillsdale ISD	Traverse Bay Area ISD
Ionia County ISD	West Shore ISD

School District/Organization Searches

Addison Community Schools	Chelsea School District
Adrian Public Schools	Chocolay Township
Anchor Bay School District	Clarenceville Schools
Athens Area Schools	Coldwater Community Schools
Baraga Public Schools	Coloma Community Schools
Beecher Community Schools	Colon Community Schools
Bedford Public Schools	Comstock Public Schools
Bentley Community Schools	Constantine Public Schools
Berkley School District	Coopersville Area Public Schools
Birmingham Public Schools	Crestwood School District
Bloomfield Hills Public Schools	Crystal Falls-Forest Park Schools
Branch County	Dearborn Heights District #7
Brandon School District	Dowagiac Public Schools
Brandywine Community Schools	Dundee Community Schools
Brighton Area Schools	Edwardsburg Public Schools
Byron Area Schools	Elk Rapids
Caledonia Community Schools	Ewart Community Schools
Camden-Frontier Schools	Farwell Area School
Cass City Public Schools	Fenton Area Schools
Cass County Administration	Fowlerville Community Schools
Cedar Springs Public Schools	Forest Hills Public Schools
Charlotte Public Schools	Fraser Public Schools

Fremont Public Schools
Genesee ISD (Asst. Superintendent/Business)
Gladwin Community Schools
Gleaners Community Food Bank
Glen Lake Community School
Godfrey-Lee Public Schools
Greenspire School
Greenville Public Schools
Grosse Ile Township Schools
Hamilton Community Schools
Hamtramck School District
Harbor Springs Schools
Hastings Area Schools
Hillsdale Community Schools
Holly Academy
Huron Valley Schools
Ida Public Schools
Jefferson Community Schools
Jenison Public Schools
Jonesville Community Schools
Kalkaska Public Schools
Kaleva Norman Dickson/Bear Lake
Kingsley Area Schools
Lake Orion Community Schools
Lakeshore Public Schools
LakeVille Community Schools
Lakewood Public Schools
Lawton Community Schools
Leelanau County
Leland Public Schools
Ludington Area School District
Manchester Community Schools
Mar Lee School District
Marysville Schools
Menominee Public Schools
Mesick Consolidated Schools
Middle Cities Education Association
Millington Community Schools
Morenci Area Schools
Mona Shores
Monroe Public Schools
Muskegon Public Schools

New Buffalo Area Schools
Newaygo Public Schools
Niles Community Schools
Novi Schools
Oak Park Schools
Olivet Community Schools
Hillsdale Community Schools
Onaway Area Schools
Oxford Community Schools
Pellston Public Schools
Pickford Public Schools
Pittsford Area Schools
Portage Public Schools
Public Schools of Petoskey
River Valley Schools
Rockford Public Schools
Romeo Community Schools
Saline Area Schools
Saugatuck Schools
Shelby Public Schools
South Haven Public Schools
South Lyon Community Schools
South Redford School District
Sparta Area Schools
Springport Public Schools
St. Charles Community Schools
St. Johns Public Schools
St. Joseph Public Schools
Sturgis Public Schools
Tahquamenon Area Schools
Taylor School District
Thornapple-Kellogg Schools
Union City Community Schools
Utica Community Schools (Asst. Supt.)
Van Buren Public Schools (Finance Dir.)
Watervliet Public Schools
Watervliet Schools
Waverly Community Schools
West Bloomfield School District
Westwood Community Schools
Wolverine Community Schools

A Proposal for the Selection of a Superintendent

Presented to



Submitted by



In Partnership With



Contact: Kathy Schoenfelder, Coordinator of Leadership Acquisitions

Address: 901 17th Street NE, Cedar Rapids, IA 52402

Phone Number: 319-393-3115

Email: kathy@rayassoc.com

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901 17th Street NE
Cedar Rapids, IA 52402



Phone: 319-393-3115
Email: kathy@rayassoc.com
Website: www.rayassoc.com

November 12, 2025

Mr. Tom Buffett, Board President (tom.buffett@okemosk12.net)
Okemos Public Schools
4406 Okemos Road
Okemos, MI 48864

Mr. Buffett and Members of the Board of Education:

This Proposal is being submitted in response to the email we received regarding your need for services pertaining to an upcoming Superintendent search. We want to let you know how Ray & Associates can assist you in that process. We have been highly successful in providing Superintendent search services for districts that are similar to yours in terms of size, cultural diversity and geographic location and would welcome the opportunity to do the same for you.

Ray & Associates is a national search firm which has been in business over 50 years conducting searches nationwide for districts small, large, rural, urban and suburban. We provide search services in the educational field with our main focus being on Superintendent and cabinet level searches. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

We are familiar with Michigan as we are currently assisting Swartz Creek Community Schools and previously assisted Bay City Public Schools, Rochester Community Schools, Kalamazoo Public Schools, Northville Public Schools, Ferndale Public Schools, Grand Rapids Public Schools, Ecorse Public Schools, and Detroit Public Schools Community District, among others. We also conducted the two searches for the Michigan State Superintendent of Public Instruction.

Our firm has been in business longer than any other search firm, having conducted searches for districts and state education agencies of all sizes, in various areas with multiple demographics. In addition to our foundational commitments to diversity, equity and inclusion, candidate care and legitimate community engagement, the following practice set us apart:

- Our 2-part candidate screening process, as well as our two-year and five-year guarantees.
- The diversity of our associates provides different perspectives as we recruit, screen and vet candidates thereby allowing us to have recruited and placed more women and minorities than any other firm.

- Our expansive quality client reaches and our extensive district profile building process and subsequent candidate to profile pairing process enables the size and authenticity of the presented candidate pool to be extensive and congruent with the district's educational leadership needs.

Our reputation for success is proven, long-standing, and built upon providing school districts with precisely the type of candidate that satisfies not only the Board but the community and staff as well. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our office at 319-393-3115.

Sincerely,

A handwritten signature in cursive script that reads "Kathy Schoenfelder".

Kathy Schoenfelder, Coordinator of Leadership Acquisitions

Phone: 319-393-3115

kathy@rayassoc.com

Website: www.rayassoc.com

History of the Firm

Who We Are

Ray & Associates, Inc. is a professional organization that *specializes in school executive leadership searches*. We have been in the school executive search business *since 1975*, establishing a strong history and reputation within the industry.

What We Do

As a national search firm, we are uniquely equipped to assist in the selection of a Superintendent who meets the particular needs and qualifications of your district. Our team will guide your district through a step-by-step process to select your next Superintendent.

While many other search firms do not seek out candidates for a position, we believe outstanding candidates need to be recruited. With our extensive regional and national associate base and targeted advertising, Ray & Associates is able to engage quality candidates from around the country, as well as within the state. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position.

Ray & Associates is an independent and objective firm that does not accept placement fees from any candidate. Our procedure allows us to impartially assist schools in selecting the best individual for their particular needs. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

How We Work

What makes us stand out from the crowd? Our people. Our professional consultants, located across the US, are individuals with diverse backgrounds and long-term experience in the educational executive search field. From backgrounds as school administrators, business executives, school board members, university professors and attorneys, our team brings a wide range of lived experiences and perspectives to the table.

In addition to our Associates, our corporate office in Cedar Rapids, Iowa *maintains a full-time and experienced administrative staff* to assist in the executive search business.



Our Why

As a company, our purpose is *connecting passionate, innovative and driven leaders within education* to spaces where they can use their skills to *amplify the voices and ideas* of their students, colleagues and communities to create a lasting impact.

The Team

The individuals who make up the Ray & Associates team bring *years of experience* and a depth of expertise unmatched in our industry. Our collaborative group of entrepreneurs, advisors and recruiters all have *significant experience in the school executive search field and extensive backgrounds in school administration, business, and law*. Our professional staff emphasizes confidentiality, ethical business practices, and professional standards for both the client and the candidates

In addition to our corporate office, we have associates located throughout the country. The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Key Associates

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening, and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for Okemos Public Schools.



Ms. Kathy Schoenfelder, Coordinator of Leadership Acquisitions and Corporate Office search contact, Cedar Rapids, Iowa

Kathy is the Coordinator of Leadership Acquisitions for Ray and Associates. She is involved in searches conducted by the firm and will directly interact with Okemos Public Schools and any committee that may be established on all details of this search. She joined Ray and Associates 9 years ago after working 30+ years in the legal field. **Kathy was a team member on searches for Northville Public Schools, Ferndale Public Schools, Kalamazoo Public Schools, Rochester Community Schools, Bay City Public Schools and Swartz Creek Public Schools.**



Ms. Molly Schwarzhoff, Vice President of Leadership Acquisitions, Cedar Rapids, Iowa

Molly is Vice President of Leadership Acquisition of Ray and Associates. She oversees all searches conducted by the firm and will directly interact with Juneau School District on all details of this search. She attended Iowa State University and has been with Ray and Associates for over 12 years.



Dr. David Faltys, Director of Leadership Acquisition Dallas, Texas,

David serves our firm as Director of Leadership Acquisition, team member and background investigator and as such performs recruiting and screening of candidates. He is a graduate of Texas A&M University where he earned his doctorate degree. He is a former classroom teacher, coach, high school principal and assistant superintendent and superintendent in Navasota ISD. David retired as the Superintendent of Carroll ISD in December 2020 having served since January of 2006. Considered one of the premier districts in the state of Texas, Carroll ISD is a suburban public school district that serves 8,300 students and more than 1,000 employees. David is the second most tenured Superintendent in CISD history. In 2010, he was named Region XI Superintendent of the Year. He was nominated for this honor by the seven members of the Board of Education. He spent 33 years in public education, the last 18 years of which he served as a Superintendent.

The Ray Way: Our Process

Ray & Associates' goal is to make the selection process professional, efficient, and successful to ensure your complete satisfaction with our services. Below you will find an overview followed by a walk-through of our process.

Read on to learn more details about each step in our process.



Board Input and Preparation

- Meet with entire Board to set timeline
- Finalize procedures and services desired
- Establish Board contact person
- Discuss application process, select advertising campaign and determine salary



Profile Development

- Meet with employees and stakeholders as identified by the Board
- Provide our 31 Qualities survey to all community members - available in any language
- Conduct open forums to gather community input
- Review and make the final decision on the desired profile
- Review and approve flyer and application forms.



Recruiting and Screening

- Advertising and recruitment of candidates for the position.
- Conduct the initial screening of the candidates to present to the Board



Candidate Presentation

- Bring forward 8-12 top candidates for Board consideration; review application packets and video interviews
- Complete consensus building matrix to determine candidates
- Work with search firm to establish interview format and questions..
- Schedule 1st round interviews



Selection of Finalist

- Interview 1st round candidates
- Complete consensus building matrix to determine finalists.
- Work with search firm to establish interview format and questions
- Conduct interviews of finalists.
- Complete consensus building matrix to determine final candidate
- Announce Board selected Candidate



Future Planning

- Issue Media Releases regarding the process and selection of new District leadership
- Board Assessment is offered with results shared with Board and new leadership

Stage One: Discovery – Board Input and Preparation

During the first stage, our goal is to learn more about your specifications and unique district culture in an effort to target needs with precision.

The firm will meet with each Board member individually to obtain input for the profile development. We will also meet with the entire Board to determine details like setting the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising, and determine the salary, among other details.

Action Items during Stage 1:

- Customize the search process to meet the needs and expectations of the district.
- Conduct individual Board member interviews to assess the Board's priorities, goals, and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
- Work with the Board to establish a timeline that lists each step in the search process as well as selection of advertising venues.
- Discuss with the Board the requirements and salary range for the Superintendent position.
- Work with the District staff and those selected by the Board in the development of an accurate informational brochure and online application form.
- If desired, create the district's information brochure.

[Bay City Public Schools, MI approved flyer](#) (district prepared)

[Northville Public Schools, MI approved flyer](#) (district prepared)

OKEMOS PUBLIC SCHOOLS

SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

Stage 1 Board Input & Preparation	<u>12/01/2025</u>	Consultant planning meeting with the Board and discussion regarding individual Board member interviews. <i>(Time: TBD) (virtual)</i>
	<u>12/02/2025</u>	Begin preparing information for the district promotional flyer and online application form with the district liaison representative(s).
	<u>12/02/2025</u>	Notify all associates and other professional contacts of vacancy.
	<u>12/02/2025</u>	Contact constituents and stakeholders for input meetings on <u>1/6-7/2026</u> .
Stage 2 Profile Development & Process	<u>12/03/2025</u>	Online survey link, for input on developing the profile, available on district website from <u>12/03/2025</u> to <u>1/11/2026</u> .
	<u>12/22/25-1/02/26</u>	Holiday break
	<u>1/6-7/2026</u>	Meetings with constituent and stakeholder group representatives. <i>(in person, virtual or both)</i>
	<u>1/11/2026</u>	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	<u>1/12/2026</u>	Promotional flyer draft due.
	<u>1/12/2026</u>	Board to finalize Superintendent profile for the promotional flyer. <i>(Time: TBD) (virtual)</i>
Stage 3 Recruiting	<u>1/13/2026</u>	E-mail promotional flyer and online application instructions to interested candidates.
	<u>3/15/2026</u>	Deadline for all application materials. <i>(*See note below.)</i>
Stage 4 Candidate Recruiting & Presentation	<u>3/26-4/03/2026</u>	Spring break
	<u>4/06/2026</u>	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD) (In person)</i>
	<u>Wk 4/13/2026</u>	Interview candidates (1 st round) <i>(in person or virtual?)</i> .
	<u>Wk 4/13/2026</u>	Meeting with consultant following the last interview. <i>(Time: TBD) (virtual)</i>
Stage 5 Selection of Finalist & Future Planning	<u>Wk 4/20/2026</u>	Interview finalist candidates (2 nd round). <i>(In person) Stakeholder involvement?</i>
	<u>Wk 4/20/2026</u>	Final meeting with consultant following the last interview. <i>(Time: TBD) (option to conduct virtually)</i>
	<u>TBD</u>	Consultant will discuss contract terms with the finalist.
	<u>TBD</u>	Offer the contract.
	<u>TBD</u>	Press release of new Superintendent.
	<u>TBD</u>	Board Self-Assessment Survey Results presented to the Board.

**All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors. (Actual dates to be determined in the first meeting with the Board.)*

Stage Two: Profile Development

Once we have collected information from the Board during the Discovery stage, the Profile Development process will begin.

How We Engage



Individual and Group Interviews

We are eager to interview each Board member individually as well as visit with designated stakeholder groups as identified by the Board. From Administrators to Support Staff, the designated group bring unique perspectives to help us develop a comprehensive profile for leadership.



Open Community Forums

In addition to interviews, we host community forums and invite all community members, staff and parents to participate. With forums in both the morning and evening, we maximize attendance of constituents. These forums help us solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent.

The purpose of these meetings will be to educate stakeholders about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.



31 Desirable Characteristics Survey

In addition to scheduled meetings and forums, we offer an online profile survey option, our exclusive 31 Desirable Characteristics Survey. This survey has space for written comments and recommendations. The survey is available in various languages to be placed on the District website.

Results of our dialogue

The results of the stakeholder input is summarized in a report **shared with the Board and community** regarding our **findings and recommendations.**

We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration.

Our dialogue with constituents and interviews with individual Board members, coupled with survey results and comments, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

"In a somewhat constricted timetable, Ray & Associates lead a process to gather information from all stakeholder groups on the characteristics that should be prioritized in the search, managed the application and interview process, and organized a busy day of in-person forums and zoom meetings for stakeholder groups."

**- Ms. Victoria Powers
Bexley City Schools Board VP**

Ray and Associates, Inc. firmly believes in parent, students, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening

forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent. **We recommend virtual stakeholder sessions as well. We want to make sure everyone has an opportunity to participate whether in person or virtual.** The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, our firm offers an online profile survey option with space for written comments/recommendations which is available in English and Spanish at no charge. There is an additional fee should the survey be requested in other languages. We will provide you with a link for placement on the district website and for the district to distribute to district stakeholders. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 31 Desirable Characteristics Survey. This culminates in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

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Examples of Community Engagement



USA School District REVISED 31 Qualities Survey 7-29-21

QUALITIES DESIRED IN THE NEW SUPERINTENDENT

* 1. Which group do you represent? (Please select only one) 0

- Teacher
- Administrator
- Support Staff
- Parent
- Student
- Non-Parent Community Member

INDIVIDUAL CONSTITUENT GROUP QUESTIONS

DATE: → → → ¶

TIME: → → → ¶

LOCATION: .. ¶

- ¶
1. → What do you consider as the significant strengths of the school district? ¶
¶
- ¶
2. → What do you feel are the positives of the community/communities? ¶
¶
¶
- ¶
3. → What are qualities/management styles you would like to see in the new Superintendent? ¶
¶
¶
- ¶
4. → What are the critical issues the new Superintendent will face in this position? ¶
¶

Our firm provides all clients the option to involve the community in the search process; from building the profile to the interview. Please see below for a sample schedule for community input sessions.

SUPERINTENDENT SEARCH - COMMUNITY INPUT SESSIONS

Location: _____

Date: _____

TIME	GROUP
7:15 to 8:15 AM	Board of Education Employees
8:45 to 9:45 AM	Businesses, Gov't Officials & Community Organizations
10:15 to 11:15 AM	Parents, Community Members & Mentors
11:45 AM to 12:45 PM	Government Officials, Former Board of Education Members & Higher Education Partners
Lunch Break	Students
1:30 to 2:30 PM	School Administrators & Education Associations
2:45 to 3:45 PM	Community Organizations & Faith Leaders/Members
4:00 to 5:00 PM	Board of Education Employees
Dinner Break	
6:00 to 7:00 PM	Open Meeting
7:30 to 8:30 PM	Open Meeting

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Sample of Survey Results Provided to Board

Qualities Desired in a New District Administrator	Teachers (75)		Administrators (12 Eng. + 1 Sp.) = 13		Support Staff (33)		Parents (235 Eng. + 2 Sp.) = 237		Students (15)		Non-Parent Community Members (25)		Board of Education (8)		Abbreviated Definition of Quality and Characteristics
	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	Raw	Rank	
1	47	3	8	3	23	2	109	7	11	2	11	6	1	21	1. Willing to listen to input, and is a decision maker
2	35	9	6	7	14	10	121	5	7	8	18	1	7	1	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	4	30	0	27	2	30	24	31	4	15	2	29	0	29	3. Able to work with legislators and lead organization through legislative process
4	9	28	0	27	1	31	25	30	2	24	4	27	1	21	4. Ed.D. or Ph.D.
5	41	4	8	3	22	3	123	4	11	2	15	3	6	2	5. Strong moral compass rooted in justice and equality
6	36	7	8	3	15	8	133	3	8	5	12	5	3	9	6. Strong communicator in speaking, listening and writing
7	19	17	5	11	9	16	57	21	4	15	7	18	3	9	7. Commitment to visibility and actively engaged in a broad range of community groups
8	38	6	3	19	16	5	145	1	3	17	9	8	2	14	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	12	24	5	11	10	15	51	24	3	17	8	12	2	14	9. Ability to build consensus and commitment among individuals & groups
10	26	12	0	27	8	17	26	29	1	27	6	21	0	29	10. Has experience working effectively with employee representative groups/unions
11	17	19	6	7	15	8	73	15	6	10	6	21	4	7	11. Ability to delegate and oversee work of staff and maintain accountability
12	22	15	5	11	11	13	77	13	3	17	8	12	2	14	12. Experience with effective management that will benefit the long-term financial health of district
13	23	14	5	11	16	5	62	19	6	10	8	12	2	14	13. Possesses excellent interpersonal skills and can present a positive image of district
14	3	31	0	27	5	26	30	28	3	17	1	31	0	29	14. Non-traditional or "hybrid" with background in business and/or education
15	36	7	10	1	13	11	103	8	12	1	7	18	4	7	15. Strongly committed to "student centered" philosophy in all decisions
16	14	22	7	6	6	23	70	17	1	27	6	21	1	21	16. Ability to develop both short and long range goals
17	14	22	4	18	5	26	61	20	2	24	9	8	1	21	17. Ability to develop and communicate a vision of quality education
18	16	21	2	21	7	20	57	21	1	27	7	18	2	14	18. Experience in selection and implementation of educational priorities
19	22	15	2	21	4	29	80	12	7	8	6	21	1	21	19. Commitment to both academic and extracurricular programs

Quality Desired in a New Superintendent	Teachers	Administrators	Support Staff	Parents	Students	Non-Parent Community Members	Board of Education	Total	Combined Ranking	Consultant Recommendation	Abbreviated Definition of Quality and Characteristics
	Rank	Rank	Rank	Rank	Rank	Rank	Rank	Raw	Rank		
1	3	3	2	7	2	6	21	44	6	Consider	1. Willing to listen to input, but is a decision maker
2	9	7	10	5	8	1	1	41	4	Recommend	2. Has leadership skills to respond to opportunities/challenges of diverse student body and community
3	30	27	30	31	15	29	29	191	31		3. Able to work with legislators and lead organization through legislative process
4	28	27	31	30	24	27	21	188	29		4. Ed.D. or Ph.D.
5	4	3	3	4	2	3	2	21	1	Recommend	5. Strong moral compass rooted in justice and equality
6	7	3	8	3	5	5	9	40	3	Recommend	6. Strong communicator in speaking, listening and writing
7	17	11	16	21	15	18	9	107	17		7. Commitment to visibility and actively engaged in a broad range of community groups
8	6	19	5	1	17	8	14	70	11	Consider	8. Has experience recruiting and maintaining exceptional staff for the district and schools
9	24	11	15	24	17	12	14	117	18		9. Ability to build consensus and commitment among individuals & groups
10	12	27	17	29	27	21	29	162	27		10. Has experience working effectively with employee representative groups/unions
11	19	7	8	15	10	21	7	87	13	Recommend	11. Ability to delegate and oversee work of staff and maintain accountability
12	15	11	13	13	17	12	14	95	14	Consider	12. Experience with effective management that will benefit the long-term financial health of district
13	14	11	5	19	10	12	14	85	12		13. Possesses excellent interpersonal skills and can present a positive image of district
14	31	27	26	28	17	31	29	189	30		14. Non-traditional or "hybrid" with background in business and/or education
15	7	1	11	8	1	18	7	53	7	Recommend	15. Strongly committed to "student centered" philosophy in all decisions
16	22	6	23	17	27	21	21	137	21		16. Ability to develop both short and long range goals
17	22	18	26	20	24	8	21	139	22		17. Ability to develop and communicate a vision of quality education
18	21	21	20	21	27	18	14	142	24		18. Experience in selection and implementation of educational priorities
19	15	21	29	12	8	21	21	127	19		19. Commitment to both academic and extracurricular programs

Stage Three: Recruitment

Using the newly created Profile as our guide, Ray & Associates will begin searching our extensive network of professionals to find the perfect match.

Recruitment

We believe the best candidates need to be recruited. Ray & Associates will conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:

- Contact individuals in our firm's database of nearly 3,000 school administrators whose interests match District criteria.
- Utilize our network to solicit nominations from groups including:
 - Our Associate Team from across the nation
 - Ray & Associates' National Advisory Committee
 - Contacts from various Professional education organizations
 - Other Professional Consultants in the private and public sectors

This network paired with our database and 28,000 unique monthly visits to our website allows us to recruit applications from qualified individuals.

Advertising

We're here to share your message by utilizing the robust Ray & Associates website paired with productive educational advertising venues and social media channels

- Advertise nationally in the following external platforms as selected by the Board:
 - The School Superintendent's Association (AASA)
 - Education Week Newspaper and Website
 - National Association of School Superintendents (NASS)
 - State Administrators and State Association of School Boards Publications
 - The School Administrator Publication, Executives Only Website
 - Association of Latino Administrators and Superintendents (ALAS)
 - National Alliance of Black School Educators (NABSE)
 - American Association of School Personnel Administrators (AASPA)
- Advertise nationally in the following internal platforms:
 - Ray & Associates Website
 - Ray & Associates Candidate Database
 - Ray & Associates Social Media Channels
 - Facebook, Twitter, LinkedIn
 - Associate Networks and Word of Mouth

Screening

Once viable candidates have been identified, Ray & Associates contacts provided references as well those not listed on the applications. Our background research team then conducts extensive investigations of top candidates through our comprehensive system.

These investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations. A complete check of a candidate's work history is also completed utilizing online search engines as well as social media. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country.
- Inform the firm's associates of the position and seek recommendations.

- **Advertise in local, regional, national and diverse venues known for high readership by school leaders which venues are approved by the Board such as: EdWeek, AASA, NABSE and ALAS.**
- Consult our extensive database for precise matches between district and candidate profiles.
- **Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the position with Okemos Public Schools.**
- Contact other organizations at state, regional and national levels regarding the position.
- Proactively seek out potential candidates at state and national conventions.

At Ray and Associates, we are deeply committed to ensuring that the recruitment process is equitable, accessible, and inclusive, particularly for candidates from communities that have been historically marginalized. We recognize that recruiting diverse leaders isn't just about expanding the applicant pool but also about actively addressing systemic barriers and implicit biases that can limit opportunities for underrepresented candidates.

To ensure an equitable and accessible process, we take several deliberate steps:

- **Outreach to Diverse Communities:** We proactively engage with networks, professional organizations, and affinity groups that serve historically marginalized communities, ensuring our outreach goes beyond traditional channels. This helps us attract diverse talent, particularly candidates from BIPOC, LGBTQ+, and other underrepresented groups, ensuring they are well-represented in the applicant pool.
- **Removing Barriers to Entry:** We critically examine job descriptions and qualifications to ensure they are inclusive and do not create unnecessary barriers for capable candidates. For example, instead of emphasizing traditional metrics like years of experience, we focus on skills, lived experiences, and the potential for impact, creating more opportunities for candidates from diverse backgrounds.
- **Equity in the Screening Process:** We use structured, equitable evaluation criteria to assess candidates based on their competencies, experiences, and values rather than relying on subjective impressions. By using a standardized framework, we minimize the potential for unconscious bias to affect how candidates are reviewed.
- **Transparency and Accessibility:** We ensure the recruitment process is accessible by offering multiple ways for candidates to apply, providing accommodation when needed, and maintaining transparent communication throughout the process. Our goal is to create a recruitment experience where all candidates feel welcomed and supported.

By implementing these strategies, we aim to build an applicant pool that is not only diverse but also reflective of the communities our schools serve. We believe that addressing implicit bias and ensuring equitable access are critical to finding leaders who can drive positive, inclusive change within the Michigan landscape.

Stage Four: Candidate Screening and Presentation

Candidate Review

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Our team will review the application information for these 8-12 candidates, making sure they meet the desired qualities selected by the Board (i.e. teaching experience, etc.) Additionally, these candidates will be screened by our team which consists of the following:

- Checking the internet, social media, etc. to see what, if any, articles are found.
- Asking if they are still interested in the position.
- If nothing negative is found on the internet, the candidate is contacted and asked a series of questions including "Have you applied for any other position?", "What is the status of your contract?", "Have you ever been released, fired or resigned from a position?". The candidates are also asked some district specific questions.
- We then contact references and non-references asking them a series of questions.

The 8-12 candidates are also asked to complete a one-way video through the Spark Hire program. If the candidates are deemed viable their application packet and video will be presented to the Board for review. Our team will discuss information found during the screening and assistance will be given to the Board to assist in making the decision about who to advance for 1st round interviews.

Upon the completion of candidate review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Consensus Building

Upon the completion of the candidate review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against one another. The R&A representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates advance to the interview stage.

The Interviews

Ray & Associates will coordinate all logistics of the interview process with candidates, as well as assist the Board in establishing the interview format, developing interview questions, moderating finalist forums, and evaluating post-interview.

Stage Five: Candidate Selection

First Round Interviews

If desired by the Board, first round interviews with 6-8 candidates can be virtual (in-person is also an option) to maximize cost savings for the district. Following all interviews, the same matrix from the candidate presentation will be conducted to narrow the candidate pool down to typically two to three finalists.

Final Interviews

Final interviews are conducted on-site at the district, in-person with the finalists. Should the Board elect to do so, finalists can meet with small constituent groups as identified by the Board (i.e. administrators, teacher, support staff, and the community at large) with our firm moderating the sessions. A survey link/QR code for participants to provide feedback will be provided, with said feedback being given to the Board to aid in their decision-making process.

Ray & Associates will conduct criminal, civil litigation, sex offender registry, social security, motor vehicle record checks and verification of educational degrees on one of the top candidates through an outside service at no additional cost. Should the board request reports on the other two (2) finalists, those can be ordered for an additional fee, which will be billed to the district.

Once a final candidate is selected, we work with you to lay the foundation for a winning offer. Our team will work with the district legal staff in negotiating the contract with the successful candidate at no additional cost to the district.

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Empower leaders to deliver greater impact.

Choose solutions to support successful placements.

Finding the best candidate is critical, but it is only the first step. Leaders are most effective and inspired when they receive real-time support, meaningful tools, and actionable feedback in collaboration with a trusted partner.

Set your candidate up for success by investing in solutions designed for both experienced and new leaders alike. These customizable options from our partner CESO address the opportunities and challenges unique to K-12 executive roles to deliver true impact for the larger community.

Learn More Here! <https://theceso.com/services/>

Strategic Planning

Drive true impact and increase community involvement, trust, and confidence in your district with guidance for strategic plan development and implementation based on your vision, goals, and values.

Thought & Strategy Partnership

Leverage a coach to help focus on the important, not just the urgent. Tackle complex issues and achieve your goals as you alternate between thought and strategy work with a trusted partner.

Operational Assessments

Gain a comprehensive understanding of your current operations and get a prioritized action plan for improvements. Available for transportation, communications, human resources, nutrition, technology, facilities, and finance.

District Office Studies

Increase organizational partnership and deliver better results with an in-depth study to better identify if your district office's roles and structures are aligned to support your strategic plan and overall operations.

Strategic Communications

Build stakeholder support for the work you do for students and strengthen your community's awareness and understanding of your district through comprehensive, proactive communications strategies.

Executive Onboarding

Receive a fully customized onboarding experience to support daily tasks, board and community relations management, public speaking, team management, budgeting, time management, and more.



Search Cost: The Complete Process

The cost of our Proposal is for a complete search and is not broken down by services or hours spent. The Board will be guided and assisted by Ray & Associates at every step in the search process, from the initial phase of determining the desired qualities for the position, through the actual hiring of the new Superintendent. Our process is flexible. If the Board desires a different approach or would prefer certain options other than those provided in our Proposal, we can adjust our process to meet your specific requirements.

Cost Breakdown

The base fee for the performance of the Superintendent search by the consultants as provided in this Proposal will be twenty thousand dollars (\$20,000.00). If the Board selects only certain elements offered in this package, or requests services not included in this package, our fees and reimbursed expenses will be adjusted accordingly.

The Superintendent search fee shall be paid in three (3) installments; 1/2 of total fee is due upon signing of the contract; 1/4 of fee is due at the time of the stakeholder meetings; and the final 1/4 of fee is due when candidates are presented to the Board.

Ray & Associates will conduct criminal, civil litigation, sex offender registry, social security, motor vehicle record checks and verification of educational degrees on one of the top candidates through an outside service at no additional cost. Should the board request reports on the other two (2) finalists, those can be ordered for an additional fee, the fee which will be billed to the district. There is no charge by Ray & Associates for the services to assist the Board in negotiating a contract with the new Superintendent and the development of the contract terms.

Competitor-Based Pricing Statement:

We are committed to providing our services at fair and competitive rates. As part of this commitment, we offer competitor-based pricing and will match the price of a verified competitive bid, provided that the proposed services are equivalent in scope, level of support, timelines, and processes.

To ensure an accurate comparison, the competing bid must be submitted for review and must clearly outline the services offered. Price matching will apply only when the competitive Proposal reflects a comparable level of quality, deliverables, and service expectations.

Consultant Reimbursed Expenses: Search expenses, including travel, lodging, meals, shipping, and other related items will be kept to a minimum and are to be reimbursed by the district. Said expenses will be invoiced as they occur and will include a detailed account listing.

Candidate Expenses: Many districts reimburse candidates for interview expenses, such as travel, lodging and meals for the candidate and spouse. In this case, candidates will submit all receipts and expense documentation to a designated individual at the district. Said expenses will be paid by the district as they occur.

Cost Saving Expense Options: Ray & Associates. is aware of budget concerns and offers several cost saving options including:

- Conduct meetings with our consultants virtually to minimize Associate travel expenses
- Review and utilize meeting materials electronically via email, shared drive, etc.
- Conduct First Round Candidate Interviews virtually to reduce candidate travel expenses

ESTIMATED COST SHEET – OKEMOS PUBLIC SCHOOLS

Ray & Associates will spend as much time as needed conducting a successful search for Okemos Public Schools. Please Note: Our flat fee is inclusive of all services. The only hourly rates that would apply would be for requests above and beyond this Proposal; these rates run from \$100/hour for Administrative work and \$200/hour for Associate work.

Base Fee:

Ray & Associates Contracted Base Fee \$20,000.00

Travel:

Airfare (if needed) 1,500.00
Ground Transportation (mileage billed at IRS rate per mile) 700.00
Hotels 500.00
Meals 300.00
*Travel Subtotal \$3,000.00

*Expenses will be less if some of the meetings are conducted virtually to eliminate associate travel.

Board Approved Advertising:

Advertising expenses are stated separately as they are dependent upon each District and their unique needs. Our Associates make recommendations, and the Board has the final authority on frequency and dollars spent. The average spent on advertising by a district is \$2,750.

Advertising Expenses \$2,750.00

**ESTIMATED TOTAL SEARCH COST \$25,750.00

**Does not include estimated candidate expenses for interviews.

Candidate Expenses:

The actual number of candidates interviewed is at the discretion of the Board. The estimated cost to interview a candidate is approximately \$2,000. This estimate is dependent on the candidate's geographic location and the Board's reimbursement policy. Candidate travel expense reimbursement is the responsibility of the district.

All expenses are estimates, based on past experiences.

Competitor-Based Pricing Statement:

We are committed to providing our services at fair and competitive rates. As part of this commitment, we offer competitor-based pricing and will match the price of a verified competitive bid, provided that the proposed services are equivalent in scope, level of support, timelines, and processes.

To ensure an accurate comparison, the competing bid must be submitted for review and must clearly outline the services offered. Price matching will apply only when the competitive Proposal reflects a comparable level of quality, deliverables, and service expectations.

References

We have chosen several clients from our recent search list to speak to our level of service.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Bay City Public Schools	Bay City, MI	Joslyn Jamrog	Board Vice President	Cell: 989-714-8523 jamrogj@bcschools.net
Rochester Community Schools	Rochester Hills, MI	Michelle Bueltel	Board President	Cell: 248-568-5131 mbueltel@rochester.k12.mi.us
Fargo Public Schools	Fargo, ND	Katie Christensen Mineer	Board President	Cell: 701-388-7369 christk3@fargo.k12.nd.us

Commitment to Diversity, Equity, and Inclusion

Ray & Associates will provide our clients with the highest quality services to assist them in hiring leaders who will meet district specific needs and positively impact the education of all students.

Ray & Associates is committed to identifying the best candidates that ensures each student will have the resources and support needed for their educational journey each and every day. We understand that students, staff, families and the community are the foundation and as our goal, we commit to finding the best candidates that will do the following:

- Provide quality instruction for each student.
- Include all students, families, staff, and community members.
- Transform systems that contribute to inequities.
- Develop relationships that are intentional and reciprocal.
- Collaborate with families, students, staff, and community.
- Communicate in an honest, open, and courageous manner.

Join us as we **WORK together. ASK questions. LISTEN fully. ACT meaningfully!**

Satisfaction Guaranteed

Ray and Associates, Inc. or Okemos Public Schools may terminate this contract at any time for any reason by giving at least fourteen (14) days' notice in writing. If the contract is terminated by Okemos Public Schools as provided herein, Ray and Associates, Inc. shall be paid a mutually agreed upon payment as negotiated between Ray and Associates, Inc. and Okemos Public Schools for the work completed as of the date of notification of termination. Ray and Associates, Inc. shall incur no additional fees and expenses payable by Okemos Public Schools after notice of termination without written authorization from Okemos Public Schools.

If the Superintendent departs from the position during the first year under any circumstances or within two (2) years if a majority of the Board is still in place and departure is due to dissatisfaction and not health related matters, personal or familial reasons, Ray and Associates, Inc. will recruit new candidates for the Board at no additional cost barring travel, advertising, and due diligence expenses.

In addition to this, we do not recruit candidates we have placed for a minimum of 5 years.

Confidentiality

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. Ray & Associates will preserve the confidential nature of any information which becomes available to us resulting from the services rendered to the Board.

At Ray & Associates, it's our job to take the pressure off of your team. The details and the process are our specialty, and you'll see this in every step of the search. Our priority is to guide your focus toward the big picture, allowing you to focus on learning more about the potential leader for your District, asking critical questions, and shaping the future for your students.

Should you have any questions about this Proposal, please do not hesitate to contact us at kathy@rayassoc.com or via phone at 319-393-3115.

Thank you for your time as you make this decision to shape the future of your district. We are extremely pleased to be considered as your partner in the process to identify and engage your next visionary leader.

Communications Overview

Annual Report 2025-26



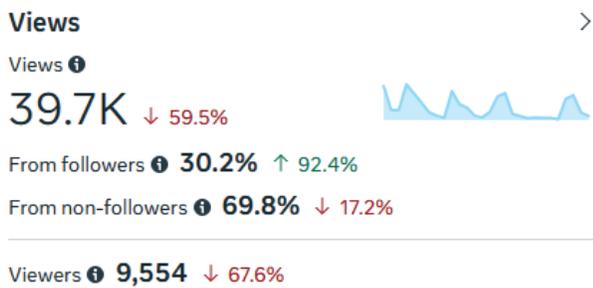
General Overview

Website Pages	1,412	Note: This is just for the District Website https://www.okemosk12.net , not the environmental or bond websites
Individual Points of Pride	229	Note: These are individual accomplishments submitted as apart of our Points of Pride Newsletter over the last 12 months
Events Livestreamed	43	Note: These events include Band, Orchestra, Choir, Archery, Jazz, Elementary Music. This does not include recordings of the board meetings or events that are exclusively recorded (Sock Out Suicide, etc.)
Number of FOIA Requests	26	
Rebranding / Creation of Social Media Platforms	We have rebranded our YouTube (The Okemos Channel -> Okemos Public Schools) and created new district social platforms (Instagram / Facebook) to have a better direct source to share highlights and information to our community. This helps us celebrate achievements but also serves as direct contact during any emergency situations where info is vital	
Positive News Stories	6	WILX's Schools Rule covered positive stories such as the new Bike Station in Hartrick Park, Mr. Staib and his Art, Business Professionals of America national awards for students, a concert with Time for Three and orchestra students, and Crunch the Hunger for the Okemos Community Food Pantry.
Auditing BrightArrow	Performing an audit on BrightArrow to identify type and cadence of school, department, and district communications to find efficiencies	
Supporting Parent Groups	Collaborate with school and district parent groups, including creating a centralized calendar on the website for parent group events and fundraisers.	
Newsletter Support	Monthly Newsletters includes the Points of Pride, Superintendent Newsletters, and Bond Updates, along with timed communications like the District Nurse Newsletter that releases less frequently	

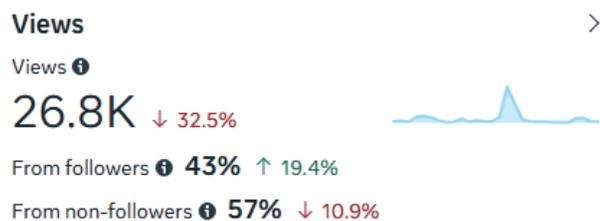
Social Media 30-Day Report

602 followers
 489 followers
 >

Facebook (October 13th - November 9th)



Instagram (October 13th - November 9th)

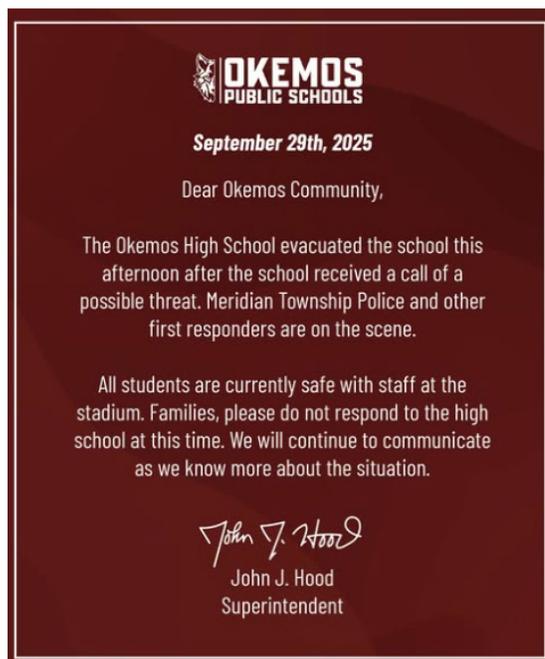


Communications Overview

Annual Report 2025-26



Strategic Plan Support	Creating branded materials that support and spread awareness about our Strategic Plan initiatives and supporting leadership during presentations
Celebrating Fun National Holidays	Building community by celebrating national appreciation days or fun "holidays" including, National Coffee Day, Dress Up Your Pet Day, or International Kindness Week



Emergency Communications in Action

On September 29, Okemos High School evacuated due to a swatting event. When the Superintendent issued an official statement, the communications team went into action and provided an email update, social media updates on Instagram and Facebook, and created a pop-up on the district website. We were able to get all of these platforms updated within minutes of the incident with the help of already created templates.

This single post culminated over 65,000 views with 85 shares from the community. It was an achievement in getting information out quickly, but also showed our community rallying and getting information from one source of truth, under the Okemos Public Schools name. This post also allowed news outlets to use this as an official statement and freed up time and communications that is vital for addressing the issue at hand, and not having to spend time updating multiple sources with info as its happening.

Something that we can improve on in the future is a means of keeping information prevalent and updated. We noticed that as the first post or set of info gets picked up with more and more shares, it's hard to keep that updated with supplemental posts. The second post we put out giving an all-clear and sharing when students would be dismissed only had about 1/4 of the amount of shares or attention.

To: John Hood, Superintendent
Board of Education
From: Elizabeth Lentz, Executive Director of Finance
Subject: 2025-26 Budget Revision
Date: November 24, 2025

This memo serves as a follow-up up to the 2025-26 budget revision presented on November 10, 2025. In the past two weeks several items have emerged that warrant your attention due to their impact on the revised budget.

State Aid

After reviewing the November 2025 State Aid payment, the estimate for one section was updated significantly and should be updated in the revised budget. This was the allocation for Section 147c(1) MPSERS UAAL Rate Stabilization. The estimate was increased by \$1,770,612 and equates to Okemos' proportionate share of the nearly \$600 million increase in total State funds available. This section is one in which districts receive funds in state aid and then must turn around and repay to MPSERS. At the same time as our revenue increases there will be offsetting expenditure increases to make this budget neutral.

Operations Contracted Services

The Operations Department contracted services budget was originally adjusted by \$50,000 after Superintendent Hood and I reviewed the original budget with current year-to-date expenditures with Director Lieber on Friday, November 7. This adjustment was communicated to the Board at the November 10 meeting.

On Wednesday, November 12, I became aware of two invoices submitted for payment processing totaling \$83,397.40. These two invoices were originally sent to Brian Lieber by ServPro on March 3, 2025. One invoice relates to water cleanup at the high school following the August 2024 water-pipe burst, and the other relates to cleanup at Kinawa after a sewage backup that occurred in January 2025. Both incidents involved insurance claims. The one-time insurance claim revenue and related expenses were budgeted in 2024-25. These amounts were not carried forward into the 2025-26 budget because I was not aware that the invoices remained outstanding and unpaid.

In addition to concerns about the impact on the vendor due to the significant payment delay, I am also concerned about the effect on the 2025-26 general fund budget and on our finalized 2024-25 audit. I conducted research and ultimately consulted Thrun to determine whether any portion of these expenses could be charged to the sinking fund. Thrun noted that cleanup from these incidents *could* be considered allowable but falls into a gray area. It is important to note the risks associated with misuse of sinking funds: the district would be required to repay any misused funds from operating expenditures, and the Department of Treasury could order the cancellation of

future sinking fund levies without voter approval. Additionally, charging these invoices to the sinking fund may require restatement of the recently finalized 2024-25 audit. The cumulative total of these invoices is close to the auditors' materiality threshold used to determine whether an error is significant enough to misstate financial statements.

After reviewing all the relevant information, I recommended, and Superintendent Hood approved, that the district pay these invoices using general fund proceeds and increase the Operations Department contracted services budget by an additional \$83,400.

Kindergarten Classroom Aides

Enrollment was analyzed as more detailed student enrollment information became available after the November 12 deadline to submit count materials. Kindergarten enrollment dropped by 32 students from Fall 2024. This prompted review of the budget for Kindergarten classroom aides. By contract, when a kindergarten section reaches 21 students, an aide is required to be added.

The 2025-26 original budget was informed by the high number of aides required during the 2024-25 school year. In working with elementary principals, it appears we currently have only one kindergarten section at 21 or more students. There is always a potential for one or two additional aides if more students enroll in other elementary schools.

As such a budget reduction of \$76,140 is recommended for the 2025-26 budget revision.

Impact on General Fund Budget

These additional revisions increase revenue and expenditures by an \$1,770,612 and \$1,777,872, respectively resulting in a net budget decrease of \$7,260.

Total Revenue Revision = \$3,441,829 increase

Total Expenditure Revision = \$2,896,040 increase

Impact on Operating Surplus, Fund Balance

- Revenue and expense changes resulted in a revised budget of \$556,272 revenues over expenditures.
 - A favorable audit variance of \$30,381 was included in the budget revision which adjusts our beginning fund balance to \$9,225,700. The ending General Fund balance is projected to be \$9,781,972 and represents 13.8% of expenditures.
-

Okemos Public Schools
General Fund Budgetary Comparison Schedule
Year Ended June 30, 2026 as of November 24, 2025

	<u>2025-26 Original Budget</u>	<u>2025-26 Revised Budget #1</u>	<u>2025-26 Impact of Change</u>
REVENUES:			
Local sources	\$ 18,587,468	\$ 19,517,099	\$ 929,631
State sources	48,870,277	51,250,444	2,380,167
Federal sources	385,343	359,134	(26,209)
Total revenues	<u>67,843,088</u>	<u>71,126,677</u>	<u>3,283,589</u>
EXPENDITURES:			
Instruction:			
Basic programs	31,229,556	32,068,579	(839,023)
Added needs	9,056,391	9,430,880	(374,489)
Total instruction	<u>40,285,947</u>	<u>41,499,459</u>	<u>(1,213,512)</u>
Supporting services:			
Pupil	5,257,235	5,547,988	(290,753)
Instructional staff	2,903,711	3,098,842	(195,131)
General administration	804,964	909,462	(104,498)
School administration	3,789,707	3,941,897	(152,190)
Business	1,003,953	1,075,225	(71,272)
Operations and maintenance	5,597,090	6,417,012	(819,922)
Transportation	1,378,620	1,488,181	(109,561)
Central	2,290,356	2,256,773	33,583
Athletics	946,815	970,985	(24,170)
Total supporting services	<u>23,972,451</u>	<u>25,706,365</u>	<u>(1,733,914)</u>
Community services	3,583,074	3,536,577	46,497
Total Expenditures	<u>67,841,472</u>	<u>70,742,401</u>	<u>(2,900,929)</u>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES	<u>1,616</u>	<u>384,276</u>	<u>382,660</u>
OTHER FINANCING SOURCES (USES):			
Transfers in	\$ 80,000	\$ 80,000	\$ -
Extra-Ordinary Revenue	-	158,240	158,240
Other Financing Uses	71,133	66,244	4,889
Total other financing sources (uses)	<u>8,867</u>	<u>171,996</u>	<u>163,129</u>
NET CHANGE IN FUND BALANCE	<u>\$ 10,483</u>	<u>\$ 556,272</u>	<u>\$ 545,789</u>
ASSIGNED FUND BALANCE	-	-	-
NET CHANGE, UNASSIGNED FUND BALANCE	<u>\$ 10,483</u>	<u>\$ 556,272</u>	<u>\$ 545,789</u>
FUND BALANCE, UNASSIGNED:			
Beginning of year	9,195,319	9,225,700	30,381
End of year	<u>\$ 9,205,802</u>	<u>\$ 9,781,972</u>	<u>\$ 576,170</u>

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Revenues			
Local	13,878,468	14,361,099	482,631
State	48,870,277	51,250,444	2,380,167
Federal	385,343	359,134	(26,209)
Transfers - ISD	4,709,000	5,156,000	447,000
Other Financing Sources	80,000	238,240	158,240
Total Revenues	67,923,088	71,364,917	3,441,829
Expenditures			
Elementary Instruction	9,386,859	9,927,880	(541,021)
Middle School Instruction	8,913,212	9,056,047	(142,835)
High School Instruction	9,362,433	9,373,454	(11,021)
Montessori (PPK-8)	3,532,685	3,676,548	(143,863)
Summer Programs	34,367	34,650	(283)
Special Education	10,214,089	10,744,876	(530,787)
Compensatory Education	1,894,152	2,005,552	(111,400)
Gifted Programs	144,566	149,821	(5,255)
Guidance Services	1,602,673	1,614,769	(12,096)
Other Pupil Services	602,712	613,671	(10,959)
Improvement of Instruction	1,713,114	1,863,014	(149,900)
Educational Media Services	591,161	599,758	(8,597)
Direction of Special Education	315,330	333,166	(17,836)
Other Instructional Staff Services	151,644	162,763	(11,119)
Board of Education	153,700	253,700	(100,000)
Executive Administration	651,264	655,762	(4,498)
School Administration	3,789,707	3,941,897	(152,190)
Fiscal Services	656,932	725,815	(68,883)
Internal Services	128,421	130,810	(2,389)
Other Business Services	218,600	218,600	-
Communication Services	203,841	199,104	4,737
Staff/Personnel Services	335,974	346,901	(10,927)
Technology Services	1,750,541	1,710,768	39,773
Operations & Maintenance	5,582,090	6,402,012	(819,922)
Pupil Transportation	1,376,620	1,486,181	(109,561)
Athletics	946,815	970,985	(24,170)
Community Education	3,587,970	3,543,897	44,073
Other Financing Uses	71,133	66,244	4,889
Total Expenditures	67,912,605	70,808,645	(2,896,040)
Effect on Fund Balance	10,483	556,272	545,789

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Revenues:			
Local Sources:			
Property Taxes	10,278,729	10,814,140	535,411
Community Ed, Programming	2,550,488	2,460,500	(89,988)
Community Ed, Facility Rental	77,000	77,000	0
Community Ed, Senior Center	114,161	120,369	6,208
Athletics, Registration Fees	180,000	180,000	0
Athletics, Gate Receipts	135,200	135,200	0
Okemos Education Association	13,000	13,000	0
Tuition	103,858	103,858	0
Print Shop Fees (internal)	55,000	55,000	0
Transportation Fees (internal)	70,000	70,000	0
Miscellaneous	301,032	332,032	31,000
State Sources:			
Foundation	34,747,037	34,995,004	247,967
Special Education	4,530,365	4,795,575	265,210
MPSERS Stabilization	3,423,155	5,193,767	1,770,612
MPSERS Cost Offset	2,498,005	2,153,505	(344,500)
Transportation	338,120	338,120	0
At-Risk	1,138,153	1,338,443	200,290
Assessment & Literacy	100,681	97,916	(2,765)
Great Start Readiness Grant	855,662	892,995	37,333
Mental Health & Safety Grants	519,351	526,173	6,822
MI Kids Back on Track (extended year)	435,963	237,174	(198,789)
Other	283,785	681,772	397,987
Federal Sources			
Title I, II, III, IV	326,462	309,134	(17,328)
Special Education IDEA	18,881	-	(18,881)
Medicaid Outreach	40,000	50,000	10,000
Transfers - ISD			
Special Education ISD	4,694,000	5,141,000	447,000
Other ISD	15,000	15,000	0
Other Financing Sources			
Transfers to General Fund	80,000	80,000	0
Extra-Ordinary Revenue	-	158,240	158,240
	67,923,088	71,364,917	3,441,829
Summary of Fund Balance			
Beginning Fund Balance	9,195,319	9,225,700	30,381
Operational surplus (deficit)	10,483	556,272	545,789
Ending Fund Balance	9,205,802	9,781,972	576,170
	13.6%	13.8%	

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Elementary Instruction, 111			
Wages			
Cornell	1,780,382	1,769,422	10,960
Hiawatha	1,701,641	1,728,380	(26,739)
Bennett Woods	1,700,402	1,764,507	(64,105)
Benefits			
Cornell	423,364	392,588	30,776
Hiawatha	357,947	361,976	(4,029)
Bennett Woods	383,493	377,534	5,959
Retirement & FICA			
Cornell	852,986	944,824	(91,838)
Hiawatha	815,722	922,977	(107,255)
Bennett Woods	820,526	940,412	(119,886)
Contracted Staff & Services			
Cornell	45,235	17,450	27,785
Hiawatha	53,020	17,690	35,330
Bennett Woods	35,235	22,450	12,785
Supplies & Other			
Cornell	23,396	92,689	(69,293)
Hiawatha	22,305	106,976	(84,671)
Bennett Woods	23,998	120,798	(96,800)
Textbooks, New & Replacement			
Cornell	26,911	26,911	-
Hiawatha	26,587	26,587	-
Bennett Woods	27,234	27,234	-
Outgoing Transfer - Substitutes	266,475	266,475	-
	9,386,859	9,927,880	(541,021)
Grades 5-8 Instruction, 112			
Wages			
Kinawa	2,500,452	2,415,998	84,454
Chippewa	2,554,778	2,573,467	(18,689)
Benefits			
Kinawa	530,900	475,590	55,310
Chippewa	445,703	438,541	7,162
Retirement & FICA			
Kinawa	1,193,227	1,289,046	(95,819)
Chippewa	1,224,016	1,377,018	(153,002)
Contracted Staff & Services			
Kinawa	19,200	19,200	-
Chippewa	9,300	9,300	-
Supplies & Other			
Kinawa	45,076	61,727	(16,651)
Chippewa	46,250	44,250	2,000

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Textbooks, New & Replacement			
Kinawa	38,410	38,410	-
Chippewa	6,600	6,600	-
Tuition Payments (MVU)	8,000	15,600	(7,600)
Outgoing Transfer - Substitutes	291,300	291,300	-
	8,913,212	9,056,047	(142,835)
High School Instruction, 113			
Wages	5,010,842	4,862,683	148,159
Benefits	896,582	915,147	(18,565)
Retirement & FICA	2,524,806	2,695,251	(170,445)
Contracted Staff & Services	16,000	16,000	-
Supplies & Other	102,945	100,945	2,000
Textbooks, New & Replacement	70,126	70,126	-
Student Recovery Services	220,000	195,400	24,600
Dual Enrollment	237,712	185,082	52,630
Tuit Pymts (Early College, MVU, HSDCI)	124,000	173,400	(49,400)
Outgoing Transfer - Substitutes	159,420	159,420	-
	9,362,433	9,373,454	(11,021)
Montessori Elementary, 116			
Wages	1,332,908	1,320,788	12,120
Benefits	282,760	272,029	10,731
Retirement & FICA	638,261	704,646	(66,385)
Contracted Staff & Services	8,904	8,904	-
Supplies & Other	16,503	79,735	(63,232)
Textbooks, New & Replacement	37,418	37,418	-
Outgoing Transfer - Substitutes	63,825	63,825	-
	2,380,579	2,487,345	(106,766)
Montessori 5-8, 112-9700			
Wages	666,375	667,761	(1,386)
Benefits	162,683	160,009	2,674
Retirement & FICA	315,330	353,715	(38,385)
Contracted Staff & Services	450	450	-
Supplies & Other	5,688	5,688	-
Textbooks, New & Replacement	1,580	1,580	-
	1,152,106	1,189,203	(37,097)
Total Montessori Instruction	3,532,685	3,676,548	(143,863)

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Summer Programs			
Wages	5,000	5,000	-
Retirement & FICA	2,367	2,650	(283)
Contracted Staff & Services	27,000	27,000	-
	34,367	34,650	(283)
Special Education - Instructional Programs 122			
Wages	4,160,854	4,172,672	(11,818)
Benefits	853,362	863,981	(10,619)
Retirement & FICA	1,979,649	2,220,793	(241,144)
Contracted Staff & Services	57,574	59,082	(1,508)
Supplies & Other	27,000	25,000	2,000
Textbooks, New & Replacement	800	800	-
Outgoing Transfer - Substitutes	83,000	83,000	-
	7,162,239	7,425,328	(263,089)
Special Education - Psychological Services, 214			
Wages	431,570	431,570	-
Benefits	76,510	75,054	1,456
Retirement & FICA	206,633	231,019	(24,386)
Contracted Staff & Services	1,200	1,200	-
Supplies & Other	5,000	5,000	-
	720,913	743,843	(22,930)
Special Education - Speech & Language Services, 215			
Wages	533,449	522,031	11,418
Benefits	68,906	63,817	5,089
Retirement & FICA	254,282	278,373	(24,091)
Contracted Staff & Services	11,520	11,520	-
Supplies & Other	1,400	1,400	-
	869,557	877,141	(7,584)
Special Education - Social Work Services, 216			
Wages	729,308	731,810	(2,502)
Benefits	102,357	102,396	(39)
Retirement & FICA	349,155	391,559	(42,404)
Contracted Staff & Services	1,520	1,520	-
Supplies & Other	1,400	1,400	-
	1,183,740	1,228,685	(44,945)
Special Education - Teacher Consultants, 218			
Wages	168,502	269,775	(101,273)
Benefits	27,508	55,311	(27,803)
Retirement & FICA	81,630	144,793	(63,163)
	277,640	469,879	(192,239)
Total Special Education	10,214,089	10,744,876	(530,787)

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Compensatory Education , 125 & 126			
Wages	862,612	860,332	2,280
Benefits	131,008	117,668	13,340
Retirement & FICA	423,263	419,667	3,596
Contracted Staff & Services	431,376	530,510	(99,134)
Supplies & Other	45,893	77,375	(31,482)
	1,894,152	2,005,552	(111,400)
Gifted Programs, 9200			
Wages	94,154	94,154	-
Benefits	5,859	5,794	65
Retirement & FICA	44,553	49,873	(5,320)
	144,566	149,821	(5,255)
Guidance Services, 212			
Wages	965,805	937,804	28,001
Benefits	172,691	173,047	(356)
Retirement & FICA	461,177	500,918	(39,741)
Supplies & Other	3,000	3,000	-
	1,602,673	1,614,769	(12,096)
Other Pupil Services, 213 & 219			
Wages	194,001	194,001	-
Benefits	41,935	41,935	-
Retirement & FICA	93,176	104,135	(10,959)
Contracted Staff & Services	268,600	268,600	-
Supplies & Other	5,000	5,000	-
	602,712	613,671	(10,959)
Improvement of Instruction, 221			
Wages	904,557	973,792	(69,235)
Benefits	183,658	179,025	4,633
Retirement & FICA	434,753	507,400	(72,647)
Contracted Staff & Services	161,950	173,118	(11,168)
Supplies & Other	15,150	15,150	-
Outgoing Transfer - Substitutes	13,046	14,529	(1,483)
	1,713,114	1,863,014	(149,900)
Educational Media Center, 222 & 223			
Wages	327,241	322,044	5,197
Benefits	72,187	70,241	1,946
Retirement & FICA	156,733	172,473	(15,740)
Educational Media	30,000	30,000	-
Supplies & Other	5,000	5,000	-
	591,161	599,758	(8,597)

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Special Education, Staff Direction, 226			
Wages	165,057	171,237	(6,180)
Benefits	53,308	53,308	-
Retirement & FICA	79,115	90,771	(11,656)
Contracted Staff & Services	13,250	13,250	-
Supplies & Other	4,600	4,600	-
	315,330	333,166	(17,836)
Other Instructional Staff Services, 229			
Wages	84,562	88,320	(3,758)
Benefits	26,407	26,998	(591)
Retirement & FICA	40,675	47,445	(6,770)
	151,644	162,763	(11,119)
Board of Education, 231			
Contracted Services	149,500	249,500	(100,000)
Travel & Conference	4,200	4,200	-
	153,700	253,700	(100,000)
Communication Services, 282			
Wages	117,332	117,332	-
Benefits	26,486	15,120	11,366
Retirement & FICA	55,523	62,152	(6,629)
Supplies & Other	4,500	4,500	-
	203,841	199,104	4,737
Executive Administration, 232			
Wages	363,769	353,745	10,024
Benefits	54,571	54,528	43
Retirement & FICA	161,824	176,389	(14,565)
Contracted Staff & Services	55,300	55,300	-
Supplies & Other	15,800	15,800	-
	651,264	655,762	(4,498)
Building Administration, Elementary, 241			
Wages	1,023,760	1,021,194	2,566
Benefits	195,151	187,460	7,691
Retirement & FICA	489,725	546,207	(56,482)
Contracted Staff & Services	10,000	10,000	-
Supplies & Other	12,311	12,311	-
	1,730,947	1,777,172	(46,225)
Building Administration, Middle School, 242			
Wages	679,688	682,111	(2,423)
Benefits	163,808	163,819	(11)
Retirement & FICA	324,547	364,235	(39,688)
Contracted Staff & Services	21,800	21,800	-
Supplies & Other	8,500	8,500	-
	1,198,343	1,240,465	(42,122)

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Building Administration, High School, 243			
Wages	500,634	502,186	(1,552)
Benefits	93,883	127,065	(33,182)
Retirement & FICA	239,780	268,889	(29,109)
Contracted Staff & Services	13,795	13,795	-
Supplies & Other	12,325	12,325	-
	860,417	924,260	(63,843)
Total Building Administration	3,789,707	3,941,897	(152,190)
Fiscal Services, 252			
Wages	285,223	308,326	(23,103)
Benefits	63,224	80,652	(17,428)
Retirement & FICA	136,035	164,387	(28,352)
Contracted Staff & Services	169,250	169,250	-
Supplies & Other	3,200	3,200	-
	656,932	725,815	(68,883)
Internal Services - Print shop, 258			
Wages	42,282	42,282	-
Benefits	20,803	20,803	-
Retirement & FICA	20,336	22,725	(2,389)
Supplies & Other	45,000	45,000	-
	128,421	130,810	(2,389)
Other Business Services, 259			
Workers Compensation	124,000	118,000	6,000
Legal Liability Insurance	32,000	36,000	(4,000)
Bank Service Charges	55,000	57,000	(2,000)
Other Fees	7,600	7,600	-
	218,600	218,600	-
Staff/Personnel Services, 283			
Wages	193,401	193,401	-
Benefits	32,577	32,577	-
Retirement & FICA	91,996	102,923	(10,927)
Contracted Staff & Services	17,000	17,000	-
Supplies & Other	1,000	1,000	-
	335,974	346,901	(10,927)
Technology Services, 284			
Wages	667,201	663,990	3,211
Benefits	135,387	120,333	15,054
Retirement & FICA	318,200	354,198	(35,998)
Contracted Staff & Services	79,626	79,626	-
Annual User Fees/Contracts	535,627	478,121	57,506
Supplies & Other	14,500	14,500	-
	1,750,541	1,710,768	39,773

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Security Services, 266			
Contracted Staff & Services	234,334	228,752	5,582
Supplies & Other	50,000	107,910	(57,910)
	284,334	336,662	(52,328)
Operation & Maintenance, 261			
Wages	935,428	931,739	3,689
Benefits	216,497	209,930	6,567
Retirement & FICA	445,710	496,610	(50,900)
Contracted Custodial	1,204,921	1,204,921	-
Contracted Staff & Services	570,750	1,135,150	(564,400)
Supplies & Other	415,000	415,000	-
Telephone	31,000	31,000	-
Heating Fuel/Natural Gas	300,000	300,000	-
Electricity	800,000	931,000	(131,000)
Water & Sewer	88,000	88,000	-
Waste & Trash Disposal	61,000	76,000	(15,000)
Property, Casualty & Fleet Insurance	229,450	246,000	(16,550)
	5,297,756	6,065,350	(767,594)
Total Operations & Maintenance/Security	5,582,090	6,402,012	(819,922)
Pupil Transportation, 271			
Wages	668,588	697,009	(28,421)
Benefits	179,538	177,177	2,361
Retirement & FICA	316,084	366,268	(50,184)
Contracted Services	36,710	62,027	(25,317)
Fleet Insurance	11,200	18,000	(6,800)
Vehicle Fuel	126,000	126,000	-
Supplies & Other	38,500	39,700	(1,200)
	1,376,620	1,486,181	(109,561)
Athletics, 293			
Salaries	138,479	138,479	-
Coaches/Games Workers	192,816	192,816	-
Benefits	42,202	47,654	(5,452)
Retirement & FICA	157,758	176,476	(18,718)
Contracted Coaches/Game Workers	236,560	236,560	-
Contracted Services	149,000	149,000	-
Supplies & Other	30,000	30,000	-
	946,815	970,985	(24,170)
Community Education - Child Care, 351			
Wages	636,707	631,161	5,546
Benefits	137,881	109,135	28,746
Retirement & FICA	305,143	338,069	(32,926)
Contracted Staff & Services	907,295	824,785	82,510
Supplies & Other	131,575	130,475	1,100
	2,118,601	2,033,625	84,976

**Okemos Public Schools
General Operating Fund
2025-26 Revised Budget**

	2025-26 Original Budget	2025-26 Revised Budget #1	2025-26 Impact of Change
Community Education - Recreation/Enrichment, 321			
Wages	24,573	24,573	-
Benefits	13,072	10,364	2,708
Retirement & FICA	11,628	13,017	(1,389)
Contracted Staff & Services	295,000	295,000	-
Supplies & Other	11,000	11,000	-
	355,273	353,954	1,319
Community Education - School Readiness, 343x			
Wages	222,210	257,834	(35,624)
Benefits	51,926	56,793	(4,867)
Retirement & FICA	107,333	119,767	(12,434)
Contracted Staff & Services	272,052	285,800	(13,748)
Supplies & Other	202,141	172,801	29,340
	855,662	892,995	(37,333)
Community Education - Senior Center, 391			
Wages	55,151	59,151	(4,000)
Benefits	5,395	5,429	(34)
Retirement & FICA	25,816	27,990	(2,174)
Contracted Staff & Services	27,799	27,799	-
	114,161	120,369	(6,208)
Community Education - Facilities Use, 311			
Wages	24,573	24,573	-
Benefits	13,072	10,364	2,708
Retirement & FICA	11,628	13,017	(1,389)
Contracted Staff & Services	39,000	39,000	-
Supplies & Other	1,000	1,000	-
Utilities	55,000	55,000	-
	144,273	142,954	1,319
Total Community Services	3,587,970	3,543,897	44,073
Other Financing Uses	71,133	66,244	4,889
Total Expenditures	67,912,605	70,808,645	(2,896,040)



MANUFACTURER & DEALER SELECTION

Fall 2023

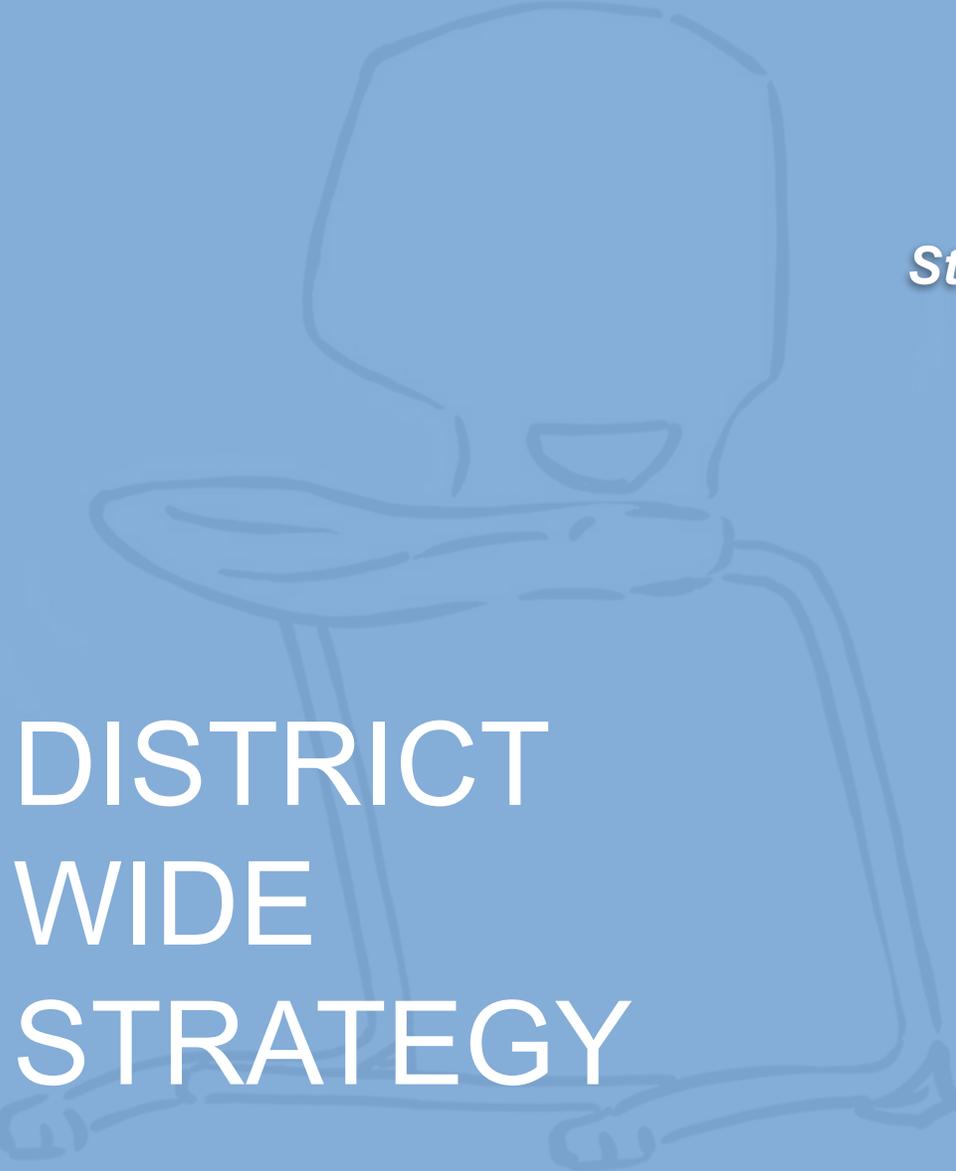
OPS Steering Committee - Stacy Bailey, Jody Noble,
Steve Stierley, Past Operations Director

Tower Pinkster facilitated three Manufacturer/Dealer
furniture tours and interviews

VS/Great Lakes selected for student furniture
Haworth/DBI selected for administration furniture

Selection Metrics

- Durability
- Flexible Learning Environments
- Warranty / Services Provided
- Cost



DISTRICT WIDE STRATEGY

Priority Order:

- 1) Three Big Rocks – Chippewa, Cornell, Kinawa
- 2) Bennett Woods, Central Montessori, Hiawatha
- 3) High School

Strategy

Fall 2025: Kinawa classroom furniture

Fall 2026: New Chippewa furniture

Fall 2026/28: New Cornell furniture

Fall 2030: Other Kinawa furniture needs

Spring 2025: Complete Layout & Budgeting Estimates for other elementaries

TBD: Implementation of classroom furniture for other elementaries

TBD: Determine ability for needs at High School



Pilot Classroom Program

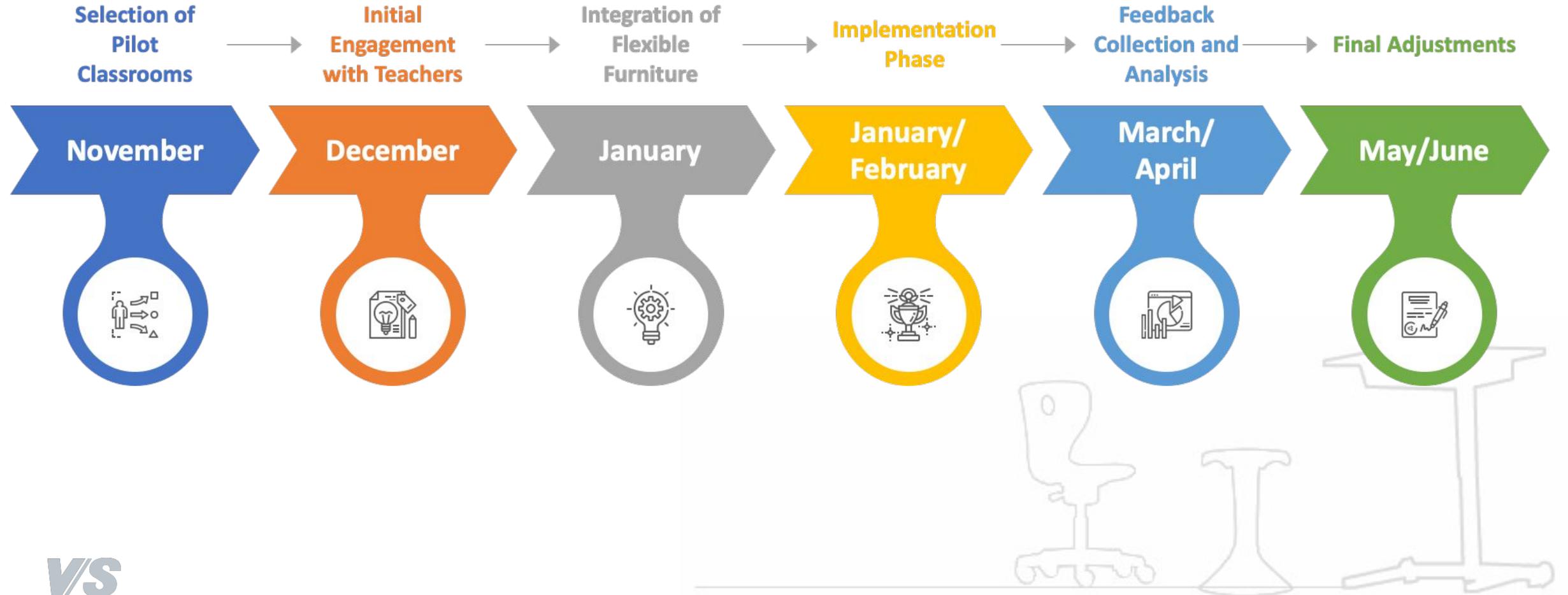
OKEMOS PUBLIC SCHOOLS

2024 Winter/Spring Pilot Program

The Pilot Classroom Program's Objective:

- Test-drive a wide variety of furniture pieces.
- Inform the *Direction* of OPS's district wide furniture purchases.
- Align flexible furniture solutions with Curriculum and Instruction Delivery.
- Provide pilot teachers with the professional learning opportunities to better use their spaces and furniture.

PILOT PROCESS



Pilot Teachers

Cornell Elementary School

Katie Casson - Kindergarten

Andrea Tousignant – 3rd Grade

Kinawa 5th/6th Middle School

Jeff Vacha – 5th/6th Grade Montessori

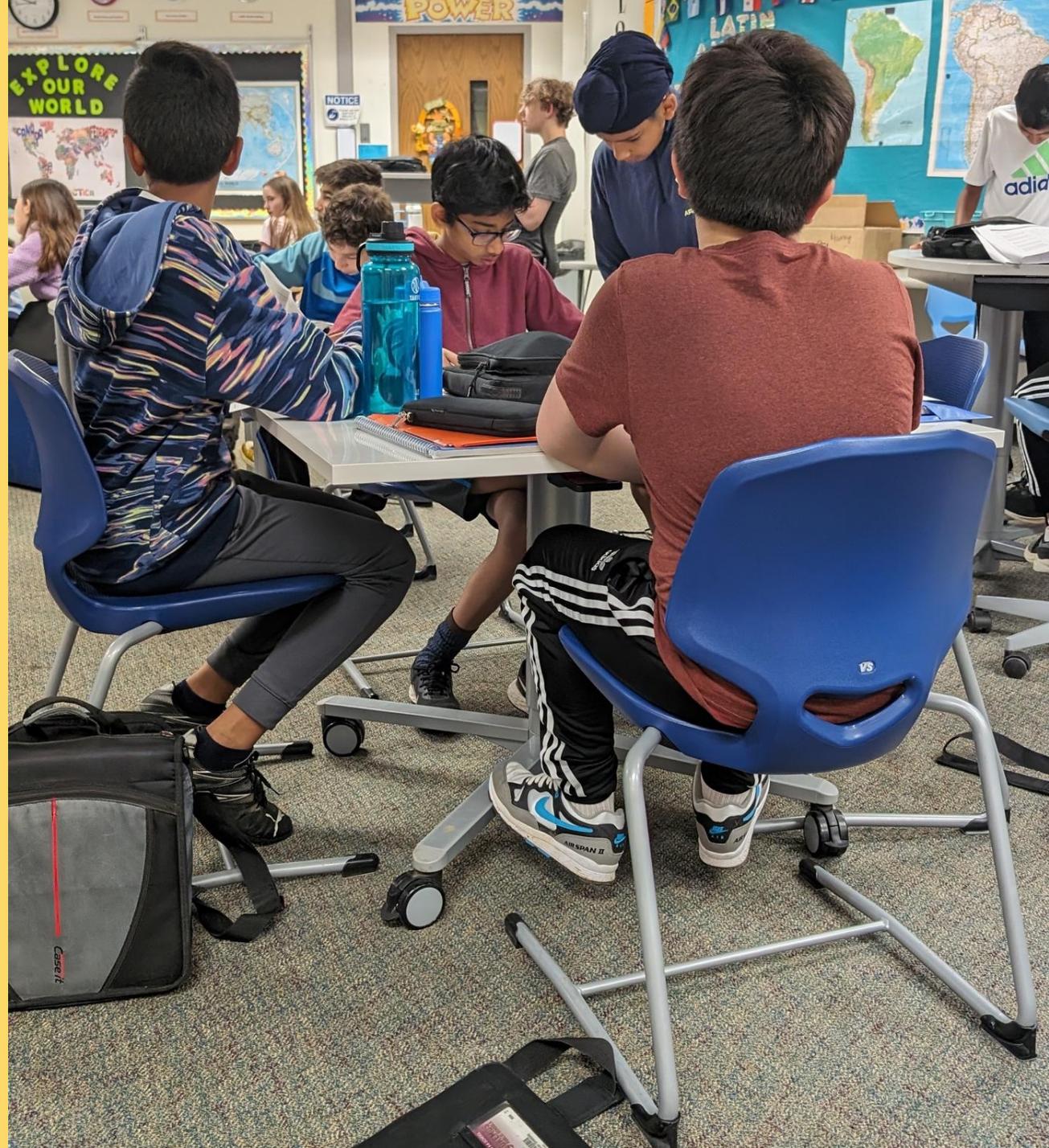
Sheri Gunns – 6th Grade Math

Chippewa 7th/8th Middle School

Jillian McKimmy – 8th Grade Math/Science

Kelly Cesar – 8th Grade Language Arts

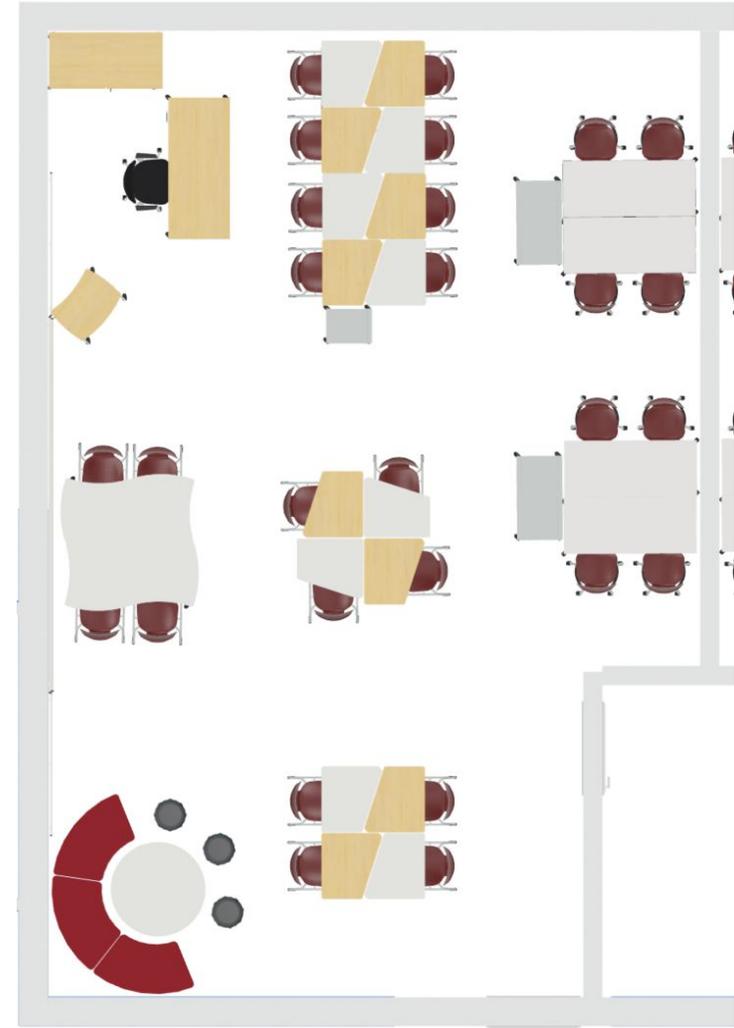
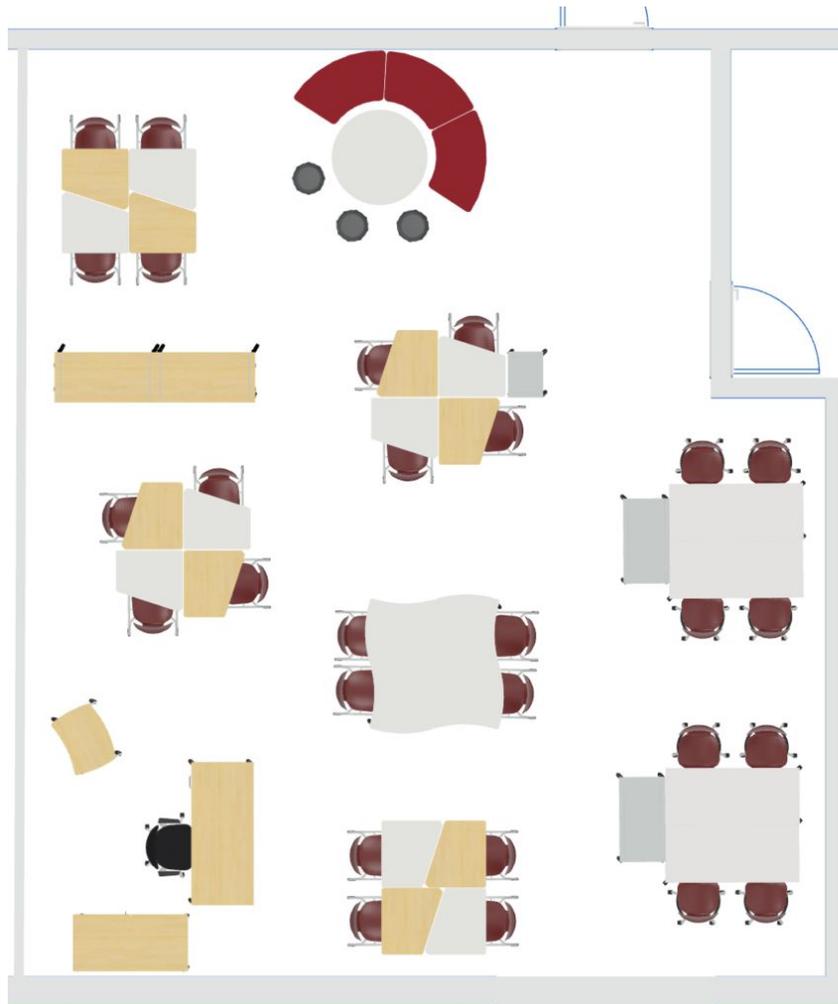
Special Thank You to Principals **Tracy Ojerio**, **Steve Stierley** and **Jody Noble** for their participation and leadership in the Pilot Program Process.



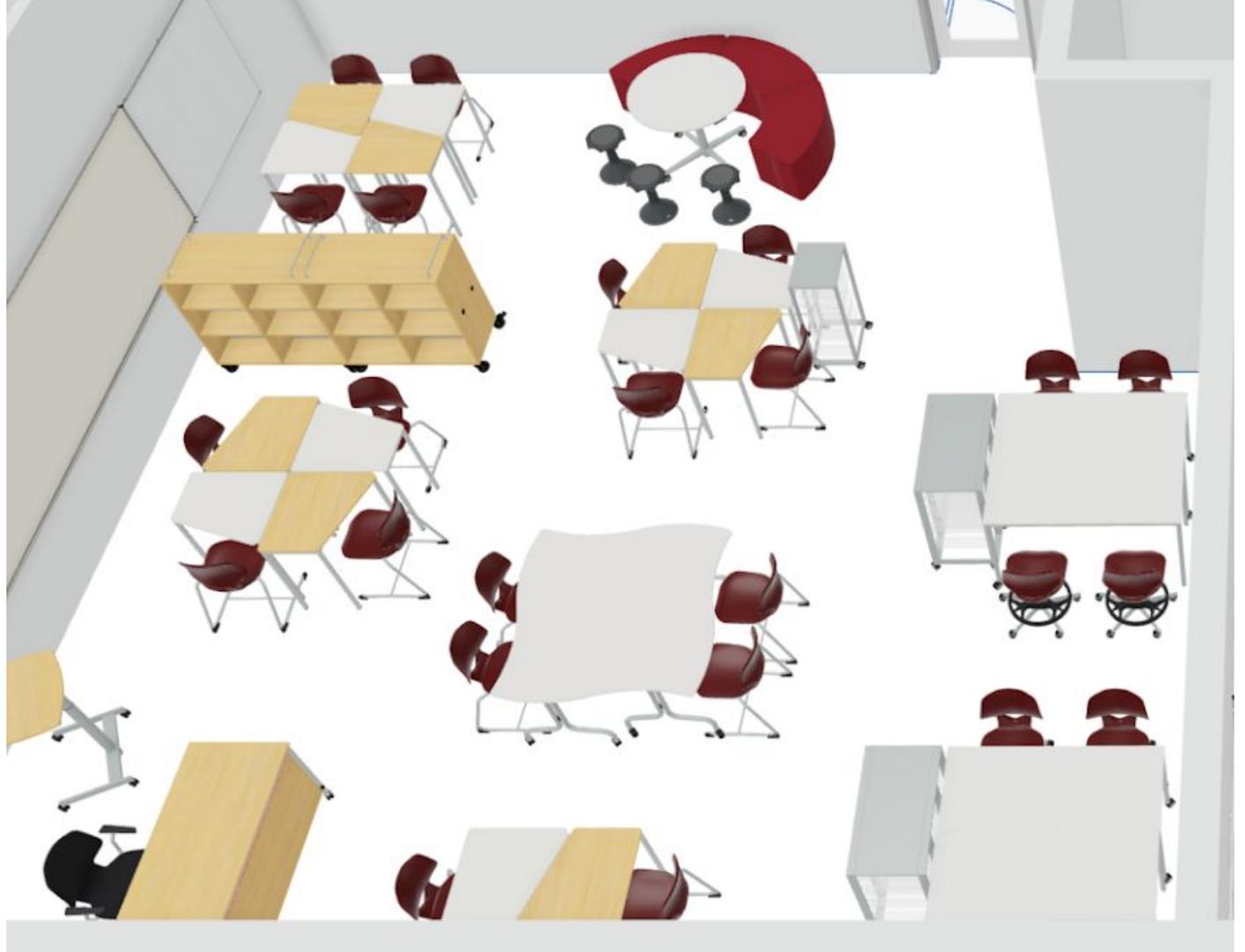
CLASSROOM FURNITURE SELECTIONS:

- Final selections were *directionally informed* by students, teachers and school leaders while keeping in mind district budget goals.
- Teacher and student feedback was shared with school leaders and a standards program was developed from this feedback.

Key Insights from Teachers Driving Furniture Decisions: TABLES AND SURFACES



Key Insights from Teachers Driving Furniture Decisions: CHAIRS AND SEATING



Key Insights from Teachers Driving Furniture

Decisions:
STORAGE





Teacher Observations on Furniture Types

"The Tano tables have really changed how we do group work. **It's easier for students to see and interact with each other,**" Jillian observed, highlighting the **positive impact on group dynamics and content collaboration.**

"The shelves have been a game-changer for our classroom library, making it **easy to organize and access books,**" another teacher shared, demonstrating the functional use of space.

"Students **love the variety**—especially the Hokki stools and chairs on casters. It seems like there's **something for everyone,**" noted a teacher, appreciating the accommodation of different learning preferences.

"Being able to rearrange the puzzle tables for different activities has been invaluable. **It supports everything from lectures to projects,**" a teacher mentioned, emphasizing the versatility of the furniture.

STUDENT FEEDBACK:

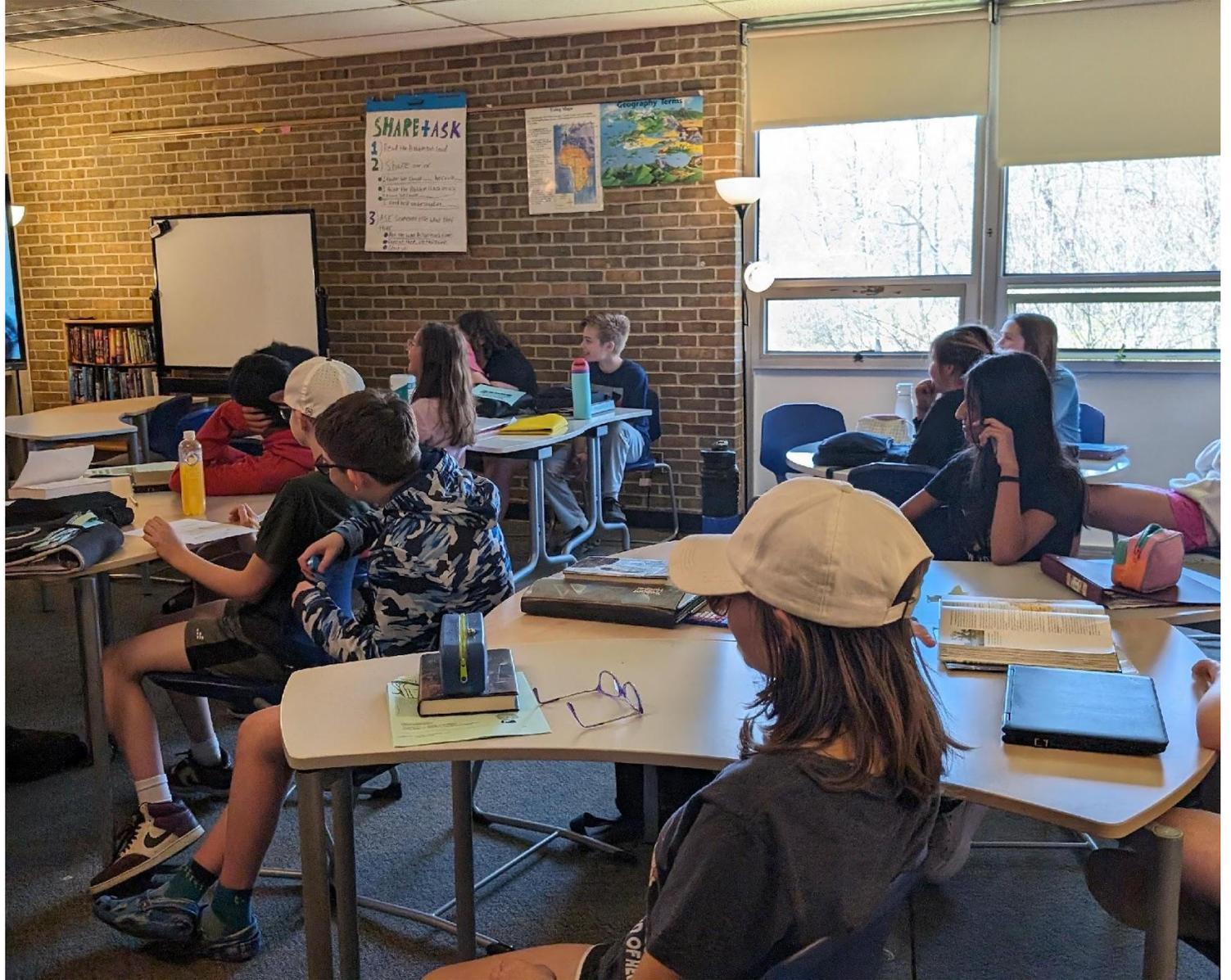
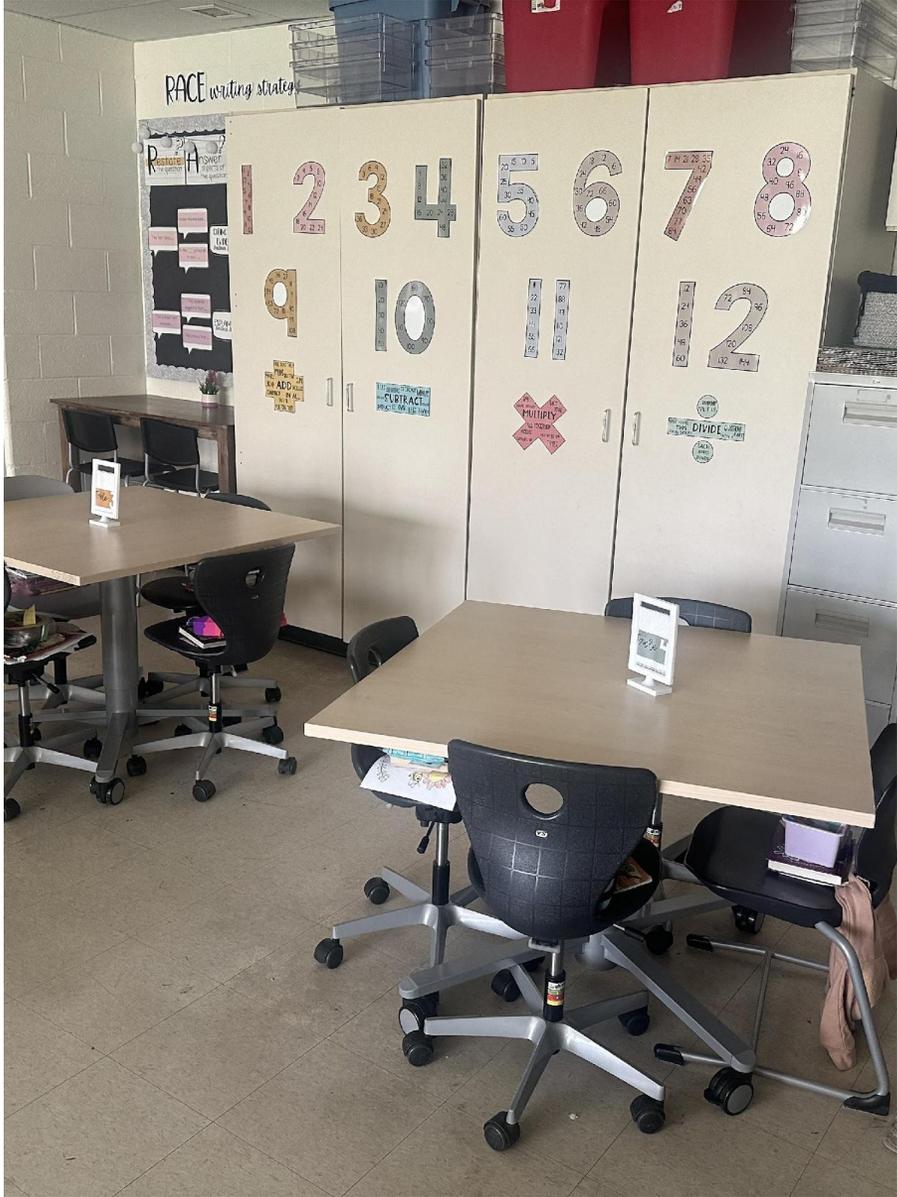
*I like how some of the **chairs can move around and rock**, it makes them **more comfortable**, and makes it **less distracting**. – 5th Grade Student*

*They helped me move around to my friends so we could **engage in conversations involving our work** and complete our work together. - 8th Grade Student*

*With the new furniture, I can sit at a small table with my friends and we can **easily talk to the teacher** who is right next to us and can help provide insight when we are confused about the work. – 8th Grade Student*

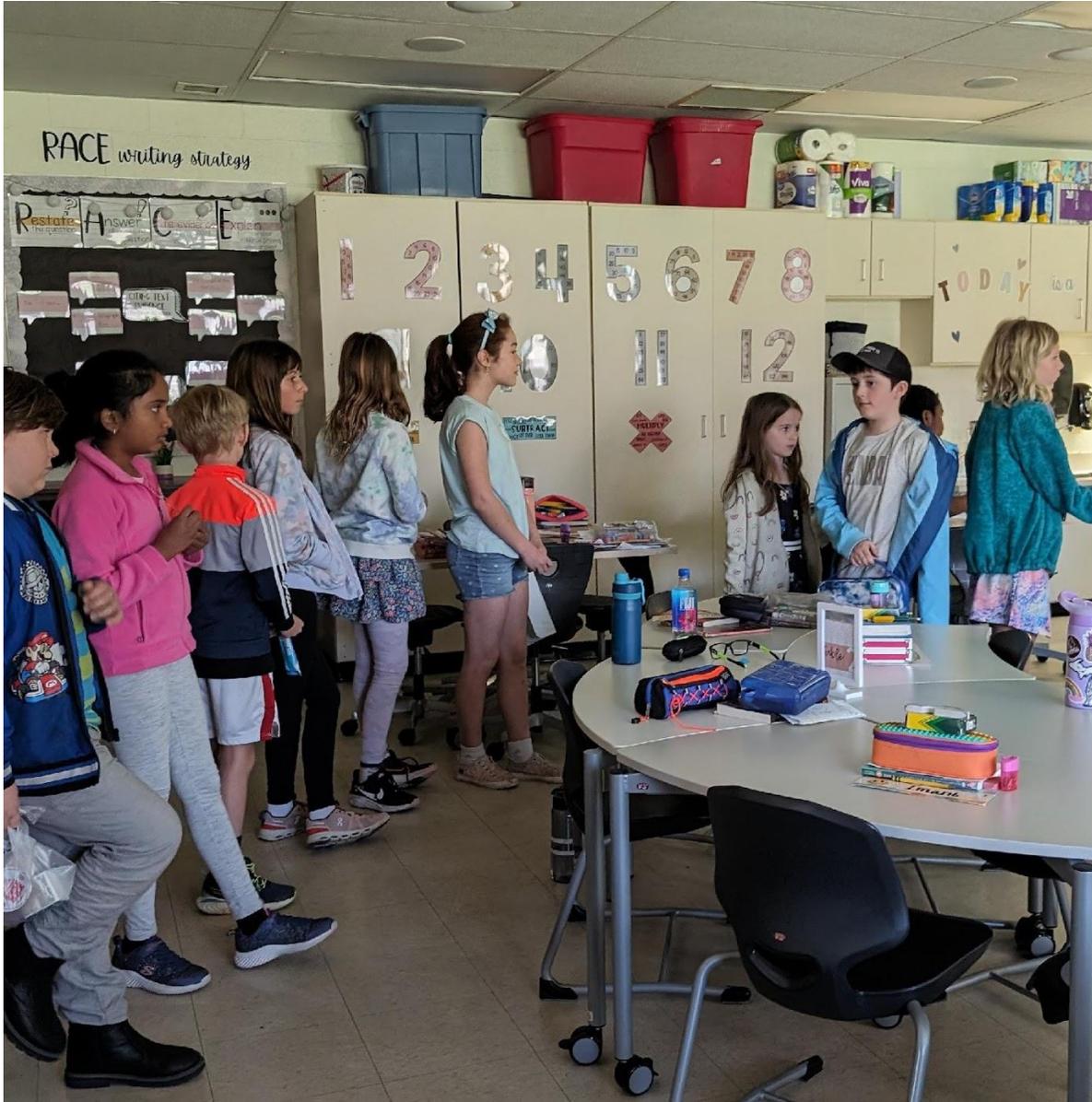
*The tables are placed in a way that **we can all participate well**. – 6th Grade Student*

*It is easier to relax and it's **really comfortable**, so I can **learn better**. – 8th Grade Student*

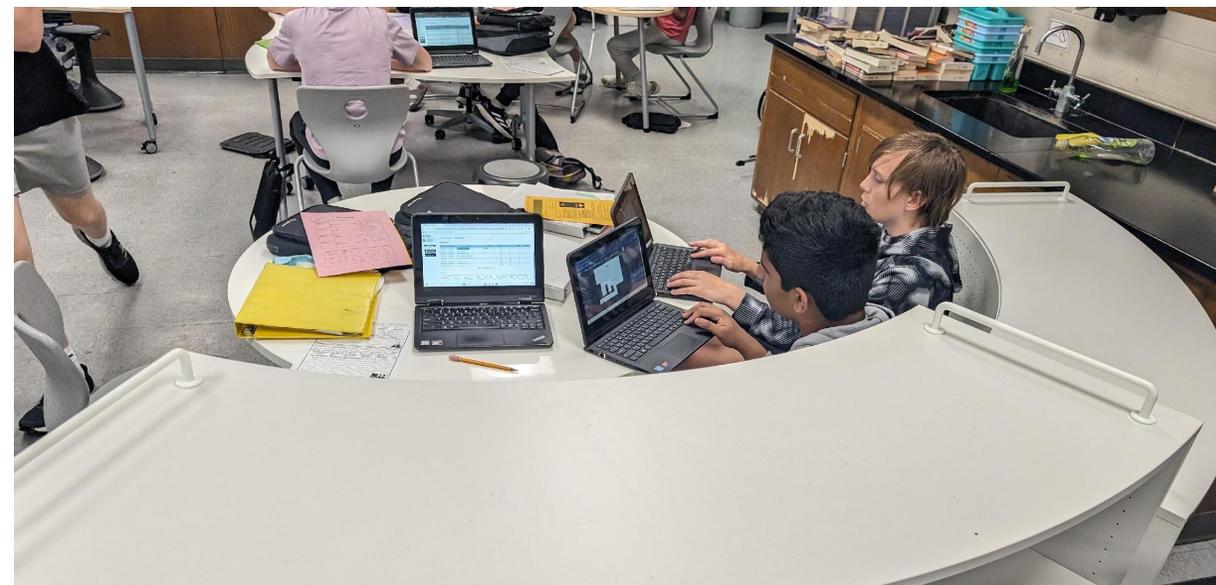




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Furniture Pieces Chosen



JUMPER Collection



V/S

HOKKI STOOL



The original wobble stool

100% recyclable plastic

Allows easy and safe
Light and easy to carry



This present:
use or replica

Shift+



Shift+ Fusion

Group table (freeform)
(wxd) = 55 1/2 x 31



Shift+ FusionFlip

Group table (freeform)
(wxd) = 55 1/2 x 31



Shift+ Interact

Teacher lectern
(wxd) = 26 3/8 x 20
(height adjustable) = 28-45 1/4



Shift+ Landscape

Soft seating element
(60° wxd) = 43 3/8 x 20 3/4
(Straight wxd) = 41 5/8 x 20 3/4
(Angled wxd) = 55 1/2 x 28 5/8
(Square wxd) = 20 3/4 x 20 3/4

Storage element*
(60° wxd) = 43 3/8 x 20 3/4
(Straight wxd) = 41 5/8 x 20 3/4

*Storage elements only available in 16 5/8 height



RONDO LIFT

Fully-adjustable pneumatic table
in **multiple shapes and sizes**

Locking casters

Optional tilt mechanism with
writable surface

Great option for students and
teacher workstation



TANO

Trapezoid top offers many configurations



Plastic Bins



Stacking



Castors



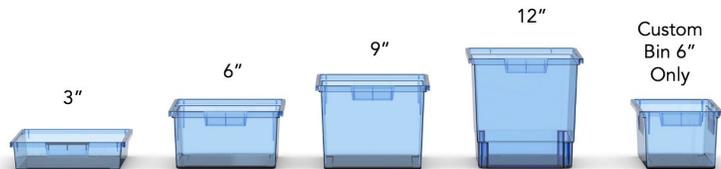
Backpack Hook



SPACE Storage

Mobile and fixed bin storage system

Fully-welded steel frame

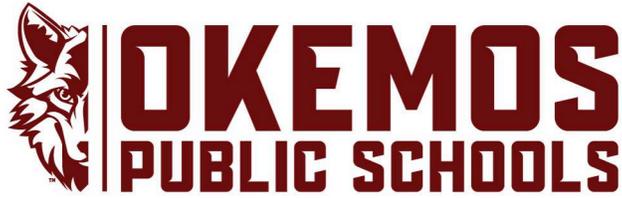


Used Furniture

- Partner with The Reuse Network
- Goal is to keep usable furniture out of landfills
- Match inventory of usable used furniture with communities in need in US & Worldwide
- Damaged/unusable furniture would be recycled
- Manage the process from start to finish

Next Steps

- December 9 BOE Action Not to Exceed \$1,900,000 for Kinawa classroom furniture
- Spring 2025 Professional learning “Moving out to Move In”
- Fall 2025 Professional learning on new furniture and how to best to use



Date: November 24, 2025

To: Board of Education

From: Stacy Bailey

Re: Furniture Purchase - Elementary Schools and Chippewa Middle School

Purchase Information

Vendor	Building/Area	Cost Not to Exceed Amount
DBI Haworth	Chippewa MS Administration	\$400,000

Great Lakes Furniture Supply

Chippewa MS Classroom	\$2,400,000
Cornell Classroom	\$1,050,000
Bennett Woods Classroom	\$665,000
Central Montessori Classroom	\$275,000
Hiawatha Classroom	\$800,000

\$5,190,000

Grand Total \$5,590,000

Description of Need

New Classroom Furniture was identified in the 2022 Bond as a need across the district.

- The NEW Chippewa Middle School will be outfitted with new furniture in the administration areas and classrooms. Existing furniture in the cafeteria and media center, recently purchased with 2019 bond funds, will be reused in the NEW CMS.
- Bennett Woods, Central Montessori, Cornell and Hiawatha will receive new classroom furniture, including student desks and chairs and teachers stations

Recommendation

The purchase of new furniture was included in the 2022 bond. A comprehensive selection was previously reviewed with the Board on November 25, 2024. The presentation from that meeting is included in the current Board packet for reference.

The total budget for furniture in the 2022 bond is \$9,115,000. Of this amount, \$1.4 million was spent last summer for new classroom furniture at Kinawa, leaving approximately \$7.7 million for remaining furniture projects.

I recommend the Board approve the purchase of the new furniture as described.

POWERSCHOOL LITIGATION RESOLUTION

A [regular or special] meeting of the [Name of School District, Intermediate School District, or Public School Academy] (“School”) [Board of Education or Board of Directors] (the “Board”) was held on the [] day of [], 202[] at the following time: [] (“Meeting”).

The Meeting was called to order by _____

Present:

Absent:

The following preamble and resolution were offered by Member _____ and supported by Member _____.

WHEREAS:

1. Schools nationwide are joining a nationwide lawsuit against PowerSchool Holdings, Inc., Powerschool Group, LLC, and related defendants concerning the December 2024 PowerSchool data breach, specifically MDL No. 3149 in the United States District Court for the Southern District of California (“Lawsuit”).

2. Schools in the Lawsuit are being represented by Frantz Law Group, APLC, a California professional law corporation (“Frantz”).

3. Thrun Law Firm, P.C. referred the School to Frantz for the Lawsuit.

4. The Board believes it is in the School’s best interests to join the Lawsuit on the terms specified in the attached Attorney-Client Fee Contract.

5. The Board believes it is in the School’s best interests to authorize and direct [Insert Position, such as Superintendent] or designee to sign the attached Attorney-Client Fee Contract on behalf of the School and to take such other action as necessary to obtain monetary damages for the School in the Lawsuit, subject to review by the School’s legal counsel.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Board decides to join the Lawsuit on the terms specified in the attached Attorney-Client Fee Contract.

2. The Board authorizes and directs [Insert Position, such as Superintendent] or designee to sign the attached Attorney-Client Fee Contract on behalf of the School and to take such other action as necessary to obtain monetary damages and injunctive relief for the School in the Lawsuit, subject to review by the School’s legal counsel.

3. All resolutions and parts of resolutions that conflict with the provisions of this resolution are rescinded.

Ayes:

Nays:

Absent:

Motion Passed:

[Board Secretary or Clerk]

The undersigned duly qualified and acting Board Secretary hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, Public Acts of Michigan, 1976, as amended).

[Board Secretary or Clerk]

Date: _____, 202__

ATTORNEY-CLIENT FEE CONTRACT

The ATTORNEY-CLIENT FEE CONTRACT (“Agreement”) is entered into by and between [Name of School District, Intermediate School District, or Public School Academy], whose address is [] (“Client”) and Frantz Law Group, APLC, a California professional law corporation (“Attorneys” or “We”) and encompasses the following provisions:

1. **CONDITIONS.** This Agreement will not take effect, and Attorneys will have no obligation to provide legal services, until Client returns a signed copy of this Agreement.
2. **AUTHORIZED REPRESENTATIVES**
 - A. **CLIENT REPRESENTATIVES.** Client designates [Insert Position Identified in Resolution], or designee, as the authorized representatives to direct Attorneys and to be the primary individuals to communicate with Attorneys regarding the subject matter of Attorneys’ representation of Client under this Agreement. The designation is intended to establish a clear line of authority and to minimize potential uncertainty but not to preclude communication between Attorneys and other representatives of Client.
 - B. **ATTORNEY REPRESENTATIVES.** James Frantz, William Shinoff, and Regina Bagdasarian of Frantz Law Group, APLC will be primarily responsible for the work, either performing it himself/herself or delegating it to others as may be appropriate. The Client shall have the right to approve or veto the involvement of each of the attorneys on its cases. Attorneys will be added or deleted from the list only upon prior Client approval.
3. **SCOPE AND DUTIES.** Client hires Attorneys to provide legal services in connection with pursuing claims for damages associated with the Powerschool litigation, specifically MDL No. 3149 in the United States District Court for the Southern District of California (“Action”). Attorneys shall provide those legal services reasonably required to represent Client, and shall take reasonable steps to keep Client informed of progress and to respond to Client’s inquiries. Client shall be truthful with Attorneys, cooperate with Attorneys, and keep Attorneys informed of developments. Attorneys will assist in negotiating liens, but will not litigate them.
4. **LEGAL SERVICES SPECIFICALLY EXCLUDED.** Unless otherwise agreed in writing by Client and Attorneys, Attorneys will not provide legal services with respect to (a) defending any legal proceeding or claim against the Client commenced by any person unless such proceeding or claim is filed against the Client in the Action or (b) proceedings before any federal or state administrative or governmental agency, department, or board. With Client’s permission, however, Attorneys may elect to appear at such administrative proceedings to protect Client’s rights. If Client wishes to retain Attorneys to provide any legal services not provided under this Agreement for additional compensation, a separate written agreement between Attorneys and

Client will be required.

5. FEES. Client will pay attorneys' fees to Attorneys of thirty percent (30%) of any monetary settlement or recovery that Attorneys obtain for Client, provided that such fee will be paid only by money recovered from defendants in the Action (collectively, the "Total Fee"). Thrun, Maatsch and Nordberg, P.C., a Michigan professional corporation d/b/a Thrun Law Firm, P.C. (Thrun) will receive thirty percent (30%) of the Total Fee, as discussed in more detail in Paragraph 6, below. The Action does not involve a claim or action for personal injury or wrongful death (see MCR 8.121(A)).

Fees shall be calculated on the basis of any settlement or recovery prior to the deduction of any expense or cost, the "Gross Recovery." Contingency fee rates are not set by law, but have been negotiated. If no recovery is made, no fees will be charged.

The term "Gross Recovery" shall include, without limitation, the then present value of any monetary payments agreed or ordered to be made by the adverse parties or their insurance carriers as a result of the Services, whether by settlement, arbitration award, court judgment (after all appeals exhausted), or otherwise. Any statutory Attorneys' fee paid by Defendants shall be included in calculating the Gross Recovery.

- (1) "Gross Recovery," if by settlement, also includes (1) the then-present value of any monetary payments to be made to the Client; and (2) any Attorneys' fees and costs recovered by the Client as part of any cause of action that provides a basis for such an award. "Recovery" may come from any source, including, but not limited to, the adverse parties to the Client and/or their insurance carriers and/or any third party, whether or not a party to formal litigation. The contingent fee is calculated by multiplying the recovery by the fee percentage. This calculation is performed on the gross recovery amount before the deduction of expenses as discussed above.

Gross Recovery does not contemplate nor include any amount or value for injunctive relief or for the value of an abatement remedy which may be obtained in a final arbitration award or court judgment.

- (2) The Client shall not be obligated to pay the Attorneys unless Attorneys are successful in collecting a monetary recovery on the Client's behalf as a result of the Services.
- (3) If, by judgment, the Client is awarded in the form of property or services (In Kind), the value of such property and services shall not be included for purposes of calculating the Gross Recovery.
- (4) If, by judgment, there is no money recovery and the Client receives In Kind relief, Attorneys acknowledge that Client is not obligated to pay Attorneys' fees from public funds for the value of the In Kind relief. In the event of In Kind relief, by judgment, Attorneys' sole source of recovery of contingent fees will come from a

common fund or court ordered Attorney's fees.

- (5) The Client agrees the Defendant shall pay all Attorneys' fees in a settlement that includes nonmonetary value. Client understands that Attorneys have and will invest resources into prosecuting this action on behalf of the Client and agrees to make a good faith effort to include Attorneys' Fees as part of the terms of any settlement or resolution of the Action.

It is possible that payment to the Client by the adverse parties to the Action or their insurance carrier(s) or any third-party may be deferred, as in the case of an annuity, a structured settlement, or periodic payments. In such event, gross recovery will consist of the initial lump sum payment plus the present value (as of the time of the settlement) of the total of all payments to be received thereafter. The contingent fee is calculated, as described above, by multiplying the gross recovery by the fee percentage. The Attorney's fees will be paid out of the initial lump-sum payment if there are sufficient funds to satisfy the Attorney's fee. If there are insufficient funds to pay the Attorney's fees in full from the initial lump sum payment, the balance owed to Attorney will be paid from subsequent payments to Client before there is any distribution to Client.

- A. Reasonable Fee if Contingent Fee is Unenforceable. In the event that the contingent fee portion of this Agreement is determined to be unenforceable for any reason, Client agrees to pay a reasonable fee for the services rendered. If the parties are unable to agree on a reasonable fee for the services rendered, Attorneys and Client agree to follow the procedure in Paragraph 10 below; in any event, Attorney and Client agree that the fee shall not exceed thirty percent (30%) of the gross recovery as defined in Paragraph 5.
- B. No Fund Payments. Notwithstanding any other provision in this Agreement, including the immediately preceding paragraph, in no event will the Client be required to pay legal fees out of any fund other than the monies recovered from Defendants in this litigation. Under no circumstances shall Client general funds be obligated to satisfy the contingent Attorneys' fees as a result of this case or this contingency fee contract.
6. REFERRAL FEE. Thrun will receive thirty percent (30%) of the Total Fee if the Client meets at least one of the following:
- A. Is a Thrun retainer client.
- B. Is not a Thrun retainer client, but adopts a resolution that says Thrun is referring the Client to Attorneys and that authorizes both joining the Action and entering into this Agreement.
- C. Is not a Thrun retainer client, but Client was referred to Attorneys for the Action by Thrun, as reflected in a written statement from Client or Thrun.

Thrun will not bill Clients at Thrun's hourly rates for work associated with the

Action.

7. **COSTS AND EXPENSES.** In addition to paying legal fees, Client shall reimburse Attorneys for all “costs/expenses,” which includes but is not limited to the following: process servers’ fees, fees fixed by law or assessed by courts or other agencies, court reporters’ fees, long distance telephone calls, messenger and other delivery fees, parking, investigation expenses, consultants’ fees, expert witness fees, and other similar items, incurred by Attorneys. The costs/expenses incurred that Attorneys advance will be owed in addition to attorneys’ fees and Client will reimburse those costs/expenses after Attorneys’ fees have been deducted. If there is no recovery, Client will not be required to reimburse Attorneys for costs and fees. In the event a recovery is less than incurred costs/expenses, Client will not be required to reimburse Attorneys for costs/expenses, above and beyond the recovery, and fees.

SHARED EXPENSES: Client understands that Attorneys may incur certain expenses that jointly benefit multiple clients, including, for example, expenses for travel, experts, and copying. Client agrees that Attorneys shall divide such expenses equally, or pro rata, among such clients, and deduct Client’s portion of those expenses from Client’s share of any recovery.

FEDERAL MDL AND STATE COORDINATION COMMON BENEFIT FEES: Members of Attorneys frequently serve on plaintiffs’ management or executive committees in MDL and perform work which benefits Attorneys’ clients as well as clients of other attorneys involved in similar litigation. As a result, the court or courts where the cases are pending may order that Attorneys are to receive additional compensation for Attorneys time and effort which has benefitted all claimants. Compensation for this work and effort, which is known as “common benefit,” may be awarded to Attorneys by a court or courts directly from the assessments paid by The Client and others who have filed claims in this litigation, and will not in any way reduce the amount of fees owed under this Agreement.

8. **LIEN.** In the event any third party attempts to lien any proceeds recovered from a recovery in this matter, Client hereby grants, and agrees, **TO THE EXTENT PERMITTED BY APPLICABLE LAW**, that Attorneys hold, a first priority and superior lien on any and all proceeds recovered from Defendants in this litigation in the amount of the Attorneys’ fees and costs that the Attorneys are entitled to under this Agreement. This lien right is limited to only those monies recovered from Defendants and in no way affects any other rights of the Client in any way whatsoever.

9. DISCHARGE AND WITHDRAWAL.

- A. Client may discharge Attorneys at any time. After receiving notice of discharge, Attorneys shall stop services on the date and to the extent specified by the notice of discharge, and deliver to Client all evidence, files and attorney work product for the Action. This includes any computerized indices, programs and document retrieval systems created or used for the Action.

B. Attorneys may withdraw with Client's consent or for good cause. Good Cause includes Client's breach of this Agreement, Client's refusal to cooperate with Attorneys, or any other fact or circumstance that would render Attorneys continuing representation unlawful or unethical. Attorneys may also discharge Client if Client at any time is dishonest with Attorneys, or fails to provide relevant information to Attorneys.

10. DISPUTE RESOLUTION: ATTORNEY and CLIENT agree that should any dispute arise between them, they must be mediated first, before any litigation is filed. Specifically any and all disputes, controversies or claims arising out of, or related to this Agreement and/or ATTORNEY'S representation of CLIENT, including claims of malpractice (collectively referred to herein as "Dispute" or "Disputes"), shall be submitted to mediation with the American Arbitration Association (AAA), which mediation shall occur at the Client's central office or another location mutually agreed to by Client and Attorney. No litigation can be filed until after this agreed-upon mediation has occurred, and any litigation filed prior to conclusion of this mediation shall be subject to dismissal, pursuant to this Agreement. Client will pay one-half of the actual cost of the mediation, but each party will be responsible for his or her own attorneys' fees and preparation costs. Any litigation relating to any Dispute shall be filed in a Michigan court with jurisdiction over the Client; any litigation filed in any other court shall be dismissed, and the party initiating such litigation shall promptly pay any attorney fees and costs incurred by the other party in defending against that litigation.

11. AUTHORITY OF ATTORNEY. Attorneys may, with prior Client approval, associate co-counsel if the Attorneys believe it advisable or necessary for the proper handling of Client's claim, and expressly authorize the Attorneys to divide any Attorneys' fees that may eventually be earned with co-counsel so associated for the handling of Client's claim. Attorneys understand that the amount of Attorneys' fees which Client pays will not be increased by the work of co-counsel associated to assist with the handling of Client's claim, and that such associated co-counsel will be paid by the Attorneys out of the Attorneys' fees Client pays to the Attorneys.

12. DISCLAIMER OF GUARANTEE. Nothing in this Contract and nothing in Attorneys' statements to Client will be construed as a promise or guarantee about the outcome of Client's matter. Attorneys make no such promises or guarantees. Attorneys' comments about the outcome of Client's matter are expressions of opinion only.

13. MULTIPLE REPRESENTATIONS: The Client understands that Attorneys do or may represent many other individuals/entities with actual or potential litigation claims. Attorneys' representation of multiple claimants at the same time may create certain actual or potential conflicts of interest in that the interests and objectives of each client individually on certain issues are, or may become, inconsistent with the interests and objectives of the other. Attorneys are governed by specific rules and regulations relating to Attorneys professional responsibility in Attorneys representation of clients, and especially where conflicts of interest may arise from

Attorneys representation of multiple clients against the same or similar Defendants, Attorneys are required to advise Attorneys' clients of any actual or potential conflicts of interest and obtain their informed written consent to Attorneys representation when actual, present, or potential conflicts of interest exist. By signing this Agreement, the Client is acknowledging that they have been advised of the potential conflicts of interest which may be or are associated with Attorneys representation of the Client and other multiple claimants and that the Client nevertheless wants the Attorneys to represent the Client, and that the Client consents to Attorneys representation of others in connection with the litigation. Attorneys strongly advise the Client, however, that the Client remains completely free to seek other legal advice at any time even after the Client signs this Agreement.

- 14. AGGREGATE SETTLEMENTS:** Often times in cases where Attorneys represent multiple clients in similar litigation, the opposing parties or Defendants attempt to settle or otherwise resolve Attorneys' cases in a group or groups, by making a single settlement offer to settle a number of cases simultaneously. There exists a potential conflict of interest whenever a lawyer represents multiple clients in a settlement of this type because it necessitates choices concerning the allocation of limited settlement amounts among the multiple clients. However, if all clients consent, a group settlement can be accomplished and a single offer can be fairly distributed among the clients by assigning settlement amounts based upon the strengths and weaknesses of each case, the relative nature, severity and extent of injuries, and individual case evaluations. In the event of a group or aggregate settlement proposal, Attorneys may implement a settlement program, overseen by a referee or special master, who may be appointed by a court, designed to ensure consistency and fairness for all claimants, and which will assign various settlement values and amounts to each client's case depending upon the facts and circumstances of each individual case. The Client authorizes us to enter into and engage in group settlement discussions and agreements which may include the Client's individual claims. Although the Client authorizes us to engage in such group settlement discussions and agreements, the Client will still retain the right to approve, and Attorneys are required to obtain the Client's approval of, any settlement of the Client's case.
- 15. EFFECTIVE DATE AND TERM.** This Agreement will take effect upon execution by Client and Attorneys.
- 16. COUNTERPARTS.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, and all of which, taken together, shall constitute one and the same instrument. Facsimile or pdf versions of this Agreement shall have the same force and effect as signature of the original.
- 17. ASSIGNMENT:** Neither party shall have the right to assign its rights or obligations under this Agreement to any person or entity without the prior written consent of the other party, which consent shall not be unreasonably withheld.
- 18. SUCCESSORS AND ASSIGNS:** This Agreement shall bind and benefit the parties hereto and their respective successors and assigns.

19. FULL AND FINAL AGREEMENT: This Agreement is the full and final agreement. Any amendments to the Agreement must be in writing and signed by the parties.

20. GOVERNING LAW. This Agreement shall be construed in accordance with, and governed by, the laws of the State of Michigan.

21. AUTHORIZED SIGNATURES: Each individual signing below represents that the individual is duly authorized to sign this Agreement on behalf of that individual's respective party as listed below.

Frantz Law Group, APLC

Dated: _____, 202__

Frantz Signature: _____

Frantz Print Name: _____

Dated: [_____, 202__]

Signature: [_____]

Print Name: [_____]

Client Name: [_____]

Position of Signatory: [_____]

**Resolution D:
Opt-In Subject to
Rescission**

[District Name], Michigan (the “District”)

A _____ meeting of the board of education of the District (the “Board”) was held in the _____, within the boundaries of the District, on the _____ day of _____, 20____, at _____ o’clock in the ____m. (the “Meeting”)

The Meeting was called to order by _____, President.

Present: Members

Absent: Members

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS:

1. Public Act 15 of 2025 amends State School Aid Act Section 31aa, MCL 388.1631aa, to allocate funding for fiscal year 2025/2026 to support school safety and student mental health initiatives, as well as to provide certain competitive grant funding (“31aa Funding”); and

2. To receive 31aa Funding, the District must agree to receive the funding in the form and manner established by the Michigan Department of Education (“MDE”) and either formally opt in or seek a competitive grant; and

3. As a condition of receiving either type of 31aa Funding, the District must agree in advance that, in the event of a “mass casualty event,” as defined in MCL 388.1631aa: (1) the District will be subject to and comply with a comprehensive investigation following such an event, and (2) the District will waive any privilege that may otherwise protect related information from disclosure; and

4. Litigation challenging the legality and enforceability of the privilege-waiver requirement is currently pending; and

5. The opt-in deadline for 31aa Funding is currently December 4, 2025, at 11:59 p.m., and it may be subject to further extension (the “Opt-In Deadline”); and

6. The litigation parties have stipulated that a district may later rescind its opt in by providing notice to MDE no later than December 30, 2025, at 11:59 p.m., as may be subject to further extension (the “Rescission Deadline”), in the form and manner established by MDE; and

7. The Board has been fully advised of the legal and practical implications of the privilege-waiver requirement, including its potential effect on attorney-client privilege and other applicable privileges; and

8. The Board desires to preserve the District’s eligibility for 31aa Funding while avoiding any present waiver of privilege and while allowing time for the courts to determine the legality and enforceability of the privilege-waiver requirement.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Board hereby authorizes the Superintendent of Schools, or designee, to submit the District's opt-in form to MDE on or before the Opt-In Deadline, solely for the purpose of preserving the District's eligibility for 31aa Funding, and only on a conditional basis, as provided in this Resolution. Submission of the opt-in form shall not constitute a present waiver of the attorney-client privilege or any other privilege.

2. The District's conditional opt in shall be automatically rescinded without further action of the Board, unless, on or before the Rescission Deadline: (a) the Legislature removes, substantively amends, or otherwise eliminates the privilege-waiver requirement such that acceptance of 31aa Funding would not require waiver of attorney-client privilege or any other applicable privilege; or (b) a court of competent jurisdiction rules that the privilege-waiver requirement is unlawful, unenforceable, or otherwise not applicable to the District. If neither (a) nor (b) occurs by the Rescission Deadline, the Superintendent of Schools, or designee, shall notify MDE, in the form and manner required by MDE and no later than the Rescission Deadline, that the District's opt in is rescinded.

3. If the privilege-waiver requirement remains in effect and enforceable as of the Rescission Deadline, the Superintendent of Schools, or designee, shall have no authority or obligation to accept 31aa Funding.

4. Nothing in this Resolution shall be construed as a waiver of attorney-client privilege or any other applicable privilege.

5. The District's participation in the opt-in or rescission process shall not be construed as a waiver of the Board's or District's right to challenge the legality or enforceability of any condition imposed by MCL 388.1631aa or related administrative guidance.

6. If, after the Rescission Deadline, the privilege-waiver requirement is removed, amended, or invalidated, the Board may take further action as it deems appropriate to pursue 31aa Funding consistent with applicable law.

7. This Resolution does not apply to any "mass casualty event" occurring prior to the Opt-In Deadline.

8. All resolutions and parts of resolutions insofar as they conflict with the provisions of this Resolution be and the same are hereby rescinded.

Ayes: Members

Nays: Members

Resolution declared adopted.

Secretary, Board of Education

The undersigned duly qualified and acting Secretary of the Board of Education of [District Name], Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by the Board at the Meeting, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the Meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, Public Acts of Michigan, 1976, as amended).

Secretary, Board of Education

MDF/keh



MEMORANDUM OF UNDERSTANDING

Meridian Senior Center Operations Agreement

This **MEMORANDUM OF UNDERSTANDING** (hereinafter referred to as “MOU” or “Agreement”) is hereby made and entered into by and between the **CHARTER TOWNSHIP OF MERIDIAN** (hereinafter referred to as the “Township”) with offices at 5151 Marsh Road, Okemos, MI 48864, and the **OKEMOS PUBLIC SCHOOL DISTRICT**, a Michigan general powers school district organized and operating under the provisions of the Revised School Code, MCL 380.1, et seq., as amended (hereinafter referred to as the “OPS”), with offices at 4406 Okemos Road, Okemos, MI 48864.

PURPOSE:

The purpose of this MOU is to memorialize the operating agreement between the Township and OPS in relation to the operation and funding of the Meridian Senior Center within OPS’s Chippewa Middle School.

1. Location

During the Term of this Agreement, the Meridian Senior Center (“Senior Center”) shall continue to be located within the existing east wing of Chippewa Middle School at 4000 Okemos Road, Okemos, MI 48864, as depicted in Exhibit “A”, attached hereto (the portion being utilized as the Senior Center shall be referred to as the “Facility”).

2. Responsibilities

- a) OPS shall be responsible for the following:
 - i. The physical Facility for the Senior Center, as described herein;
 - ii. Human Resources functions for all OPS personnel and volunteers assigned to the Senior Center, including payroll, onboarding, background checks, performance appraisals, discipline, and related activities as needed;
 - iii. Billing the Township for all Senior Center personnel and operating costs, twice annually in June and December. The failure of OPS to bill the Township shall not nullify the Township’s duty to pay such amounts as provided in Paragraph 4;
 - iv. Detailed financial summary of expenses and revenue of the OPS Activity Fund in connection with the Senior Center shall be provided to the Township and Senior Center Advisory Board on a monthly basis;
 - v. Collect, inventory and store any and all equipment used at the Senior Center, including a treadmill, stationary bike, and elliptical machine;
 - vi. Present information at monthly Senior Center Advisory Board meetings, when timely and reasonably requested by the Advisory Board;
 - vii. Assist with on-site program support, as needed; and

viii. Reasonably assist with coordination of volunteer program instructors, as needed.

b) Township shall be responsible for the following:

- i. Assist the Senior Center Coordinator with descriptions, marketing, and planning of Senior Center programs;
- ii. Provide general supervision and management of Senior Center programs, which may include, as necessary, reporting to OPS any performance concerns of OPS personnel assigned to the Senior Center;
- iii. Provide authorization to close the Senior Center due to absenteeism of personnel or similar events;
- iv. Attend monthly meetings with the Meridian Senior Center Advisory Board;
- v. Assist the Senior Center Coordinator with the printing and distribution of the Senior Center brochure;
- vi. Answer questions and concerns from community members;
- vii. Assist the Senior Center Coordinator in the recruitment and coordination of appropriate volunteer program instructors and members;
- viii. Help the Senior Center Coordinator coordinate and promote Senior Center offerings;

3. **Commencement and Term**

This MOU is effective January 1, 2025. The term of this Agreement shall commence on the Effective Date and shall continue until May 26, 2028, unless earlier terminated in accordance with this Agreement (the “Term”).

4. **Payment**

a) The Township will make the following payments to OPS for its responsibilities related to the Meridian Senior Center:

	2025	2026	2027	2028
Personnel Costs	up to \$140,000	up to \$145,000	up to \$150,000	up to \$64,500
Operating Costs	up to \$15,000	up to \$15,000	up to \$15,000	up to \$6,250

b) Personnel Cost payments shall be made biannually, and installments will be based on actual costs with the first ½ being paid no later than January 31st of each year and the second ½ being paid no later than July 31st of each year. The Parties acknowledge that the 2025 payments were tendered on a separate timeframe which is not a late payment for the 2025 year only, provided that payments are made within thirty (30) days of the last signature below.

c) Operating cost payments shall not be exceeded except upon budget amendment approved by the Township Board.

5. **Senior Center Activity Fund**

All services fees for Senior Center activities shall be placed into the Activity Fund held by OPS. The parties acknowledge and agree that OPS is acting only as a custodian of the Activity Fund and may only distribute its funds at the direction of the Township, including for purposes consistent with this MOU, such as paying instructor costs. OPS shall not commingle the Activity Fund monies with any OPS funds. Upon termination of this MOU, funds held within the Activity Fund shall be returned to the Township within a reasonable time.

6. Use of the Facility

- a) **Acceptance; Purpose.** The Township has examined the Facility and accepts the Facility in its "AS IS" condition and with all faults as of the date of this MOU. The Township is permitted to utilize the Facility for the operation of the Senior Center, including its programs, events, and activities, and for no other purpose without the prior written consent of OPS. The Township agrees that use of the Facility shall be restricted only to the Township's use as a community senior center and that the Township shall have no right to lease, assign, or in any way convey the right to use the Facility to anyone else. OPS shall have the right and ability to access the Facility at all reasonable times to ensure that the Township is complying with the terms of the MOU and to use the Facility in any manner that does not interfere with the Township's rights hereunder. OPS and the Township shall have shared and reasonable use of the Chippewa Middle School parking lot.
- b) **Cleanliness.** OPS will provide regular custodial services at the Facility. The Township shall always keep the Facility clean and free from rubbish and excessive dirt, maintain the Facility in good and safe condition, and surrender possession of the Facility upon termination of this MOU in as good condition as at the commencement of the Term, or as it may be put in during the Term, as reasonable use and wear thereof will permit.
- c) **Utilities.** OPS shall be responsible for the costs of electricity, water, garbage collection, sewer, gas, snow removal, and internet connection that are necessary for the operation of the Senior Center at the Facility. OPS shall be responsible for overall building and grounds cleaning, maintenance, and repair that is consistent with how OPS maintains and repairs other similar buildings and facilities owned and operated by OPS.
- d) **Signage.** The Township shall have the right to erect or install signage on the Facility subject to OPS's prior written approval and, if applicable, the approval of the municipality now or hereafter having jurisdiction over the Facility. All Senior Center signs shall be kept in good repair by the Township.
- e) **Improvements.** The Township may improve the Facility in conjunction with any permitted use(s); however, all improvements not constituting ordinary maintenance must receive prior written approval by OPS. Unless otherwise agreed by the Parties in writing, the Township shall be responsible for any costs associated with improving the Facility. All improvements shall comply with

applicable laws, rules, and regulations, including but not necessarily limited to the Revised School Code and the School Building Construction Act, and shall meet or exceed the industry standard for same. Any improvements made by the Township that are not permanently affixed or attached to the Facility shall remain the property of the Township, and improvements permanently affixed or attached to the Facility shall become the property of OPS. Any personal property kept on the Facility by Township shall be done so, and insured, at Township's sole risk.

- f) **Liens.** The Township shall not cause or allow any lien to be placed upon the Facility and shall, to the extent permitted by law, indemnify, defend, and hold OPS harmless from any such lien. Nothing herein shall be construed to subject the Facility to liability under the Construction Lien Law or otherwise, it being understood that the Facility is not subject to such liability.
- g) **Damage to Facility.** The Township shall not undertake, permit, allow, or cause any act or deed to be performed or any practice to be adopted or followed in or about the Facility which causes or is likely to cause injury or damage to the Facility, which increases the cost of OPS's insurances above those costs normally associated with the Facility and OPS's operation thereof, which causes or is likely to cause a nuisance, or which may materially and negatively impair the value of the Facility. The Township shall be responsible for all damages that it causes or allows to the Facility during the Township's possession of, or responsibility for, same.
- h) **Hazardous Substances.** Neither OPS nor the Township shall permit hazardous substances to be located at the Facility, or to be generated, treated, stored, disposed of or otherwise deposited at the Facility, except with the prior written approval of OPS or as may be reasonably needed for ordinary maintenance and operation. The Township shall take all reasonable steps to ensure that there is minimal environmental impact on the Facility during the term of this MOU. Ordinary household products or cleaners are not hazardous substances.
- i) **Compliance.** The Township shall fully and promptly comply with all applicable federal, state, and local laws, statutes, ordinances, orders, policies, rules and regulations. The foregoing shall specifically include, but shall not be limited to, compliance with all applicable Board of Education policies and guidelines of OPS and applicable zoning ordinances, if any. If compliance hereunder materially limits the Senior Center's, the Township's, or both use of the Facility as provided in this Agreement, then the Township or Senior Center Advisory Board shall notify OPS in writing of the material impact. The Township shall be entitled to a renegotiation of this Agreement comparable to the material impact with a specific emphasis on its payment obligations or termination of this Agreement without penalty.

7. Senior Center Employees

All employees of the Meridian Senior Center shall be OPS employees. OPS shall have all legal duties, rights, remedies, or obligations for any Senior Center employee or volunteer. OPS personnel policies, hiring practices, disciplinary actions, and any other applicable policy or procedure shall apply to Senior Center employees. The Township shall not be responsible for any post-employment contributions beyond or more than the annual payments as described in Section 4 of this Agreement. OPS shall be regarded, designated, and considered to be the employer of the Meridian Senior Center employees. OPS shall be exclusively responsible for compensating, hiring, retaining, evaluating, disciplining, dismissing or otherwise regulating employment conditions, employment rights, compensation and other similar matters relative to the individuals providing these services. OPS shall pay all salaries, wages, benefits, payroll and other taxes to or on account of the individuals.

It is expressly acknowledged and agreed between OPS and the Township that OPS, including its employees assigned as Senior Center personnel, will act as an independent contractor of the Township in the performance of its duties and under no circumstances shall any of the employees of one party be deemed the employees of the other for any purpose. Neither party shall have authority to act for the other party in any agency or other capacity or to make commitments of any kind for the account of, or on behalf of, the other party, except to the extent, and for the purposes, expressly provided for and set forth in this MOU, and no partnership or joint venture is created.

8. Liability

Nothing in this MOU shall be construed as a waiver of any governmental immunity by the Township, its employees, or its agents or OPS, its employees, or its agents. Each entity shall be solely and entirely responsible for its obligations under this Agreement and for the acts and omissions attributable to it, or its respective board, officers, employees or agents during the performance of this Agreement.

9. Non Discrimination

- a) Both the Township and OPS, as required by law, shall not discriminate against a person to be served or an employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or a matter directly or indirectly related to employment because of race, color, religion, national origin, age, sex, sexual orientation, gender identity or expression, disability or genetic information, height, weight, or marital status that is unrelated the individual's ability to perform the duties of a particular job or position. The Township and OPS shall adhere to all applicable Federal, State, and local laws, ordinance, rules and regulations prohibiting discrimination, including:
 - i. The Elliott-Larsen Civil Rights Act, 1976 PA 453 as amended;
 - ii. The Persons With Disabilities Civil Rights Act, 1976 PA 220 as amended;
 - iii. Section 504 of the Federal Rehabilitation act 1973, P.L. 93-112, 87 Stat 355, and regulations promulgated thereunder; and
 - iv. The Americans with Disabilities Act of 1990, P.L. 101-336, 104 Stat 327, as

amended and regulations promulgated thereunder.

- b) Breach of this section shall be regarded a material breach of this MOU. In the event that either party is found by a Court or Tribunal of competent jurisdiction to be not in compliance with this section, the other party may terminate this MOU effective as of the date of delivery of written notification.

10. **Termination of Agreement**

Either party may terminate this Agreement without cause upon ninety (90) days written notice to the other party. In the event of termination by OPS pursuant to this paragraph, the Township will be reimbursed for all unspent or uncommitted funds, if any, paid to OPS under Paragraph 4. In the event of termination by Township, OPS will be paid the prorated amount due under Paragraph 4, based on the date of termination.

11. **Primary Contacts**

All notices, requests, consents, claims, demands, waivers and other communications hereunder, other than routine communications having no legal effect, must be in writing and addressed to the parties as follows:

Okemos Public Schools	Meridian Township
Contact: John Hood, Superintendent	Contact: Timothy Dempsey, Township Manager
Phone: 517-706-5007	Phone: 517-853-4254
E-Mail: john.hood@okemosk12.net	E-mail: dempsey@meridian.mi.us

12. **Complete Agreement**

This Agreement contains all of the terms and conditions agreed upon by the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this Agreement or any part thereof shall have any validity or bind any of the parties hereto.

13. **Severability**

If any of this Agreement is found by a Court or Tribunal of competent jurisdiction to be invalid, unconstitutional, or beyond the authority of either party to enter into or carry out, such part shall be deemed deleted from this Agreement and shall not affect the validity of the remainder of this Agreement which shall continue in full force and effect.

14. **Insurance**

The Township shall obtain and maintain, at its expense, insurance in such amounts and types reasonably required by OPS. Said insurance shall be kept in force during the Term of this Agreement and an adequate certificate of insurance shall be provided to the OPS upon execution of this Agreement.

15. **Governing Law & Assignment**

This MOU shall be governed by and interpreted under the laws of the State of Michigan.

Neither party may assign or delegate any obligation or right under this MOU without the prior written consent of the other party which may be withheld in their sole discretion.

16. **Certification of Authority to Sign Agreement**

The people signing this MOU on behalf of the parties hereto certify by their signatures that they are duly authorized to sign on behalf of said parties and that this MOU has been authorized by said parties.

IN WITNESS WHEREOF, the parties hereto have executed this memorandum of understanding and agreement as of the last written date below.

OKEMOS PUBLIC SCHOOLS

By: _____

John Hood, Superintendent
Okemos Public Schools

Date: _____

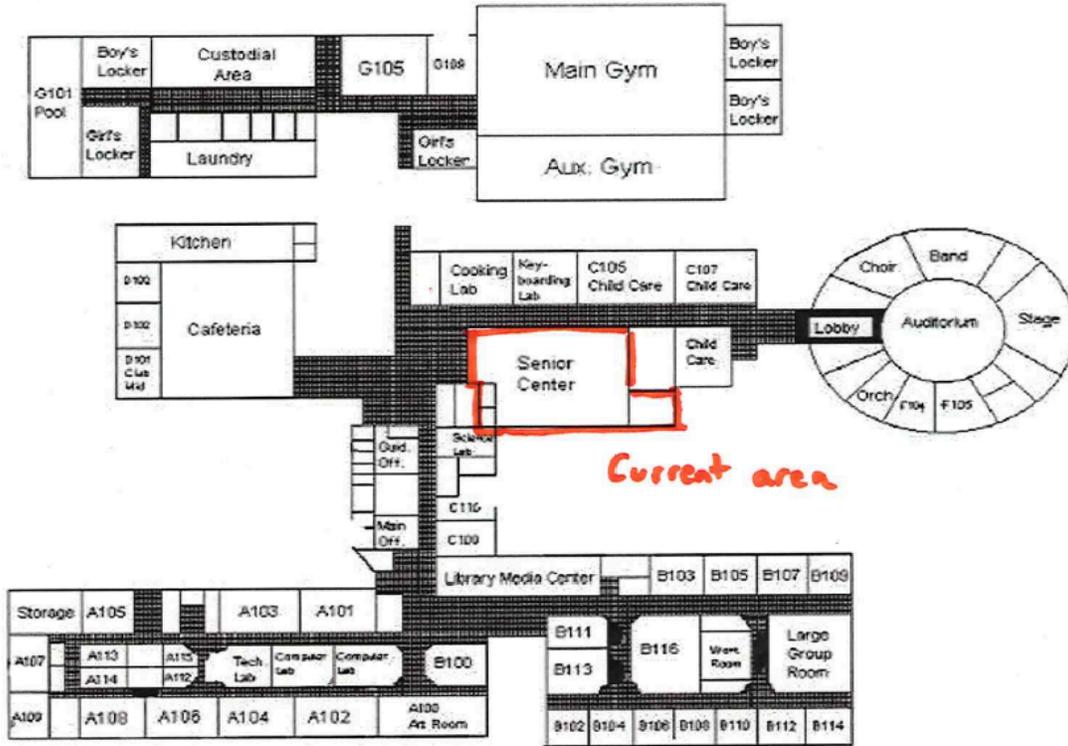
CHARTER TOWNSHIP OF MERIDIAN

By: _____

Scott Hendrickson, Supervisor
Charter Township of Meridian

Date: _____

Exhibit "A"
 Depiction of Senior Center Location



Superintendent Search Process

Developing, Deploying, and Supporting Outstanding Leaders

Andrew Ingall, Regional President - Southwest Michigan



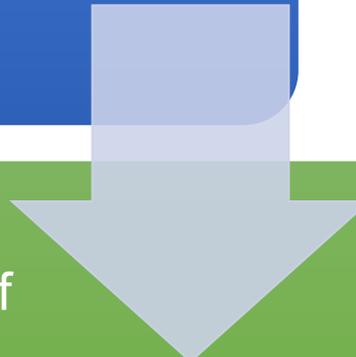
MLI Services Include



And other professional development opportunities for Boards of Education and Educational Leaders.

Network

Our entire MLI Team collaborates on every search to identify and recruit candidates who meet your district's profile.



Our collective experience of more than 130 years of successful service as superintendents has given us the opportunity to build relationships and contacts across the state that support candidate recruitment.

Our Guarantee

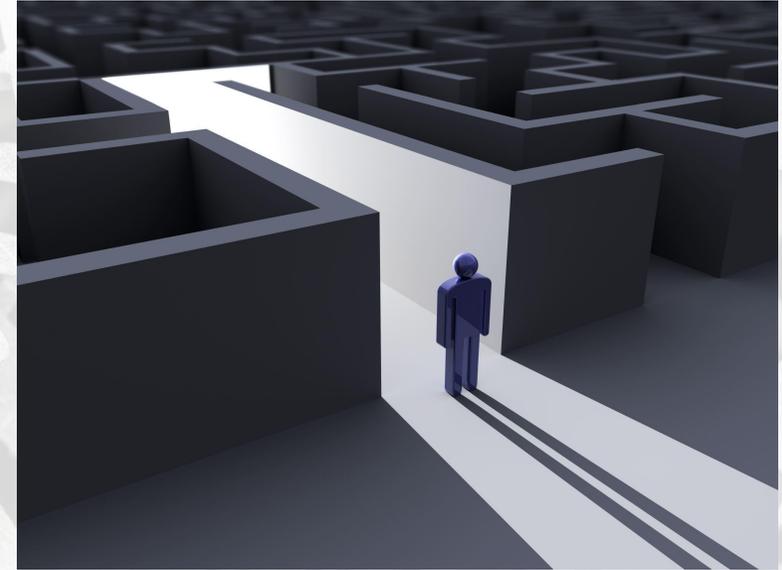
The search will continue until you have an acceptable candidate.

If the appointed superintendent chooses to leave the district within one year of appointment for reasons other than personal health or that of an immediate family member, we will conduct another search on an expenses only basis.

Should you contract with MLI for quarterly governance workshops during the first year of the new superintendent's tenure, we extend our guarantee to two years.

Superintendent Search Process

- The Planning and Preparation Stage
- The Implementation Stage
- The Final Stage



Sample Search Timeline

Week 1

- Meet with the Board of Education to gather background, establish parameters of search, agree upon timelines and budget.

Week 2

- Meet with the Board of Education and designated staff/community groups to develop an organization/community profile and candidate profile.
- Develop and approve position announcement and search brochure.

Week 3-8

- Post position on various job sites.
- Advertise on state and national sites (if applicable).
- Accept applications until 4:00 p.m. on agreed upon date.

Week 9-10

- Applicant screening and reference checks.
- Presentation of applicants and determination by Board of Education.
- Interviews.

Week 11-12

- Board visitation to finalist work site (if needed).
- Selection of finalist.
- Negotiation of contract.
- Appointment of new leader.

Draft Search Timeline



OKEMOS PUBLIC SCHOOLS DRAFT SUPERINTENDENT SEARCH TIMELINE November 24, 2025

November 24	Regular Board Meeting/Work Session <ul style="list-style-type: none">• Overview Process• Plan for Initial Phase
December 25	Superintendent of Schools Position - Job Posted (posting only)
December 1	Input Due from Board Members - 3 Questions <ul style="list-style-type: none">• <i>What are the unique skills, qualifications and characteristics desired of the new superintendent?</i>• <i>What are the challenges facing the Okemos Public Schools in the next three (3) to five (5) years?</i>• <i>What are the Points of Pride for the Okemos Public Schools?</i>
December 8	Regular Board Meeting/Work Session <ul style="list-style-type: none">• Set Interview Dates• Plan for Profile Finalization
Nov 25 - Dec 7	Input Gathered via Website from Public (same questions as above)
December 9	Focus Group Meetings for Input (same questions as above)
December 12	Superintendent of School Position - Profile Added
January 13	Posting Closes at 4:00 pm
January 20	Special Board Meeting - Presentation of Candidates to Board - Time TBD <ul style="list-style-type: none">-<i>Selection of 4 to 6 candidates to be interviewed</i>-<i>Preparation for Interviews</i>-<i>Finalize Questions for First Round</i>
January 27-29	First Round Interviews – Time TBD <ul style="list-style-type: none">-<i>Selection of 2 to 3 finalists to be interviewed</i>
February 12	Final Interviews – Time TBD <ul style="list-style-type: none">-<i>Selection of Candidate/Enter into Contract Negotiations</i>
March BoE Mtg	Formally Hire new Superintendent (post contract negotiation)
TBD (April 1 - July 1)	New Superintendent Begins Duties

The Planning and Preparation Stage

Step 1

Step 1

- Meet with the Board to discuss the specifics of the search, establish a customized calendar, discuss possible site visits, and how to determine a compensation range. Distribute a press release describing the planning meeting.

Step 2

Step 2

- Consult with the Board regarding compensation, benefits and other contractual provisions for the position.

Step 3

Step 3

- Consult with the board, and with others as determined by the board, to gather input regarding the organization's leadership needs. This step may include forums with staff and community members. community forum and an on-line survey.

Step 4

Step 4

- Work with the Board to develop a candidate profile using feedback from individual board members, focus groups, and possibly, an on-line survey.

Step 5

Step 5

- Develop a district and community profile to identify the unique features of the intermediate school system and surrounding region.

Step 6

Step 6

- Develop the on-line brochure and finalize the position posting.

Three Questions

- 1. What are the unique skills, qualifications and characteristics desired of the new superintendent?*
- 2. What are the challenges facing the Okemos Public Schools in the next three (3) to five (5) years?*
- 3. What are the Points of Pride for the Okemos Public Schools?*

Focus Groups



SUPERINTENDENT OF SCHOOLS SEARCH 2025-2026

Community Focus Groups Schedule

On <insert date(s)> there will be an opportunity for Focus Groups to share their views regarding the qualifications desired in our new superintendent. Mr. Andy Ingall, Regional President of Southwest Michigan - Michigan Leadership Institute, will lead these meetings. The purpose of these focus groups is to gather information from a wide variety of stakeholders on the qualities, characteristics, background, and experiences desired for the next Superintendent of Okemos Public Schools. In addition, we will be seeking input to develop the district's "Points of Pride " which will describe to candidates the advantages of living and working in the Okemos community. The Board of Education thanks you in advance for your contribution to this important process.

Sample Groups

TIME	GROUP	LOCATION
9:00 - 9:45 AM	Administration	
10:00 - 10:45 AM	Parent Leaders	
11:00 - 11:45 AM	District Office Staff	
1:00 - 2:00 PM	Community Leaders	
3:00 PM	School Staff	
4:30 PM	School Staff	
6:00 PM	Open Community Group	

Initial Posting



Earn a Central Office Endorsement on an Administrator Certificate
New cohorts are forming now!



[Home](#) [Job Search](#) [Post a Job](#) [GOMASA.org](#)

Job Search – Most Recent

Text Order By

County Position Job Type

Title	County	District/Organization	Type	Posted	Expires
Superintendent/6-12 Principal of Lake Linden-Hubbell Public Schools	Houghton	Lake Linden-Hubbell Public Schools / MASB	full time	11/11/25	02/15/26
Superintendent – Swartz Creek Community Schools	Genesee	Swartz Creek Community Schools	full time	10/31/25	12/14/25
Superintendent – Watervliet Public Schools	Berrien	Watervliet Public Schools – West Michigan Education Foundation	full time	10/30/25	12/31/25
Superintendent of Gaylord Community Schools	Otsego	Gaylord Community Schools / MASB	full time	10/09/25	01/26/26

Superintendent – Watervliet Public Schools

Deadline: December 31, 2025
District/Organization: Watervliet Public Schools – West Michigan Education Foundation
Position/Type: Superintendent, full time

Position Details

Preliminary posting. Details forthcoming. Start date no later than July 1, 2026. Please contact Search Consultant Chris Rice with inquiries. 269-491-5939

E-mail: crice@wmerdf.org

Website: [Link](#)

[Tweet](#) [Mail](#) [Report Listing](#)

MISTAFF.com is a collaborative effort of the following organizations:

[Michigan ASCD](#), [Michigan Association of Intermediate School Administrators](#),
[Michigan Association of Superintendents & Administrators](#), [Michigan Association of School Boards](#),
[Michigan Association of Secondary School Principals](#), [Michigan Elementary and Middle School Principals Association](#),
[Michigan School Public Relations Association](#)

[Report an issue with the site](#)



Full Posting - Includes Profile



SUPERINTENDENT OF SCHOOLS JOB POSTING

The Okemos Public Schools Board of Education is conducting a search for its next Superintendent of Schools. It is expected that the Superintendent will be in place no later than July 1, 2026.

Our District

Lorem ipsum dolor sit amet consectetur adipiscing elit. Quisque faucibus ex sapien vitae pellentesque sem placerat. In id cursus mi pretium tellus dui convallis. Tempus leo eu aenean sed diam urna tempor. Pulvinar vivamus fringilla lacus nec metus bibendum egestas. Iaculis massa nisi malesuada lacinia integer nunc posuere. Ut hendrerit semper vel class aptent taciti sociosqu. Ad litora torquent per conubia nostra inceptos himenaeos.

Points of Pride

- Lorem ipsum dolor sit amet consectetur adipiscing elit.
- Ex sapien vitae pellentesque sem placerat in id.
- Pretium tellus dui convallis tempus leo eu aenean.
- Urna tempor pulvinar vivamus fringilla lacus nec metus.
- Iaculis massa nisi malesuada lacinia integer nunc posuere.
- Semper vel class aptent taciti sociosqu ad litora.
- Conubia nostra inceptos himenaeos orci varius natoque penatibus.
- Dis parturient montes nascetur ridiculus mus donec rhoncus.
- Nulla molestie mattis scelerisque maximus eget fermentum odio.
- Purus est efficitur laoreet mauris pharetra vestibulum fusce.

District Data

- Enrollment: 4899
- Administrative Staff: 23
- Teachers: 309
- Cafeteria: 36
- Childcare: 16
- Custodians: 7
- Maintenance: 8
- Non-Union Support: 97
- Office Staff: 26
- Counselors: 12
- Aides: 16
- Other: 57
- Transportation: ?
- Number of Buildings: 8
 - = 1 High School

- = 2 Middle Schools
- = 4 Elementary Schools
- = 1 Early Childhood Center
- Annual Operating Budget: \$70,000,000
- Foundation Grant per Pupil: \$10,050
- Projected Fund Balance: 14.20%
- Tax Base: \$1,736,853,822
 - Non-Homestead Levy mills: 18
 - Debt Retirement mills: 7.00
 - Sinking Fund mills: 0.9850

SELECTION CRITERIA

- Michigan Administrative Certificate, or equivalent
- Minimum of a Master's Degree in Educational Leadership
- Minimum of five years successful experience as a school administrator

The Okemos Public Schools Board of Education has determined that the following criteria are those which are the most highly sought in a new superintendent:

- Exemplifies the highest level of personal and professional ethics, personal integrity, and trust
- Dedication to educational excellence and the success of all students
- A visionary leader with the ability to engage all stakeholders in the pursuit of a clear vision for the district that focuses on student achievement, student and staff well being, communication, and use of district resources
- Demonstrates knowledge of and experience with effective curriculum, instruction, professional development, assessment, and best practices to improve teaching and student achievement
- Demonstrates success in human resource management including experience growing and retaining staff, conducting negotiations with collective bargaining units, contract administration and employment practices
- Demonstrates knowledge of and experience in public school finance and fiscal management issues, including of bond issues, sinking funds and enhancement millages
- Demonstrates effective communications skills (writing, public speaking and listening), and excellent interpersonal and public relations skills
- Strong experience with Professional Learning Communities and coaching/managing school leadership teams and staff
- An approachable school leader who treats everyone with respect and dignity and who is open to ideas and suggestions from a variety of sources within the school community
- An individual who sets high expectations for self and others; holds staff at all levels accountable; and who accepts responsibility for results
- An individual who has demonstrated quality working relationships with staff while managing challenging external factors affecting public education
- Proven leadership ability with skills in implementing successful systems, collaboration, team building, creative problem solving, and change

- Leadership experience in a traditional public school setting that reflects a record of success in positions of increasing responsibility, including teaching and building leadership experience
- An individual who embraces the values of the community and will immerse themselves into the community
- Demonstrates a record of direct involvement with and knowledge of issues in public education at the local, intermediate, state, and federal levels
- Demonstrates ability to engage and advocate for thriving extra-curricular and co-curricular programs
- Demonstrates ability to be visible throughout the district and actively engaged in school and community activities

SALARY AND CONTRACT INFORMATION

The Board will offer a regionally competitive comprehensive, multi-year contract with a salary commensurate with experience.

APPLICATION PROCEDURE

- Interested candidates should complete and submit the Michigan Leadership Institute on-line application found at www.mileader.org or <http://www.applitrack.com/mileader/onlineapp>
- Completed on-line applications must be submitted no later than 4:00 PM on Tuesday, January 13, 2025.
- No "hard copy", fax or email copies accepted. All materials will be treated confidentially through the screening process only upon the written request of the candidate.
- All questions regarding the search should be submitted to Andy Ingall, Regional President - Southwest Michigan, Michigan Leadership Institute, 734-320-6553 or aingallmli@gmail.com.

Applicants are advised not to make direct contact with any member of the Board of Education.

SEARCH TIMELINE

- Application deadline – 4:00 PM, Tuesday, January 13, 2026
- Selection of candidates for first interviews – January 20, 2026
- First Round Interviews – January 27-29, 2026
- In-district visit – To be determined
- Final Interviews – February 12, 2026
- Start date – TBD (between April 1 - July 1, 2026)

The Board may make exceptions to this profile, process and/or timeline to ensure selection of the best possible candidate. The services of Michigan Leadership Institute have been secured to assist the Board in the search process and in the screening of candidates.

The Implementation Stage

Conduct the Search

Place advertisements in professional publications and on-line education sites.
Distribute press releases announcing the vacancy and detailing the search process.
Make personal contacts and calls to recruit top-quality candidates.

Conduct the Search (cont.)

Screen applicants and identify candidates for further consideration.
Conduct reference checks and web searches.
Contact candidates prior to deadline and recommendation to the board.
Conduct board orientation workshop.

Board Orientation

Go into closed session to present candidates.
Go back into open session to select which candidates to interview.
Conduct workshop on interviewing techniques and developing questions.
Train board on debriefing strategies.

Candidate Interviews

Attend all interviews.
Provide both question and feedback sheets for the audience.
Facilitate debriefing on each candidate.
Facilitate “next steps” discussions.

The Final Stage

Communicate

Communicate with unsuccessful candidates.

Mediate

Mediate employment agreement.

Facilitate

Facilitate board/superintendent orientation workshop on governance best practices.

Provide

Provide professional support and mentoring to the successful candidate for one year.

*Michigan Leadership Institute is committed to supporting the success of public education by **developing, deploying and supporting** outstanding executive leadership.*

