June 22, 2026 - Board Workshop Meeting

Monday, June 22, 2026 5:30 PM
Elk Rapids High School Library, 308 Meguzee Point Dr, Elk Rapids, MI 49629

I. **CALL TO ORDER: ROLL CALL/PLEDGE OF ALLEGIANCE**

Board of Education:

President Jennifer Brown **Trustee Steven Merchant**
Vice-President Tara Kribs **Trustee Jeff Hill**

Secretary Sherry Steffen **Trustee Shana Wojtowicz**
Treasurer Scott Moore

Central Staff:
Superintendent Bryan McKenna
Executive Assistant Kortni Huron
Interim Director of Finance Beverly Mobley

II. **CHANGES AND ADDITIONS TO THE AGENDA**

III. **CONSENT AGENDA**

APPROVAL OF MINUTES

- **June 8, 2026 - Regular Meeting Minutes**

IV. PERSONNEL

155-26 APPROVAL OF RESIGNATION OF SARA WATERMAN AS A PARAPROFESSIONAL
RESOLVED: That the resignation of Sara Waterman as a paraprofessional at Lakeland Elementary be approved as of June 5, 2026.

156-26 APPROVAL OF RESIGNATION OF SARA BOGARD AS A PARAPROFESSIONAL
RESOLVED: That the resignation of Sara Bogard as a paraprofessional at Lakeland Elementary be approved as of June 17, 2026.

157-26 APPROVAL OF RESIGNATION OF VICTORIA WILLSON AS A TEACHER
RESOLVED: That the resignation of Victoria Willson as a teacher at Elk Rapids High School be approved as of June 12, 2026.

158-26 APPROVAL OF CHELSEA BASSETT AS A TEACHER
RESOLVED: That Chelsea Bassett be approved as a teacher at Lakeland Elementary. Mrs. Bassett will be

placed at MA Step 10 of the Master Agreement.

159-26 <u>APPROVAL OF MASON FELKER AS A TEACHER</u>
RESOLVED: That Mason Felker be approved as a special education teacher at Lakeland Elementary. Mrs. Felker will be placed at BA Step 10 of the Master Agreement.

160-26 <u>APPROVAL OF TARA DENHERDER AS A TEACHER</u>
RESOLVED: That Tara DenHerder be approved as a science teacher at Elk Rapids High School. Ms. DenHerder will be placed at MA Step 18 of the Master Agreement.

161-26 <u>APPROVAL OF PATRICK PASIK AS A TEACHER</u>
RESOLVED: That Patrick Pasik be approved as a teacher at Mill Creek Academy. Mr. Pasik will be placed at BA Step 2 of the Master Agreement.

162-26 <u>APPROVAL OF KRISTIN HARRELSON AS A TEACHER</u>
RESOLVED: That Kristin Harrelson be approved as a special education teacher at Mill Creek Academy. Mrs. Harrelson will be placed at MA Step 18 of the Master Agreement.

163-26 <u>APPROVAL OF ELK RAPIDS HIGH SCHOOL WINTER 26-27 COACHES</u>
RESOLVED: That the following winter 26-27 coaches be approved for Elk Rapids High School, as presented.

- **Varsity Boys Basketball: Kevin Ball**
- **JV Boys Basketball: Tylor Somers**
- **Freshmen Boys Basketball: Caden Moore**
- **Varsity Girls Basketball: Mike Brown**
- **JV Girls Basketball: Bo Reinhardt**
- **Bowling: Ken & Deb Hicks**
- **Dance: Cassidy Mogford**
- **Ski: Sean Wells**
- **Powerlifting: Garrett Skurnit**

V. <u>DONATIONS</u>
None.

VI. **<u>ACTION ITEMS</u>**

VI.A. **164-26** APPROVAL OF 2025-2026 GENERAL FUND REVISED BUDGET
RESOLVED: That the 2025-2026 General Fund Revised Budget be approved as presented by the Director of Finance.

VI.B. **165-26** APPROVAL OF 2025-2026 FOOD SERVICE REVISED BUDGET
RESOLVED: That the 2025-2026 Food Service Revised Budget be approved as presented by the Director of Finance.

VI.C. **166-26** APPROVAL OF 2025-2026 PRESCHOOL/KIDS CLUB FUND REVISED BUDGET
RESOLVED: That the 2025-2026 Preschool/Kids Club Fund Revised Budget be approved as presented by the Director of Finance.

VI.D. **167-26** APPROVAL OF 2025-2026 STUDENT ACTIVITIES FUND REVISED BUDGET
RESOLVED: That the 2025-2026 Student Activities Fund Revised Budget be approved as presented by the Director of Finance.

VI.E. **168-26** APPROVAL OF 2026-2027 GENERAL FUND PROPOSED BUDGET
RESOLVED: That the 2026-2027 General Fund Proposed Budget be approved as presented by the Director of Finance.

VI.F. **169-26** APPROVAL OF 2026-2027 FOOD SERVICE FUND PROPOSED BUDGET
RESOLVED: That the 2026-2027 Food Service Fund Proposed Budget be approved as presented by the Director of Finance.

VI.G. **170-26** APPROVAL OF 2026-2027 PRESCHOOL/KIDS CLUB FUND PROPOSED BUDGET
RESOLVED: That the 2026-2027 Preschool/Kids Club Fund Proposed Budget be approved as presented by the Director of Finance.

VI.H. **171-26** APPROVAL OF 2026-2027 STUDENT ACTIVITIES FUND PROPOSED BUDGET
RESOLVED: That the 2026-2027 Student Activities Fund Proposed Budget be approved as presented by the Director of Finance.

VI.I. **172-26** APPROVAL OF ADMINISTRATIVE CONTRACTS
RESOLVED: That the administrative contracts for the following staff be approved as presented.

- Lance VanDusen
- Rachael Birgy
- Karen Sniegowski
- Rob Bachi
- Katie Knust
- Karen Miller
- Kortni Huron

VI.J. **173-26** APPROVAL OF KAITLYN PASIK AS MILL CREEK ACADEMY BOARD TRUSTEES
RESOLVED: That Kaitlyn Pasik be approved as Mill Creek Academy Board Trustee for three years.

VI.K. **174-26** APPROVAL OF KYLE ARNOLD AS MILL CREEK ACADEMY BOARD TRUSTEE
RESOLVED: That Kyle Arnold be approved as Mill Creek Academy Board Trustee for three years.

VII. **COMMUNICATIONS FROM THE PUBLIC ON ANY TOPIC**
Time limitations: Fifteen minutes per item, three minutes per speaker per item.

VIII. **DISCUSSION ITEMS**
- **Superintendent Goals - Live Link Below in Description**
- **Consider removing live-streamed board meetings**

IX. **BOARD COMMITTEE REPORTS**

X. **STUDY SESSION**
This portion of the agenda is utilized by the Board to introduce topics for future study, to discuss school-related matters, and to relate items of interest. No action is taken during this time. Occasionally, closed sessions are scheduled to discuss confidential personnel, negotiations, or property matters. ***Closed Session (a) To consider a periodic personnel evaluation of a public officer, employee, staff member, or individual agent, if the named person requests a closed hearing.***

X.A. **174-26** APPROVAL OF ANNUAL SUPERINTENDENT EVALUATION RATING
RESOLVED: That the annual superintendent evaluation rating ____________, be approved.

XI. **SCHEDULED ACTIVITIES/FUTURE MEETINGS**
- **July 13, 2026 - Regular Board Meeting, 8:15 am**

XII. **ADJOURNMENT**

June 8, 2026 - Regular Board Meeting
Monday, June 8, 2026 5:30 PM Eastern

Elk Rapids High School Library
308 Meguzee Point Dr
Elk Rapids, MI 49629

Jennifer Brown:	Present
Jeff Hill:	Present
Tara Kribs:	Present
Steven Merchant:	Present
Scott Moore:	Present
Sherry Steffen:	Absent
Shana Wojtowicz:	Present

Present: 6, Absent: 1.

I. **CALL TO ORDER: ROLL CALL/PLEDGE OF ALLEGIANCE**

Board of Education:
President Jennifer Brown
Vice-President Tara Kribs
Secretary Sherry Steffen
Treasurer Scott Moore
Trustee Shana Wojtowicz
Trustee Jeff Hill
Trustee Steven Merchant

Central Staff:
Superintendent Bryan McKenna
Interim Director of Finance Beverly Mobley
Executive Assistant Kortni Huron

II. **CHANGES AND ADDITIONS TO THE AGENDA**

To approve the agenda with no changes or additions. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

III. **COMMUNICATIONS FROM THE PUBLIC (AGENDA ITEMS ONLY)**

Time limitations: Fifteen minutes per item, three minutes per speaker per item. Any citizen attending the meeting in person who wishes to address the school board on agenda items only may speak at this time. Person addressing the board are asked to register their name, address, and, if applicable, their affiliation. The Board President should recognize the citizen before speaking.
None.

IV. CONSENT AGENDA

The purpose of the consent agenda is to expedite business by grouping routine items together to be dealt with by one board motion without discussion beyond asking questions for simple clarification. Any board member may ask that any item on the consent agenda be removed and placed elsewhere on the agenda for discussion or due to conflicts. Such requests will be granted. If an item is not removed from the consent agenda, the action noted on the agenda is approved by motions to adopt the consent agenda.

APPROVAL OF MINUTES

- May 11, 2026 - Regular Meeting Minutes

APPROVAL OF BILLS

- General Fund - $906,549.66
- Bond - $48,492.89

PERSONNEL

142-26 APPROVAL OF RESIGNATION OF CARISSA DAVIS AS A TEACHER
RESOLVED: That the resignation of Carissa Davis as a Special Education Teacher at Lakeland Elementary be approved at the end of the current EREA contract.

143-26 APPROVAL OF RESIGNATION OF KAREN MILLER, FOR THE PURPOSE OF RETIREMENT, AS ASSISTANT BUSINESS MANAGER
RESOLVED: That the resignation of Karen Miller, for the purpose of retirement, as Assistant Business Manager, be approved as of September 30, 2026.

144-26 APPROVAL OF RESIGNATION OF MARK SCHAUB AS A COACH
RESOLVED: That the resignation of Mark Schaub as JV Football Coach be approved as of May 27, 2026.

145-26 APPROVAL OF RESIGNATION OF KIMBERLY KRAMER AS STUDENT SERVICES ADMINISTRATOR
RESOLVED: That the resignation of Kimberly Kramer, as Student Services Administrator, be approved as of July 31, 2026.

146-26 APPROVAL OF REBECCA HELDRETH AS A TEACHER
RESOLVED: That Rebecca Heldreth be approved as a Math Teacher at Cherryland Middle School. Mrs. Heldreth will be placed at Step 12 of the Master Agreement.

147-26 APPROVAL OF RESIGNATION OF BRET GUTKNECHT AS A TEACHER
RESOLVED: That the resignation of Bret Gutknecht as a teacher at Lakeland Elementary be approved as of June 5, 2026.

148-26 APPROVAL OF RESIGNATION OF LIS KRAUSE AS A PARAPROFESSIONAL
RESOLVED: That the resignation of Lis Krause as a paraprofessional at Cherryland Middle School be approved as of May 28, 2026.

DONATIONS

None.
To approve the Consent Agenda as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant:

Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V. **ACTION ITEMS**

V.A. **149-26** APPROVAL OF 2026-27 MHSAA MEMBERSHIP RESOLUTION
RESOLVED: That the 2026-27 MHSAA Membership Resolution be approved as presented.
To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V.B. **150-26** APPROVAL OF THE 2026 TAX RATE REQUESTS
RESOLVED: That the 2026 Tax Rate Requests be approved as presented by Beverly Mobley.
To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V.C. **151-26** APPROVAL OF TENNIS COURT BIDS
RESOLVED: That the Tennis Court bids be approved as presented.
To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V.D. **152-26** APPROVAL OF ERHS SERVING COUNTER BID
RESOLVED: That the Elk Rapids High School Serving Counter Bid be approved as presented.
To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V.E. **153-26** APPROVAL OF PROBATIONARY AND NON-PROBATIONARY TEACHERS REQUIRED BY POLICIES 3142 & 3370
RESOLVED: That the probationary and non-probationary teachers be approved as presented.
To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

V.F. **154-26** APPROVAL OF POLICY - SECOND READING
RESOLVED: That the following board policies be approved as presented.

- Board Policy Update - Second Reading
    - 0100 - Definitions
    - 1410 - Staff Ethics
    - 2370.01 - Online/Blended Learning Program
    - 2417 - Comprehensive School Health Education
    - 2418 - Sex Education
    - 3120.09 - Volunteers
    - 4120.09 - Volunteers
    - 4210 - Staff Ethics
    - 5136 - Wireless Communications Devices (WCDs)
    - 5336 - Care of Students with Diabetes
    - 6320 - Purchasing
    - 6325 - Procurement - Federal Grants/Funds
    - 7540.09 - Artificial Intelligence (AI)
    - 8120.09 - Volunteers
    - 8402 - Emergency Operations Plan
    - 8655 - Specialized Transportation for Students with IEPs

To approve the resolution as presented. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

VI. **COMMUNICATIONS FROM THE PUBLIC**
Time limitations: Same as above. Any citizen attending the meeting in person who wishes to address the Elk Rapids School Board on a matter not listed on this agenda may speak at this time. Persons addressing the school board are asked to register their name, address, and, if applicable, their affiliation. The Board President should recognize that the attendees wishing to speak on matters listed on the agenda will be permitted, under the same limitations, to speak when the matter is brought before the board.
None.

VII. **CORRESPONDENCE TO AND FROM THE BOARD OF EDUCATION**
None.

VIII. **SUPERINTENDENT REPORT**

- Forgiven Days Update
- Summer Capital Projects/Bond Work Update
- End-of-Year Updates

- Forgiven Days Update - The state forgave additional days this year, so Cherryland Middle School will not fall short, after all.
- Summer Capital Projects/Bond Work Update - ERHS will have carpet installed in some of the classrooms that weren't previously done. Lakeland will receive new windows and furniture. The boilers at both of these buildings will also be completed before the start of

the 26-27 school year. New tennis courts were approved, and parking lots and landscaping will also be completed this summer.

- End-of-Year Updates - The School Resource Officer grant was renewed and approved. Superintendent McKenna, principals, counselors, and administrative assistants will complete the PREPaRE training on Thursday, June 11th. The last day of school went well, and the district held great graduation ceremonies for 5th, 8th, and the senior class.

IX. **MONTHLY BOARD OF EDUCATION FINANCIAL REPORT**

- Produced by Beverly Mobley

X. **BOARD COMMITTEE REPORTS**

- Safety Committee
- Facilities/Finance Committee

- Safety Committee - Sherry was not in attendance, so Superintendent McKenna updated the board on this. He reported that this committee meets twice per year. This committee discussed the upcoming PREPaRE training.
- Facilities/Finance Committee - President Brown updated the board on the committee's discussions around the tennis courts, summer capital projects, and the potential to enter into an agreement with Chloe Marie, as a marketing partner.

XI. **BOARD OF EDUCATION CELEBRATING SUCCESSES**

Brown - Celebrated the Stock Market class for their recent win! She also wanted to recognize Jesse Lawrence for her recent Regional Outstanding Educator Award.
Kribs - Celebrated Blake Springstead for winning States for golf, the track team for their wins, and the Penny War at Lakeland.
Moore - Celebrated the high school commencement ceremony and how well that was received by the staff and the community.

XII. **SCHEDULED ACTIVITIES/FUTURE MEETINGS**

- June 22, 2026 - Budget Hearing, 5:00 pm
- June 22, 2026 - Board Workshop Meeting, 5:30 pm
- July 13, 2026 - Regular Board Meeting, 8:15 am

XIII. **ADJOURNMENT**

To adjourn at 5:56 p.m. This motion, made by Scott Moore and seconded by Tara Kribs, Carried.
Sherry Steffen: Absent, Jennifer Brown: Yea, Jeff Hill: Yea, Tara Kribs: Yea, Steven Merchant: Yea, Scott Moore: Yea, Shana Wojtowicz: Yea
Yea: 6, Nay: 0, Absent: 1

General Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **General Education Fund Budget**.
BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **General Fund** are as follows:

		2025-2026			2026-2027
		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
REVENUES					
	Local Revenues	$ 13,384,756	$ 12,495,118	$ 12,978,655	$ 13,878,550
	State Revenues	3,504,974	3,827,906	3,594,236	3,089,762
	Federal Revenues	180,000	194,446	221,974	211,149
	Received from Other Districts/ISD	200,000	354,126	324,594	303,000
	Other Revenues/Transfers From MCA		1,643,200	2,222,442	2,255,589
A	**Total revenues**	**$ 17,269,730**	**$ 18,514,796**	**$ 19,341,901**	**$ 19,738,050**

BE IT FURTHER RESOLVED hereby the following be appropriated for expenditures in the **General Fund** and appropriated in the amounts and for the purpose set forth below:

EXPENDITURES					
	Instruction:				
	Basic Programs	$ 7,041,990	$ 9,037,099	$ 7,899,361	$ 8,474,186
	Added Needs Programs	2,112,743	2,195,384	1,809,658	2,137,344
	Support Services:				
	Pupil Support Services	633,000	634,577	722,690	748,479
	Support Services - Instructional Staff	160,000	459,555	252,274	335,694
	General Administration	530,000	490,303	473,255	489,424
	School Administration	1,100,000	1,040,350	1,299,519	1,372,548
	Business Services	600,000	484,587	599,184	650,504
	Operation & Maintenance	1,993,317	1,791,653	1,649,825	1,876,062
	Transportation	755,468	934,206	896,240	951,607
	Other Central Support	633,567	597,253	513,555	615,118
	Athletic Activities	500,000	500,000	438,711	468,754
	Community Activities	53,000	26,564	2,133	1,000
	Payments to Other Public Schools	-	-	53,049	10,000
	Other Transactions/Prior Period Adjustment	500,000	-	162,797	-
	Transfer to Capital Projects Fund	-	-	2,000,000	1,500,000
B	**Total expenditures**	**$ 16,613,085**	**$ 18,191,531**	**$ 18,772,251**	**$ 19,630,720**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ 656,645	$ 323,265	$ 569,650	$ 107,330
FUND BALANCE					
Beginning	Non-spendable/Prepaids	193,525	193,525	193,525	193,525
	Fund Balance, Unassigned	4,932,247	4,932,247	4,932,247	5,501,897
E	**Total Fund Balance**	**$ 5,125,772**	**$ 5,125,772**	**$ 5,125,772**	**$ 5,695,422**
D + E	**Total fund balances - Ending**	**$ 5,782,417**	**$ 5,449,037**	**$ 5,695,422**	**$ 5,802,752**
	Total Ending Fund Balance percentage	34.81%	29.95%	30.34%	29.56%
	Unassigned Fund Balance percentage	33.64%	28.89%	29.31%	28.57%

This appropriation resolution is to take effect upon adoption by the Board of Education.

This budget is based on an estimated **18.0000** General Fund mills to be levied on all taxable valuation within the district.

Food Service Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **Food Service Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **Food Service Fund** are as follows:

		2025-2026			2026-2027
		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
REVENUES					
	Local Revenues	$ 50,750	$ 50,750	$ 68,950	$ 74,000
	State Revenues	363,284	303,024	360,624	378,550
	Federal Revenues	581,000	531,757	542,800	566,800
	Other Financing Sources	-	-	-	
	Transfers from Other Funds	-	-	-	-
A	**Total revenues**	**$ 995,034**	**$ 885,531**	**$ 972,374**	**$ 1,019,350**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **Food Service Fund** and appropriated in the amounts and for the purpose set forth below:

		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
EXPENDITURES					
	Support Services:				
	Wages	25,000	9,930	9,908	-
	Benefits	22,000	7,203	7,204	-
	Purchased Services	437,915	491,672	421,657	490,000
	Supplies	400,000	381,220	430,763	456,000
	Equipment	60,000	170,071	93,709	50,000
	Dues & Fees	-	-	10,077	10,000
	Other	60,000	22,773	-	-
B	**Total expenditures**	**$ 1,004,915**	**$ 1,082,869**	**$ 973,318**	**$ 1,006,000**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ (9,881)	$ (197,338)	$ (944)	$ 13,350
FUND BALANCE					
	Non-spendable for inventory	38,891	38,891	38,891	38,891
	Assigned for subsequent year's expenditures	-	-	-	-
	Restricted for Food Services	312,088	312,088	312,088	311,144
D	**Total Fund Balance**	**$ 350,979**	**$ 350,979**	**$ 350,979**	**$ 350,035**
C + D	**Total fund balances - Ending**	**$ 341,098**	**$ 153,641**	**$ 350,035**	**$ 363,385**
		33.94%	14.19%	35.96%	36.12%

This appropriation resolution is to take effect upon adoption by the Board of Education.

Preschool and Kid's Club Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **Preschool & Kid's Club Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **Preschool & Kid's Club Fund** are as follows:

		2025-2026		2026-2027
		Original Adopted Budget	**Final Budget**	**Adopted Budget**
REVENUES				
	Local Revenues	$ 250,000	$ 171,292	$ 142,000
	State Revenues	$ 330,000	$ 386,789	$ 457,444
	Federal Revenues	$ -	$ -	$ -
A	**Total revenues**	**$ 580,000**	**$ 558,081**	**$ 599,444**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **Preschool and Kid's Club Fund** and appropriated in the amounts and for the purpose set forth below:

		2025-2026 Original Adopted Budget	2025-2026 Final Budget	2026-2027 Adopted Budget
EXPENDITURES				
	Support Services:			
	Wages	325,000	304,232	332,713
	Benefits	150,000	182,068	173,839
	Purchased Services	45,000	59,572	72,100
	Supplies	25,000	43,314	52,556
	Dues & Fees/Other	25,000	4,135	3,744
	Prior Period Adjustment	-	81,352	-
B	**Total expenditures**	**$ 570,000**	**$ 674,673**	**$ 634,952**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ 10,000	$ (116,592)	$ (35,508)
FUND BALANCE				
	Assigned for Preschool & Kid's Club	226,926	226,926	110,334
D	**Total Fund Balance**	**$ 226,926**	**$ 226,926**	**$ 110,334**
C + D	**Total fund balances - Ending**	**$ 236,926**	**$ 110,334**	**$ 74,826**
		40.85%	19.77%	12.48%

This appropriation resolution is to take effect upon adoption by the Board of Education.

School Activity Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **School Activity Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **School Activity Fund** are as follows:

		2025-2026		2026-2027
		Original Adopted Budget	**Final Budget**	**Adopted Budget**
REVENUES				
	Local Revenues	$ 500,000	$ 500,000	$ 500,000
A	**Total revenues**	**$ 500,000**	**$ 500,000**	**$ 500,000**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **School Activity Fund** and appropriated in the amounts and for the purpose set forth below:

EXPENDITURES				
	Support Services:			
	School Activities	700,000	450,000	550,000
B	**Total expenditures**	**$ 700,000**	**$ 450,000**	**$ 550,000**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ (200,000)	$ 50,000	$ (50,000)
FUND BALANCE				
	Assigned for School Activity	460,944	460,944	510,944
D	**Total Fund Balance**	**$ 460,944**	**$ 460,944**	**$ 510,944**
C + D	**Total fund balances - Ending**	**$ 260,944**	**$ 510,944**	**$ 460,944**

This appropriation resolution is to take effect upon adoption by the Board of Education.

General Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **General Education Fund Budget**.
BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **General Fund** are as follows:

		2025-2026			2026-2027
		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
REVENUES					
	Local Revenues	$ 13,384,756	$ 12,495,118	$ 12,978,655	$ 13,878,550
	State Revenues	3,504,974	3,827,906	3,594,236	3,089,762
	Federal Revenues	180,000	194,446	221,974	211,149
	Received from Other Districts/ISD	200,000	354,126	324,594	303,000
	Other Revenues/Transfers From MCA		1,643,200	2,222,442	2,255,589
A	**Total revenues**	**$ 17,269,730**	**$ 18,514,796**	**$ 19,341,901**	**$ 19,738,050**

BE IT FURTHER RESOLVED hereby the following be appropriated for expenditures in the **General Fund** and appropriated in the amounts and for the purpose set forth below:

EXPENDITURES					
	Instruction:				
	Basic Programs	$ 7,041,990	$ 9,037,099	$ 7,899,361	$ 8,474,186
	Added Needs Programs	2,112,743	2,195,384	1,809,658	2,137,344
	Support Services:				
	Pupil Support Services	633,000	634,577	722,690	748,479
	Support Services - Instructional Staff	160,000	459,555	252,274	335,694
	General Administration	530,000	490,303	473,255	489,424
	School Administration	1,100,000	1,040,350	1,299,519	1,372,548
	Business Services	600,000	484,587	599,184	650,504
	Operation & Maintenance	1,993,317	1,791,653	1,649,825	1,876,062
	Transportation	755,468	934,206	896,240	951,607
	Other Central Support	633,567	597,253	513,555	615,118
	Athletic Activities	500,000	500,000	438,711	468,754
	Community Activities	53,000	26,564	2,133	1,000
	Payments to Other Public Schools	-	-	53,049	10,000
	Other Transactions/Prior Period Adjustment	500,000	-	162,797	-
	Transfer to Capital Projects Fund	-	-	2,000,000	1,500,000
B	**Total expenditures**	**$ 16,613,085**	**$ 18,191,531**	**$ 18,772,251**	**$ 19,630,720**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ 656,645	$ 323,265	$ 569,650	$ 107,330
FUND BALANCE					
Beginning	Non-spendable/Prepaids	193,525	193,525	193,525	193,525
	Fund Balance, Unassigned	4,932,247	4,932,247	4,932,247	5,501,897
E	**Total Fund Balance**	**$ 5,125,772**	**$ 5,125,772**	**$ 5,125,772**	**$ 5,695,422**
D + E	**Total fund balances - Ending**	**$ 5,782,417**	**$ 5,449,037**	**$ 5,695,422**	**$ 5,802,752**
	Total Ending Fund Balance percentage	34.81%	29.95%	30.34%	29.56%
	Unassigned Fund Balance percentage	33.64%	28.89%	29.31%	28.57%

This appropriation resolution is to take effect upon adoption by the Board of Education.

This budget is based on an estimated **18.0000** General Fund mills to be levied on all taxable valuation within the district.

Food Service Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **Food Service Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **Food Service Fund** are as follows:

		2025-2026			2026-2027
		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
REVENUES					
	Local Revenues	$ 50,750	$ 50,750	$ 68,950	$ 74,000
	State Revenues	363,284	303,024	360,624	378,550
	Federal Revenues	581,000	531,757	542,800	566,800
	Other Financing Sources	-	-	-	
	Transfers from Other Funds	-	-	-	-
A	**Total revenues**	**$ 995,034**	**$ 885,531**	**$ 972,374**	**$ 1,019,350**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **Food Service Fund** and appropriated in the amounts and for the purpose set forth below:

		Original Adopted Budget	Amended Budget	Final Budget	Adopted Budget
EXPENDITURES					
	Support Services:				
	Wages	25,000	9,930	9,908	-
	Benefits	22,000	7,203	7,204	-
	Purchased Services	437,915	491,672	421,657	490,000
	Supplies	400,000	381,220	430,763	456,000
	Equipment	60,000	170,071	93,709	50,000
	Dues & Fees	-	-	10,077	10,000
	Other	60,000	22,773	-	-
B	**Total expenditures**	**$ 1,004,915**	**$ 1,082,869**	**$ 973,318**	**$ 1,006,000**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ (9,881)	$ (197,338)	$ (944)	$ 13,350
FUND BALANCE					
	Non-spendable for inventory	38,891	38,891	38,891	38,891
	Assigned for subsequent year's expenditures	-	-	-	-
	Restricted for Food Services	312,088	312,088	312,088	311,144
D	**Total Fund Balance**	**$ 350,979**	**$ 350,979**	**$ 350,979**	**$ 350,035**
C + D	**Total fund balances - Ending**	**$ 341,098**	**$ 153,641**	**$ 350,035**	**$ 363,385**
		33.94%	14.19%	35.96%	36.12%

This appropriation resolution is to take effect upon adoption by the Board of Education.

Preschool and Kid's Club Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **Preschool & Kid's Club Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **Preschool & Kid's Club Fund** are as follows:

		2025-2026 Original Adopted Budget	2025-2026 Final Budget	2026-2027 Adopted Budget
REVENUES				
	Local Revenues	$ 250,000	$ 171,292	$ 142,000
	State Revenues	$ 330,000	$ 386,789	$ 457,444
	Federal Revenues	$ -	$ -	$ -
A	**Total revenues**	**$ 580,000**	**$ 558,081**	**$ 599,444**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **Preschool and Kid's Club Fund** and appropriated in the amounts and for the purpose set forth below:

		2025-2026 Original Adopted Budget	2025-2026 Final Budget	2026-2027 Adopted Budget
EXPENDITURES				
	Support Services:			
	Wages	325,000	304,232	332,713
	Benefits	150,000	182,068	173,839
	Purchased Services	45,000	59,572	72,100
	Supplies	25,000	43,314	52,556
	Dues & Fees/Other	25,000	4,135	3,744
	Prior Period Adjustment	-	81,352	-
B	**Total expenditures**	**$ 570,000**	**$ 674,673**	**$ 634,952**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ 10,000	$ (116,592)	$ (35,508)
FUND BALANCE				
	Assigned for Preschool & Kid's Club	226,926	226,926	110,334
D	**Total Fund Balance**	**$ 226,926**	**$ 226,926**	**$ 110,334**
C + D	**Total fund balances - Ending**	**$ 236,926**	**$ 110,334**	**$ 74,826**
		40.85%	19.77%	12.48%

This appropriation resolution is to take effect upon adoption by the Board of Education.

School Activity Fund Budget
Resolution for Adoption by the Board of Education
Fiscal Year 2025-2026

RESOLVED, that this resolution shall be the **School Activity Fund Budget**.

BE IT FURTHER RESOLVED, that the total revenues and un-appropriated fund balance estimated to be available for appropriations in the **School Activity Fund** are as follows:

		2025-2026		2026-2027
		Original Adopted Budget	**Final Budget**	**Adopted Budget**
REVENUES				
	Local Revenues	$ 500,000	$ 500,000	$ 500,000
A	**Total revenues**	**$ 500,000**	**$ 500,000**	**$ 500,000**

BE IT FURTHER RESOLVED hereby that the following be appropriated for expenditures in the **School Activity Fund** and appropriated in the amounts and for the purpose set forth below:

EXPENDITURES				
	Support Services:			
	School Activities	700,000	450,000	550,000
B	**Total expenditures**	**$ 700,000**	**$ 450,000**	**$ 550,000**
C = (A - B)	REVENUES OVER (UNDER) EXPENDITURES	$ (200,000)	$ 50,000	$ (50,000)
FUND BALANCE				
	Assigned for School Activity	460,944	460,944	510,944
D	**Total Fund Balance**	**$ 460,944**	**$ 460,944**	**$ 510,944**
C + D	**Total fund balances - Ending**	**$ 260,944**	**$ 510,944**	**$ 460,944**

This appropriation resolution is to take effect upon adoption by the Board of Education.

Elk Rapids Schools
Facilities and Operations Supervisor Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Lance VanDusen** ("Administrator") as its **Facilities and Operations Supervisor** according to the terms and conditions of this Contract as specifically described below.

1. ***Term.*** The Administrator is employed for a contract term of three (3) years, beginning July 1, 2026, and ending on June 30, 2029. Any extension of this Contract requires the express approval of the Board. The Board's decision not to continue or otherwise renew the Administrator's employment for any subsequent period in any capacity is not a breach of this Contract.

2. ***Duties.*** The Administrator shall faithfully and diligently perform the duties of Facilities and Operations Supervisor outlined in Appendix A incorporated into this Contract, as well as those duties as required by law, and that may be further established, modified, or amended from time to time by the Board or Superintendent.

   A. The Administrator acknowledges the ultimate authority of the Board as to his duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Administrator will comply with and fulfill all duties and tasks for which he is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Administrator is subject to assignment and transfer to another administrative position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Administrator's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Administrator represents that he possesses and will maintain the requisite certification/qualifications for the position assigned.

6. ***Compensation.***

   A. The annual salary shall be paid in twenty-six (26) substantially equal bi-weekly installments (unless otherwise agreed to by the parties), under the following terms:
      - Year 1: $57,905
      - Year 2: $67,969
      - Year 3: $71,367
      - In addition, each year, the Administrator shall receive a $1,000 Extra Duty Stipend paid on the last pay cycle of June and December.

   B. Payroll deductions may be made as required by law or as authorized by the Superintendent.

C. Any adjustment to the Administrator's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

7. ***Benefits.*** The Administrator is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

   A. Health, Dental, and Vision Insurance as provided to other district employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

   B. If the Administrator elects to decline coverage for any or all of these insurance coverages, he shall instead receive cash in lieu of insurance based on one-half (½) of the applicable hard-cap amount (i.e., single, two-person, full family). To opt out of health insurance coverage, the Administrator must state in writing that he voluntarily opts out of the health care benefits provided to District employees, as he has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

   C. Long-term Disability (LTD) Insurance is provided through the District's LTD insurance policy carrier.

8. ***Authorized Absence.*** The Administrator shall diligently perform his duties in a timely and professional manner. The Administrator's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

   A. The Administrator shall have twelve (12) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

   B. The Administrator shall be granted, upon request, up to three (3) paid leave days per year for personal business. Additional unpaid personal business leave days may be granted by the Superintendent upon good cause shown.

   C. The Administrator shall receive up to five (5) paid bereavement leave days for the death of a member of the Administrator's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

9. ***Vacation.*** The Administrator is employed on the basis of fifty-two (52) weeks of work per contract year (August 1 through July 31) as scheduled by the Board. The Administrator shall be granted vacation time of twenty (20) days per Contract year.

   A. Vacation days must be used within the Contract year for which they are made available, and the Administrator shall not receive any additional compensation in lieu of vacation days.
   B. The Administrator shall schedule the use of vacation days to minimize interference with the orderly operation and conduct of School District business. The Administrator's vacation scheduling is subject to the Superintendent's approval.

10. ***Holidays.*** Consistent with the holidays recognized by the District's calendar, the Administrator is entitled to the following holidays for which no service to the School District is required: Memorial Day, July 4th, Labor Day, Thanksgiving Day, and the Friday following Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, and New Year's Day.

11. ***Suspension and Termination.*** The Board is entitled to suspend or terminate the Administrator's employment at any time during the term of this Contract for reasonable and just cause.

    A. The foregoing standard for termination of this Contract during its term does not apply to nonrenewal of this Contract at the expiration of its term, which decision is discretionary with the Board.

    B. If the Board undertakes to suspend or terminate the Administrator during the term of this Contract, he shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Administrator written notice of the charges. This timeline may be waived if mutually agreed upon by the parties.

    C. The Administrator may be represented by legal counsel at this hearing, but at his expense.

    D. If the Board terminates the Administrator's employment during the term of this Contract, this Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Administrator.

12. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Administrator shall provide a minimum notice of sixty (60) calendar days before the effective date of his resignation.

13. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Administrator while engaged in the performance of a governmental function and while the Administrator is acting within the scope of his authority.

14. ***Limitations Period.*** The Administrator agrees that any claim or suit arising out of his employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Administrator understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation set forth in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, it is the parties' intent that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

15. ***Entire Agreement.*** This Contract contains the entire agreement and understanding between the Board and the Administrator about his employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.
B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Administrator and the President, and the Secretary of the Board.

C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

16. ***Severability.*** If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

17. ***Applicable Law***. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

Facilities and Operations Supervisor

____
Lance VanDusen

Board of Education of the Elk Rapids Schools

____
Jennifer Brown, President

____
Sherry Steffen, Secretary

Appendix A

Elk Rapids Schools: Job Description
Facilities and Operations Supervisor

PURPOSE STATEMENT:

The job of Facilities/Operations Supervisor is established for the purpose/s of of planning, organizing and directing the maintenance, repair and upkeep of district buildings and grounds; serving as the district representative in planning and developing facilities and new construction; ensuring that projects are completed efficiently, within regulatory guidelines and projected deadlines; preparing and managing the annual budgets for the maintenance, grounds and custodial departments; and ensuring optimal utilization of personnel and other resources, grounds and custodial departments.

DUTIES AND RESPONSIBILITIES:

- Assume responsibility for the overall direction and management of school facilities, maintenance and operations, grounds, and planning for new technologies and future growth under the general direction of the Superintendent, and in accordance with Board objectives and policies.
- Support the day-to-day operations of the district when it pertains to construction, immediate maintenance needs, and facility oversight.
- Handles maintenance, repairs, and remodeling projects throughout the district
- Handles facility maintenance/repair “ticket” system and communicates effectively with all stakeholders
- Serves as the liaison between the district and our custodial management company, and also assists with the scheduling of our custodial team.
- Develops effective and efficient systems for all maintenance services, preventative maintenance services, and work orders.
- Completes the detailed inventory of buildings.
- Responsible for the technical library consisting of plans, specifications, shop drawings, manufacturer’s literature, etc., on all buildings and equipment therein.
- Completes the development of maintenance standards and guides for each building.
- Develops safety work rules for employees and conducts a continuous safety program.
- Selects, recommends for purchase, and evaluates products relating to operation and maintenance supplies, equipment, and tools.
- Responsible for the appropriate bidding and purchase of supplies, equipment, and tools. Supervises, inspects, and evaluates the work, and certifies satisfactory completion for payment.
- Assists in the planning for new buildings and additions, remodeling, renovations, and capital projects.
- Develops schedules for periodic inspection, preventive maintenance, and service of buildings and equipment.

- Develops long-range plans for the maintenance and improvement of buildings and grounds.
- Works with building administrators so that proper custodial and maintenance services are provided for all activities.
- Represents the Superintendent in working with the architect on construction projects.
- Supervises all services that are contracted for ground maintenance, including snow removal and custodial services.
- Collaborates with others (e.g., district personnel, other district personnel, community organizations, etc.) for the purpose of implementing and maintaining services and/or programs.
- Develops long and short-range maintenance plans/programs (e.g., emergency response plans, energy management plans, annual budget, etc.) for the purpose of ensuring that district resources are effectively utilized.
- Coordinates schedules and special event operations for the purpose of ensuring required facilities preparation.
- Directs projects (e.g., site repairs/construction, preventive maintenance, etc.) for the purpose of ensuring completion within established time frames, project design, and budget.
- Inspects new construction, repair work, projects, equipment, work orders, daily maintenance, and supplies for the purpose of ensuring that jobs are completed efficiently; specifications for capital improvements are within local/state/federal regulations; and approves inspection reports and payment requests.
- Monitors fund balances of assigned programs and related financial activity for the purpose of ensuring that expenses are within budget limits and/or fiscal practices are followed.
- Participates in meetings, workshops, and seminars for the purpose of conveying and/or gathering information required to perform functions.
- Oversees all building operations, maintenance, and major repairs in compliance with building code and requirements. (HVAC, Roof, Irrigation, Electrical, Cameras, and Plumbing).
- Maintains certifications as required (MABO certification, professional license, etc.).
- Performs all such other duties as may be assigned to him by the Superintendent/Designee.

Elk Rapids Schools
Early Childhood / Tuition-Based Program Supervisor
Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Rachael Birgy** ("Administrator") as its **Supervisor for the Early Childhood/ Tuition-Based Program** according to the terms and conditions of this Contract as specifically described below.

1. ***Term.*** The Administrator is employed for a contract term of three (3) years, beginning July 1, 2026, and ending on June 30, 2029. Any extension of this Contract requires the express approval of the Board.

2. ***Duties.*** The Administrator shall faithfully and diligently perform the duties of Supervisor for the Early Childhood / Tuition-Based Program outlined in Appendix A (attached and incorporated into this Contract), as well as those duties as required by law and that may be further established, modified, or amended from time to time by the Board or Superintendent.

   A. The Administrator acknowledges the ultimate authority of the Board as to her duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Administrator will comply with and fulfill all duties and tasks for which she is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Administrator is subject to assignment and transfer to another administrative position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Administrator's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Administrator represents that she possesses and will maintain the requisite certification or qualifications to the position assigned and that this Contract is terminable if the Board determines it, the Michigan Department of Education, or other proper authority determines that the Administrator does not possess the requisite certification or qualifications to perform the responsibilities associated with her assigned position.

6. ***Compensation.*** The position of Supervisor for the Early Childhood / Tuition-Based Program is full-time. The Administrator will receive compensation for the performance of duties under this Contract at a rate:
    - Year 1: $71, 313
    - Year 2: $76,376
    - Year 3: $81,799
    - In addition, each year, the Administrator shall receive a $1,000 Extra Duty Stipend paid on the last pay cycle of August.
    - These amounts are subject to any deduction required by law and will be remitted on the District's regular payroll.

A. The Administrator's compensation reflects 210 work days in the Contract, less paid leave time.

B. The annual salary shall be paid in twenty-six (26) substantially equal bi-weekly installments (unless otherwise agreed to by the parties), beginning with the commencement of the Contract year (July 1 – June 30).

C. Payroll deductions may be made as required by law or as authorized by the Superintendent.

D. Any adjustment to the Administrator's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

7. ***Benefits.*** The Administrator is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

A. Health, Dental, and Vision Insurance as provided to other district employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

B. If the Administrator elects to decline coverage for any or all of these insurance coverages, she shall instead receive cash in lieu of insurance in an amount equal to one-half (1/2) of the hard cap amount (i.e., single, two-person, full family) for the medical benefit plan coverage cost. To opt out of health insurance coverage, the Administrator must state in writing that she voluntarily opts out of the health care benefits provided to District employees as she has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

C. Long-term Disability (LTD) Insurance is provided through the District's LTD insurance policy carrier.

8. ***Tuition Assistance:*** The Administrator shall receive additional pay for pre-approved semester hours beyond their degrees according to the following factors:
    - The Administrator will be reimbursed for classes taken according to the following schedule: $225.00 per semester hour
    - All semester hours for reimbursement must be in an approved program in an education-related field; said program is to be on file in the Superintendent's office, or have the prior approval of the Superintendent for coursework outside of the approved program.
    - All semester hours for reimbursement must be taken through an accredited college or university, or a sister agency.
    - All semester hours for reimbursement must have a grade of B or better or a pass for programs that do not assign letter grades.
    - Transcripts of the approved semester hours taken should be presented to the Superintendent's office by October 15 of the 1st semester and March 15 of the 2nd semester for payment.

9. ***Authorized Absence.*** The Administrator shall diligently perform her duties in a timely and professional manner. The Administrator's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

    A. The Administrator shall have twelve (12) paid sick leave days per Contract year, which may accumulate up to a maximum of ninety (90) days.

    B. The Administrator shall be granted, upon request, up to three (3) paid leave days per Contract year for personal business. Additional unpaid personal business leave days may be granted by the Superintendent upon good cause shown.

    C. The Administrator shall receive up to five (5) paid bereavement leave days for the death of a member of the Administrator's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

10. ***Suspension and Termination.*** The Board is entitled to suspend or terminate the Administrator's employment at any time during the term of this Contract for reasonable and just cause.

    A. The foregoing standard for termination of this Contract during its term shall not apply to nonrenewal of this Contract at the expiration of its term, which decision is discretionary with the Board and may be governed by Section 1229 of the Revised School Code, MCL 380.1229.

    B. If the Board undertakes to suspend or terminate the Administrator during the term of this Contract, she is entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Administrator written notice of the charges. This timeline may be waived if mutually agreed upon by the parties.

C. Legal counsel may represent the Administrator at this hearing but at her expense.

D. If the Board terminates the Administrator's employment during the term of this Contract, this Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Administrator.

11. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Administrator shall provide a minimum notice of sixty (60) calendar days before the effective date of her resignation.

12. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Administrator while engaged in the performance of a governmental function and while the Administrator is acting within the scope of his authority.

13. ***Limitations Period.*** The Administrator agrees that any claim or suit arising out of his employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Administrator understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation set forth in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, the parties intend that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

14. ***Entire Agreement.*** This Contract contains the entire agreement and understanding between the Board and the Administrator about his employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Administrator, the President, and Secretary of the Board.

C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

15. ***Severability.*** If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

16. ***Applicable Law***. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

Early Childhood / Tuition-Based Supervisor

____
Rachael Birgy

Board of Education of the Elk Rapids Schools

____
Jennifer Brown, President

____
Sherry Steffen, Secretary

Appendix A – Job Duties

Elk Rapids Schools: Job Duties

Early Childhood/Tuition-Based Program Coordinator

PURPOSE STATEMENT:

The Early Childhood/Tuition-Based Program Coordinator is a key member of the administrative team that works to support the mission, values, and regulations of the district and state while being committed to sustaining high-quality district-wide early childhood/tuition-based programs, including Great Start Readiness Programs, Tuition-Based Preschool, Before/After School Childcare, and Summer Kids Club

DUTIES AND RESPONSIBILITIES:

- Ensure program compliance with LARA
- Hiring, directing, and leading program staff for the school year and summer programs
- Understanding and overseeing the programs' day-to-day operations, including staffing, instruction, behavior management, and all duties required by LARA, Michigan Department of Education
- Preparing and implementing program plans and budgets
- Monitoring financial affairs
- Establishing/enforcing early childhood program policies
- Providing training and professional development opportunities for all staff
- Approve time sheets for all staff, submit to K. Miller
- Completing annual evaluations for all staff members
- Meeting with parents if the lead finds it necessary
- Resolving conflicts between staff and parents
- Ensuring the physical environment of the facility is in good condition and meets all childcare safety licensing requirements
- Reviewing staff and facilities to ensure compliance with local, state, and federal standards
- Promoting the child care center's image and reputation
- Monthly email communication to families
- Cultivating and maintaining 0-5 parent/community outreach within the Way to Grow Program
- Coordinate with the administrative team, local agencies, and Northwest Education Services to conduct annual program evaluations as needed or required
- Maintain positive community relationships and agency partnerships

Elk Rapids Schools
Transportation Supervisor Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Karen Sniegowski** ("Administrator") as its **Transportation Supervisor** according to the terms and conditions of this Contract as specifically described below

1. ***Term.*** The Administrator is employed for three (3) years for a term beginning July 1, 2026, and ending on June 30, 2029. Any extension of this Contract requires the express approval of the Superintendent.

2. ***Duties.*** The Administrator shall faithfully and diligently perform the duties of Transportation Supervisor outlined in Appendix A, as well as those that may be further established, modified, or amended from time to time by the Superintendent.

   A. The Administrator acknowledges the ultimate authority of the Board as to her duties and will faithfully perform those duties and to diligently implement the Board's policies and procedures.

   B. The Administrator will comply with and fulfill all duties and tasks for which she is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

   C. The Administrator is responsible for student transportation, bus discipline, and bus safety.

3. ***Assignment and Transfer.*** The Administrator is subject to assignment and transfer to another administrative position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Administrator's performance shall be evaluated by the Superintendent or designee at least once every two years.

5. ***Compensation.*** The Transportation Supervisor position is a full-time 12-month position. The Administrator will receive compensation for performing duties under this Contract at the terms set forth below:
   - Year 1: $59,122 + Longevity Pay $591
   - Year 2: $62,079 + Longevity Pay $931
   - Year 3: $65,183 + Longevity Pay $978

   A. The Administrator's compensation reflects 260 work days in the annual contract year.

   B. The annual salary shall be paid in twenty-six (26) substantially equal bi-weekly installments (unless otherwise agreed to by the parties), beginning with the commencement of the Contract year (July 1 – June 30).

   C. Payroll deductions may be made as required by law or as authorized by the Superintendent.

   D. Any adjustment to the Administrator's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

6. ***Benefits.*** The Administrator is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

   A. Health, Dental, and Vision Insurance as provided to other district employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

   B. If the Administrator elects to decline coverage for any or all of these insurance coverages, she shall instead receive cash in lieu of insurance equal to half the hard cap rate for which she would qualify. To opt out of health insurance coverage, the Administrator must state in writing that she voluntarily opts out of the health care benefits provided to District employees, as she has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

   C. The Administrator is entitled to annual paid leave time as follows:

      a. Vacation days – 20 annually – 5 days may be rolled forward annually
      b. Sick Days – 12 annually
      c. Personal Days – 3 annually

7. ***Reimbursed Expenses.*** The District shall reimburse the Administrator for all necessary and reasonable expenses incurred from the performance of his administrative duties, including travel, lodging, and meals, in accordance with the District's per diem expense and reimbursement procedures. Administrator shall receive a stipend of $70 per month for cell phone expenses. Administrator is required to maintain a cell phone plan and provide the district with the cell phone number during the duration of the contract.

8. ***Authorized Absence.*** The Administrator shall diligently perform her duties in a timely and professional manner. The Administrator's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

   A. The Administrator shall have twelve (12) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

   B. The Administrator shall be granted, upon request, up to three (3) paid leave days per year for personal business

   C. The Administrator shall have 20 paid vacation days per year. Use of vacation days must be approved in advance by the Superintendent. A maximum of 5 days may be carried forward from year to year.

   D. The Administrator shall receive up to five (5) paid bereavement leave days for the death of a member of the Administrator's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

9. ***Holidays.*** Consistent with the holidays recognized by the District's calendar, the Administrator is entitled to the following holidays for which no service to the School District is required: Memorial Day, July 4th, Labor Day, Thanksgiving Day, and the Friday following Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, and New Year's Day.

10. Suspension and Termination. The Board is entitled to suspend or terminate the Administrator's employment at any time during the term of this Contract for reasonable and just cause.

A. The foregoing standard for termination of this Contract during its term shall not apply to nonrenewal of this Contract at the expiration of its term.

B. If the Board undertakes to suspend or terminate the Administrator during the term of this Contract, she shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Administrator written notice of the charges. This timeline may be waived if mutually agreed by the parties.

C. The Administrator may be represented by legal counsel at this hearing but at her expense.

D. If the Board terminates the Administrator's employment during the term of this Contract, this Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Administrator.

11. Resignation. Unless otherwise mutually agreed by the parties, the Administrator shall provide a minimum notice of sixty (60) calendar days before the effective date of her resignation.

12. Errors and Omissions Insurance. The Board will pay the premium amount for errors and omissions insurance coverage for the Administrator while engaged in the performance of a governmental function and while the Administrator is acting within the scope of her authority.

13. Limitations Period. The Administrator agrees that any claim or suit arising out of her employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Administrator understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation outlined in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, the parties intend that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

14. Entire Agreement. This Contract contains the entire agreement and understanding between the Board and the Administrator about his employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Administrator and the President and the Secretary of the Board.

C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

15. Severability. If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

16. Applicable Law. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

Transportation Supervisor

____
Karen Sniegowski

Board of Education of the Elk Rapids Schools

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Jennifer Brown, President

____
Sherry Steffen, Secretary

Appendix A

Elk Rapids Schools: Job Description
Transportation Supervisor

PURPOSE STATEMENT:

The job of Transportation Director is established for the purpose/s of providing safe and efficient transportation that meets the requirements of the daily instructional program and extra-curricular activities.

DUTIES AND RESPONSIBILITIES:

- Provides leadership to the Transportation department on day-to-day operations.
- Monitors daily operations to ensure that work is performed efficiently and in accordance with appropriate regulations, policies, procedures, and guidelines.
- Oversees all aspects of the daily bus and bus maintenance operations.
- Provides lead direction to the Transportation Department office and bus maintenance staff.
- Facilitates staff meetings to provide annual in-service and address operational issues.
- Resolves or delegates daily operational problems and emergencies while coordinating with the Superintendent on complex problems.
- Performs road checks during periods of inclement weather.
- Provides recommendations to the Superintendent regarding changing school schedules, including school cancellations due to weather conditions.
- Responds to routine personnel questions or concerns in compliance with the collective bargaining agreement and district policy.
- Establishes and maintains positive customer relationships with parents, schools, and departments.
- Coordinates with transportation department staff, schools, and customers on the start of school protocols and resolves concerns.
- Coordinates and provides input in the district transportation services, routing and scheduling efforts, and prepares the periodic VersaTrans.
- Checks bus stops/routes for risk factors when needed & reports back to the Superintendent.
- Coordinates and assists with the district transportation training program, collision investigations, safety programs, student management, drug and alcohol testing, bus driver performance evaluations, and staff development.
- Coordinates with the bus maintenance staff to prepare for annual state bus inspections.
- Collaborates with a variety of personnel from other departments, districts, state agencies, and organizations relating to pupil transportation.

- Coordinates with local municipalities and agencies to improve student walkways, road conditions, and other safety-related issues in the district.
- May assist in the collective bargaining process applicable to the transportation department by providing recommendations and input.
- Administers the collective bargaining agreement.
- Assist and/or coordinate with the development of policies and procedures, system upgrades and implementations, departmental staffing changes.
- Manages bus and other vehicle purchasing plans.
- Comply with all district policies and the Code of Professional Conduct.
- Performs purchasing duties in compliance with district policy and procedures.
- Continues professional growth, formulates goals, seeks feedback, applies new skills, and participates as a team member with colleagues.
- Manages the total budget and activities accounts.
- Performs other duties as assigned by the superintendent.

Elk Rapids Schools
IT/AV Technician Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Robert Bachi** ("employee") as the IT/AV Technician according to the terms and conditions of this Contract as specifically described below.

1. ***Term.*** The employee is employed for a contract term of three (3) years, beginning July 1, 2026, and ending on June 30, 2029. Any extension of this Contract requires the express approval of the Board.

2. ***Duties.*** The Employee shall faithfully and diligently perform the duties of the IT/AV Technician as well as those duties as required by law, and that may be further established, modified, or amended from time to time by the Superintendent (Appendix A).

   A. The Employee acknowledges the ultimate authority of the Board as to his duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Employee will comply with and fulfill all duties and tasks for which he is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Employee is subject to assignment and transfer to another position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Employee's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Employee represents that he possesses and will maintain the requisite certification or qualifications to the position assigned and that this Contract is terminable if it is determined by the Board, the Michigan Department of Education, or other proper authority that the Employee does not possess the requisite certification or qualifications to perform the responsibilities associated with his position.

6. ***Compensation.*** The position of IT/AV Technician is full-time. The Employee will receive compensation at an hourly rate for the performance of duties under this Contract at the following terms:
   - Year 1: $29.55/hour
   - Year 2: $31.03/hour
   - Year 3: $32.58/hour
   - This amount is subject to any deduction required by law and will be remitted to the District's regular payroll.

A. The Employee's compensation reflects 260 work days in the Contract year.

B. The Employee will receive the following paid Holidays: Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day and Memorial Day.

C. The Employee's compensation shall be paid bi-weekly based on actual hours worked by the Employee.

D. Payroll deductions may be made as required by law or as authorized by the Superintendent.

E. Any adjustment to the Employee's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

7. ***Benefits.*** The Employee is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

   A. Employee-only (no spouse or dependent coverage) health insurance. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

8. ***Reimbursed Expenses.*** The District shall reimburse the Employee for all necessary and reasonable expenses incurred from the performance of his administrative duties, including travel, lodging, and meals in accordance with the District's per diem expense and reimbursement procedures. Employee shall receive a stipend of $70 per month for cell phone expenses. Employee is required to maintain a cell phone plan and provide the district with the cell phone number during the duration of the contract.

9. ***Authorized Absence.*** The Employee shall diligently perform his duties in a timely and professional manner. The Employee's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

   A. The Employee shall have twelve (12) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

   B. The Employee will receive 20 vacation days annually. Up to 5 unused days per year will be allowed to roll over to the next contract year. Use of vacation days is subject to the approval of the Superintendent.

C. The Employee shall be granted, upon request, up to three (3) paid leave days per year for personal business.

D. The Employee shall receive up to five (5) paid bereavement leave days for the death of a member of the Employee's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

10. ***No Tenure in Position.*** The Employee agrees that he is not granted continuing tenure in the position of IT/AV Technician or in any other capacity by virtue of this Contract or any employment assignment within the District.

11. ***Suspension and Termination***. The Board is entitled to suspend or terminate the Employee's employment at any time during the term of this Contract for reasonable and just cause.

    A. The foregoing standard for termination of this Contract during its term shall not apply to nonrenewal of this Contract at the expiration of its term.

    B. If the Board undertakes to suspend or terminate the Employee during the term of this Contract, he shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Employee written notice of the charges. This timeline may be waived if mutually agreed by the parties.

    C. The Employee may be represented by legal counsel at this hearing, but at his expense.

    D. If the Board terminates the Employee's employment during the term of this Contract, this Contract shall automatically terminate and the Board shall have no further contractual obligation to the Employee.

12. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Employee shall provide a minimum notice of sixty (60) calendar days before the effective date of his resignation.

13. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Employee while engaged in the performance of a governmental function and while the Employee is acting within the scope of his authority.

14. ***Limitations Period.*** The Employee agrees that any claim or suit arising out of her employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Employee understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month

period of limitation outlined in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, the parties intend that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

15. ***Entire Agreement.*** This Contract contains the entire agreement and understanding between the Board and the Employee about his employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

    A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

    B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Employee and the President and Secretary of the Board.

    C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

16. ***Severability.*** If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

17. ***Applicable Law***. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

IT/AV Technician

____
Robert Bachi

Board of Education of the Elk Rapids Schools

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Jennifer Brown, President

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Sherry Steffen, Secretary

Appendix A

Elk Rapids Schools: Job Duties

IT/AV Technician

PURPOSE STATEMENT:

Working independently or alongside others, this position is responsible for operating sound, lighting, and/or video equipment and implementation for performances at Elk Rapids Schools while delivering excellent customer service. The technician also maintains and repairs equipment and helps to oversee venues and facility-wide upkeep. This position works alongside the Norwest Education Services Technology Support Specialists or any other contracted IT support personnel to support technical issues related to the technology used by the students and staff of Elk Rapids Schools.

DUTIES AND RESPONSIBILITIES:

- Serve as primary audio engineer and board operator for events at Elk Rapids Schools.
- Troubleshoot and repair all audio/lighting equipment.
- Installs and strikes audio equipment as required by the various events.
- Inspects and evaluates all audio equipment to determine effectiveness and general usage.
- Advises management of improvements needed and recommends purchases when necessary.
- Participates in all stage-related duties.
- Operational knowledge/skill with state-of-the-art performing arts facilities and technologies, including but not exclusive to computer-controlled lighting, sound systems, counter-weight stage rigging, and performance support communications systems.
- Production experience in stage lighting, sound, and scenic design for a variety of performing arts events, including music, theater, and dance.
- Provides additional support as needed for all shows/events throughout the District.
- Strong interpersonal, management, and organizational skills.
- Skill to blend technical skills with creative thinking.
- Determination, passion, and unlimited patience.
- Proficient in lighting and audio techniques.
- Proven record of efficient management of resources and equipment.
- The knowledge to identify the causes of technical problems and suggest effective and creative ways to solve them.
- Able to anticipate and identify risk management issues on all technical equipment and report to the appropriate person.
- Perform regular checks and inventory of equipment.
- Works extended and/or irregular hours, including nights, weekends, and holidays as needed to meet the IT/AV needs of the district.
- Work alongside the Norwest Education Services Technology Support Specialists or any other contracted IT support personnel to support technical issues related to the technology used by the students and staff of Elk Rapids Schools.

Elk Rapids Schools
Accounts Payable and Tuition-Based Program Bookkeeper Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Katie Knust** (employee) **a**s the Accounts Payable/Tuition-Based Program Bookkeeper according to the terms and conditions of the Contract as specifically described below.

1. ***Term.*** The employee is employed for a contract term of three (3) years, beginning July 1, 2026 and ending on June 30, 2029. Any extension of the Contract requires the express approval of the Board.

2. ***Duties.*** The Employee shall faithfully and diligently perform the duties of the Accounts Payable\Bookkeeper identified in Appendix A, as well as those duties as required by law and that may be further established, modified, or amended from time to time by the Board or Superintendent.

   A. The Employee acknowledges the ultimate authority of the Board as to her duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Employee will comply with and fulfill all duties and tasks for which she is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Employee is subject to assignment and transfer to another position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Employee's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Employee represents that he possesses and will maintain the requisite certification or qualifications for the position assigned and that the Contract is terminable if it is determined by the Board, the Michigan Department of Education, or other proper authority that the Employee does not possess the requisite certification or qualifications to perform the responsibilities associated with her position.

6. ***Compensation.*** The position of Accounts Payable/Bookkeeper is part-time. The Employee will receive compensation for the performance of duties under the Contract at the following rates:
   - Year 1: $18.71/hour
   - Year 2: $19.65/hour
   - Year 3: $20.63/hour
   - This amount is subject to any deduction required by law and will be remitted to the District's regular payroll.

A. The employee's compensation reflects 260 work days in the Contract year.

B. The employee will receive the following paid Holidays: Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day, and Memorial Day.

C. The employee's compensation shall be paid bi-weekly based on actual hours worked by the employee.

D. Any adjustment to the Employee's compensation made during the Contract will be in the form of a written amendment and shall become a part of the Contract.

E. The employee shall receive a stipend of $70 per month as a cell phone allowance. The employee is required to maintain a cell phone plan and provide the district with the cell phone number during the duration of the contract.

7. ***Benefits.*** The employee is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

A. Health, Dental, and Vision Full Family Insurance as provided to other district employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

B. If the employee elects to decline coverage for any or all of these insurance coverages, she shall instead receive cash in lieu of insurance equal to half the hard cap rate for which they would qualify. To opt out of health insurance coverage, the employee must state in writing that she voluntarily opts out of the health care benefits provided to District employees as he/she has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

7. ***Reimbursed Expenses.*** The District shall reimburse the Employee for all necessary and reasonable expenses incurred from the performance of her duties, including travel, lodging, and meals in accordance with the District's per diem expense and reimbursement procedures.

8. ***Authorized Absence.*** The employee shall diligently perform her duties in a timely and professional manner. The Employee's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

A. The employee shall have ten (10) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

B. The employee will receive fifteen (15) vacation days annually. Up to five (5) unused days per year will be allowed to roll over to the next contract year. Use of vacation days is subject to the approval of the Superintendent.
C. The employee shall be granted, upon request, up to two (2) paid leave days per year for personal business.
D. The employee shall receive up to four (4) paid bereavement leave days for the death of a member of the Employee's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

9. ***No Tenure in Position.*** The employee agrees that she is not granted continuing tenure in the position of Accounts Payable/Bookkeeper or in any other capacity by virtue of the Contract or any employment assignment within the District.

10. ***Suspension and Termination.*** The Board is entitled to suspend or terminate the Employee's employment at any time during the term of the Contract for reasonable and just cause.

    A. The foregoing standard for termination of the Contract during its term shall not apply to nonrenewal of the Contract at the expiration of its term.

    B. If the Board undertakes to suspend or terminate the Employee during the term of the Contract, she shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Employee written notice of the charges. The timeline may be waived if mutually agreed by the parties.

    C. The Employee may be represented by legal counsel at the hearing, but at her expense.

    D. If the Board terminates the Employee's employment during the term of the Contract, the Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Employee.

11. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Employee shall provide a minimum notice of sixty (60) calendar days before the effective date of her resignation.

12. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Employee while engaged in the performance of a governmental function and while the Employee is acting within the scope of her authority.

13. ***Limitations Period.*** The Employee agrees that any claim or suit arising out of her employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Employee

understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation set forth in the Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that the provision allows an unreasonably short period of time to commence a lawsuit, it is the parties' intent that the court should enforce the provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

14. ***Entire Agreement.*** The Contract contains the entire agreement and understanding between the Board and the Employee about her employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in the Contract have no effect.

    A. Any prior agreement (written or oral) pertaining to the terms of the Contract is canceled and superseded by the Contract. Provided, however, that the Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

    B. No change or modification of the Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Employee and the President and Secretary of the Board.

    C. No valid waiver of any provision of the Contract, at any time, shall be deemed a waiver of any other provisions of the Contract at such time or at any other time.

15. ***Severability.*** If any provision of the Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, the Contract shall continue in full force and effect without said provision(s).

16. ***Applicable Law***. The Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to the Contract on June 22, 2026.

Accounts Payable\Bookkeeper

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Katie Knust

Board of Education of the Elk Rapids Schools

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Jennifer Brown, President

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Sherry Steffen, Secretary

Appendix A

Elk Rapids Schools: Job Duties

District Accounts Payable/Preschool & Tuition-Based Program Bookkeeper

PURPOSE STATEMENT:

To maintain accurate records related to program enrollments, tuition invoicing, and payments, and to communicate related information to parents. To ensure the timely and accurate payment of district bills through the use of purchase cards, checks, and electronic payments.

DUTIES AND RESPONSIBILITIES:

- Processing of accounts payable transactions by reviewing invoices, packing slips, and other documentation to ensure payments have required approvals and supporting documents.
- Printing of accounts payable register for review by the Director of Finance or the Accounting and Payroll Specialist before issuing checks. Work with vendors to resolve invoice questions and discrepancies.
- Assist the Accounting and Payroll Specialist with accounts receivable, payroll entry, journal entries, and other business office duties/functions.
- Annually complete 1099s.
- Serve as the backup for the district’s payroll process.
- Support Early Childhood tuition-based programs.
- Prepare and distribute tuition invoices.
- Receive and properly record tuition payments.
- Process bank deposits promptly.
- Prepare and distribute delinquent tuition invoices/statements.
- Prepare and manage FOIA requests.
- Other duties as assigned by the Accounting and Payroll Specialist, Director of Finance~~,~~ and Superintendent.

Elk Rapids Schools
Accounting and Payroll Specialist Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Karen Miller** ("Administrator") as the Accounting and Payroll Specialist according to the terms and conditions of this Contract as specifically described below.

1. ***Term.*** The Administrator is employed for a contract term of one (1) year, beginning July 1, 2026 and ending on June 30, 2027. Any extension of this Contract requires the express approval of the Board.

2. ***Duties.*** The Administrator shall faithfully and diligently perform the duties of Assistant Business Manager as well as those duties as required by law, and that may be further established, modified, or amended from time to time by the Board or Superintendent.

   A. The Administrator acknowledges the ultimate authority of the Board as to her duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Administrator will comply with and fulfill all duties and tasks for which she is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Administrator is subject to assignment and transfer to another administrative position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Administrator's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Administrator represents that she possesses and will maintain the requisite certification or qualifications to the position assigned and that this Contract is terminable if it is determined by the Board, the Michigan Department of Education, or other proper authority that the Administrator does not possess the requisite certification or qualifications to perform the responsibilities associated with his position

6. ***Compensation.*** The position of Accounting and Payroll Specialist is full-time. The Administrator will receive compensation for the performance of duties under this Contract at a rate under the following terms. This amount is subject to any deduction required by law and will be remitted on the District's regular payroll.
   - Year 1: $63,832 + Longevity Pay of $2,234
   - Extra Duty Stipend of $1,000 paid in the last pay of August within each year of this contract

   A. The Administrator's compensation reflects 260 work days in the Contract year.

B. The Administrator will receive the following paid Holidays: Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day, and Memorial Day.

C. The annual salary shall be paid in twenty-six (26) substantially equal bi-weekly installments (unless otherwise agreed to by the parties), beginning with the commencement of the Contract year (July 1 - June 30).

D. Payroll deductions may be made as required by law or as authorized by the Superintendent.

E. Any adjustment to the Administrator's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

7. ***Benefits.*** The Administrator is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

   A. Health, Dental, and Vision Insurance as provided to other district employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

   B. If the Administrator elects to decline coverage for any or all of these insurance coverages, she shall instead receive cash in lieu of insurance equal to half the hard cap rate for which they would qualify. To opt out of health insurance coverage, the Administrator must state in writing that he voluntarily opts out of the health care benefits provided to District employees, as he has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

   C. Long-term Disability (LTD) Insurance is provided through the District's LTD insurance policy carrier.

8. ***Reimbursed Expenses.*** The District shall reimburse the Administrator for all necessary and reasonable expenses incurred from the performance of her administrative duties, including travel, lodging, and meals in accordance with the District's per diem expense and reimbursement procedures.

9. ***Authorized Absence.*** The Administrator shall diligently perform her duties in a timely and professional manner. The Administrator's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

A. The Administrator shall have twelve (12) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

B. The Administrator will receive 20 vacation days annually. At the end of this contract, up to 9 unused vacation days will be paid at the current daily rate to the employee in one lump sum. Use of vacation days is subject to the approval of the Superintendent.

C. The Administrator shall be granted, upon request, up to three (3) paid leave days per year for personal business.

D. The Administrator shall receive up to five (5) paid bereavement leave days for the death of a member of the Administrator's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

10. ***No Tenure in Position.*** The Administrator agrees that she is not granted continuing tenure in the position of Assistant Business Manager or in any other capacity by virtue of this Contract or any employment assignment within the District.

11. ***Suspension and Termination.*** The Board is entitled to suspend or terminate the Administrator's employment at any time during the term of this Contract for reasonable and just cause.

    A. The foregoing standard for termination of this Contract during its term shall not apply to nonrenewal of this Contract at the expiration of its term.

    B. If the Board undertakes to suspend or terminate the Administrator during the term of this Contract, she shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Administrator written notice of the charges. This timeline may be waived if mutually agreed by the parties.

    C. The Administrator may be represented by legal counsel at this hearing, but at her expense.

    D. If the Board terminates the Administrator's employment during the term of this Contract, this Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Administrator.

12. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Administrator shall provide a minimum notice of sixty (60) calendar days before the effective date of her resignation.

13. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Administrator while engaged in the

performance of a governmental function and while the Administrator is acting within the scope of his authority.

14. ***Limitations Period.*** The Administrator agrees that any claim or suit arising out of her employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Administrator understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation set forth in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, it is the parties' intent that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

15. ***Entire Agreement.*** This Contract contains the entire agreement and understanding between the Board and the Administrator about her employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

    A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

    B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Administrator and the President and Secretary of the Board.

    C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

16. ***Severability.*** If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

17. ***Applicable Law***. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

Accounting and Payroll Specialist

____
Karen Miller

Board of Education of the Elk Rapids Schools

____
Jennifer Brown, President

____
Sherry Steffen, Secretary

Elk Rapids Schools
Executive Assistant Contract

In accordance with the action found in the June 22, 2026, meeting minutes of the Board of Education ("Board") of the **Elk Rapids Schools** ("District"), the Board employs **Kortni Huron** ("Administrator") as the Executive Assistant to the Board of Education and Superintendent according to the terms and conditions of this Contract as specifically described below.

1. ***Term.*** The Administrator is employed for a contract term of three (3) years, beginning July 1, 2026, and ending on June 30, 2029. Any extension of this Contract requires the express approval of the Board.

2. ***Duties.*** The Administrator shall faithfully and diligently perform the duties of the Executive Assistant to the Board of Education and Superintendent, as well as those duties as required by law and that may be further established, modified, or amended from time to time by the Board or Superintendent established by Appendix A.

   A. The Administrator acknowledges the ultimate authority of the Board as to her duties and will faithfully perform those duties and diligently implement the Board's policies and educational programs.

   B. The Administrator will comply with and fulfill all duties and tasks for which she is responsible as required by state and federal law, as well as by the Board through its policies, regulations, and directives.

3. ***Assignment and Transfer.*** The Administrator is subject to assignment and transfer to another administrative position at the discretion of the Board or Superintendent.

4. ***Evaluation.*** The Administrator's performance shall be evaluated by the Superintendent or designee at least annually.

5. ***Certification/Qualifications.*** The Administrator represents that she possesses and will maintain the requisite certification or qualifications to the position assigned and that this Contract is terminable if it is determined by the Board, the Michigan Department of Education, or other proper authority that the Administrator does not possess the requisite certification or qualifications to perform the responsibilities associated with his position.

6. ***Compensation.*** The position of Executive Assistant to the Board of Education & Superintendent is full-time. The Administrator will receive compensation for the performance of duties under this Contract at a rate of:
   - Year 1: $55,189 + Longevity Pay of $828.00
   - Year 2: $57, 948 + Longevity Pay of $869.00
   - Year 3: $60,845 + Longevity Pay of $912.00

- Extra Duty Stipend: $1,000.00 paid in the last pay of June and the last pay of December within each year of this contract.
- This amount is subject to any deduction required by law and will be remitted to the District's regular payroll.

A. The Administrator's compensation reflects 260 work days in the Contract year.

B. The Administrator will receive the following paid Holidays: Fourth of July, Labor Day, Thanksgiving Day, Friday after Thanksgiving, Christmas Eve, Christmas Day, New Year's Eve, New Year's Day, and Memorial Day.

C. The annual salary shall be paid in twenty-six (26) substantially equal bi-weekly installments (unless otherwise agreed to by the parties), beginning with the commencement of the Contract year (July 1 - June 30).

D. Payroll deductions may be made as required by law or as authorized by the Superintendent.

E. Any adjustment to the Administrator's compensation made during this Contract will be in the form of a written amendment and shall become a part of this Contract.

7. ***Benefits.*** The Administrator is entitled to only the following benefits (or in a mutually agreeable written addendum signed by both parties):

A. Health, Dental, and Vision Insurance as provided to other administrative employees. The District's contribution to the employee's medical benefit plan costs shall not exceed those amounts established by the Publicly Funded Health Insurance Contribution Act, MCL 15.561 et seq. As provided in that law, the District may deduct the employee's proportional cost of the medical benefit plan from compensation due to the employee.

B. If the Administrator elects to decline coverage for any or all of these insurance coverages, she shall instead receive cash in lieu of insurance equal to half the hard cap rate for which they would qualify. To opt out of health insurance coverage, the Administrator must state in writing that he voluntarily opts out of the health care benefits provided to District employees, as she has health care coverage that meets the minimum value and coverage requirements of the Affordable Care Act.

C. Long-term Disability (LTD) Insurance as provided through the District's LTD insurance policy carrier.

8. ***Reimbursed Expenses.*** The District shall reimburse the Administrator for all necessary and reasonable expenses incurred from the performance of her

administrative duties, including travel, lodging, and meals in accordance with the District's per diem expense and reimbursement procedures.

9. ***Authorized Absence.*** The Administrator shall diligently perform her duties in a timely and professional manner. The Administrator's absence from duty due to personal illness or personal business will be promptly reported to the Superintendent.

   A. The Administrator shall have twelve (12) paid sick leave days per year, which may accumulate up to a maximum of ninety (90) days.

   B. The Administrator will receive 20 vacation days annually. Up to 5 unused days per year will be allowed to roll over to the next contract year. Use of vacation days is subject to the approval of the Superintendent.

   C. The Administrator shall be granted, upon request, up to three (3) paid leave days per year for personal business.

   D. The Administrator shall receive up to five (5) paid bereavement leave days for the death of a member of the Administrator's immediate family, which includes: spouse, child, parent, sibling, grandparent, grandchild, father-in-law, mother-in-law, sibling-in-law, son-in-law, and daughter-in-law.

10. ***No Tenure in Position.*** The Administrator agrees that she is not granted continuing tenure in the position of Executive Assistant to the Board of Education and Superintendent or in any other capacity by virtue of this Contract or any employment assignment within the District.

11. ***Suspension and Termination.*** The Board is entitled to suspend or terminate the Administrator's employment at any time during the term of this Contract for reasonable and just cause.

    A. The foregoing standard for termination of this Contract during its term shall not apply to nonrenewal of this Contract at the expiration of its term.

    B. If the Board undertakes to suspend or terminate the Administrator during the term of this Contract, she shall be entitled to a hearing before the Board, which shall be scheduled no sooner than ten (10) calendar days after providing to the Administrator written notice of the charges. This timeline may be waived if mutually agreed upon by the parties.

    C. Legal counsel may represent the Administrator at this hearing, but at her expense.

    D. If the Board terminates the Administrator's employment during the term of this Contract, this Contract shall automatically terminate, and the Board shall have no further contractual obligation to the Administrator.

12. ***Resignation.*** Unless otherwise mutually agreed by the parties, the Administrator shall provide a minimum notice of sixty (60) calendar days before the effective date of her resignation.

13. ***Errors and Omissions Insurance.*** The Board will pay the premium amount for errors and omissions insurance coverage for the Administrator while engaged in the performance of a governmental function and while the Administrator is acting within the scope of his authority.

14. ***Limitations Period.*** The Administrator agrees that any claim or suit arising out of her employment with the Board must be filed no more than six (6) months after the date of the employment action that is the subject of the claim or suit. The Administrator understands that the statute of limitations for claims arising out of an employment action may be longer than six (6) months, but agrees to be bound by the six (6) month period of limitation set forth in this Contract and expressly waives any statute of limitations to the contrary. Should a court of competent jurisdiction determine that this provision allows an unreasonably short period of time to commence a lawsuit, it is the parties' intent that the court should enforce this provision to the extent possible and declare the lawsuit barred unless it was brought within the minimum reasonable time within which the suit should have been commenced.

15. ***Entire Agreement.*** This Contract contains the entire agreement and understanding between the Board and the Administrator about her employment with the District. Prior or concurrent representations, promises, contracts, or understandings (written or oral) not contained in this Contract have no effect.

    A. Any prior agreement (written or oral) pertaining to the terms of this Contract is canceled and superseded by this Contract. Provided, however, that this Contract is voidable under the Revised School Code's provisions pertaining to unprofessional conduct and criminal history/records checks.

    B. No change or modification of this Contract shall be valid or binding unless it is in writing, approved by official action of the Board as reflected in its minutes, and signed by the Administrator and the President and Secretary of the Board.

    C. No valid waiver of any provision of this Contract, at any time, shall be deemed a waiver of any other provisions of this Contract at such time or at any other time.

16. ***Severability.*** If any provision of this Contract becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Contract shall continue in full force and effect without said provision(s).

17. ***Applicable Law***. This Contract shall be governed by and interpreted in accordance with the laws of the State of Michigan.

The parties agree to the above terms and conditions and affix their signatures to this Contract on June 22, 2026.

Executive Assistant to the Board of Education and Superintendent

____
Kortni Huron

Board of Education of the Elk Rapids Schools

____
Jennifer Brown, President

____
Sherry Steffen, Secretary

Appendix A

Elk Rapids Schools: Job Duties

Executive Assistant to the Board of Education and Superintendent

PURPOSE STATEMENT:

The job of Executive Assistant to the Board of Education and Superintendent is established for the purpose/s of assisting the Superintendent, Board of Education members, and district administrators by performing administrative assistant duties such as word processing, pupil accounting, database, and correspondence. Acts as liaison between district and community, Superintendent and parents, and Superintendent and staff.

Overall Position Goal: To assist and support the district administrator, administrative team, and school board to assure the effective and efficient operation of the district so the optimum education process can take place.

DUTIES AND RESPONSIBILITIES:

Executive Assistant to the Superintendent

- Serves as receptionist and notary public for the district.
- Oversees all aspects of central office coordination.
- Maintains the superintendent's calendar.
- Maintains a filing system for district correspondence and records, including organizational documents, records, reports, and personnel files.
- Monitors and assists with maintenance of the district website with respect to the School Board, Superintendent's page, and District Office.
- Answer communications and transfer to appropriate staff; interact with vendors and visitors.
- Open, sort, and distribute incoming correspondence, including faxes and emails. Prepare responses to correspondence containing routine inquiries.
- Set up and coordinate meetings as requested.
- Collect and maintain an inventory of office equipment and supplies in order for the district office to operate efficiently.
- Assist the superintendent in coordinating the hiring process, including reviewing job postings, job descriptions, and posting vacancies.
- Prepare annual contracts for administrators.
- Produce education association contracts, support personnel contracts, and transportation department contracts.
- Facilitate coordination and preparation of the annual district calendar.
- Contact person for building administrative assistants.
- Facilitate the collection and maintenance of files for staff applications and

reimbursement for course approval.
- Produce an annual teacher seniority list.
- Work with the county election coordinator and townships for school elections.
- Work with the Food Service Director in facilitating Direct Certification reports and updates; coordinate monthly lunch reports.
- Schedule, attend, and record minutes for Executive Committee and Administrative Cabinet monthly meetings.
- Assist the business manager with bank deposits.
- Coordinate with the Superintendent on a FOIA request.
- Other duties and responsibilities assigned by the Superintendent.

School Board Executive Assistant
- Draft and produce school board agendas and minutes.
- Produce and assemble school board packets.
- Attend school board meetings and record minutes.
- Post school board special meeting notices and regular meeting schedules.
- Coordinate with the superintendent to update board policies.

Pupil Accounting Coordinator/Facilitator
- MSDS State Reporting: October, February and End of Year General Collections, Teacher to Student Data Link, Student Record Maintenance, UIC Resolver.
- Facilitate the collection and compilation of October and February General Collection desk audit materials for ISD pupil accounting auditor. Assist ISD auditor with timely production of corrections and/or additional information in order to complete a successful audit.
- Michigan Department of Education Report DS 4168 Days and Clock Hours.
- Process records for students participating in the open enrollment program.
- Support for building administrative assistants with the PowerSchool student information system.
- Promote and oversee best practices related to data stored in the student information system to ensure data quality for successful student reporting and district accountability.
- Maintain supporting documentation necessary for state reports.
- Civil Rights Data Collection: Facilitate collection and compilation, working with various district personnel to collect necessary data and input in the designated federal website.

MASB
MICHIGAN ASSOCIATION OF SCHOOL BOARDS

SUPERINTENDENT
EVALUATION INSTRUMENT

/MISchoolBoards /company/mischoolboards @MASB

Revised December 2025

Introduction

The Revised School Code requires school boards to evaluate their superintendent's job performance annually as part of a comprehensive performance evaluation system that takes into account student growth and assessment data. MASB is pleased to provide this superintendent evaluation instrument based on the requirements of the Revised School Code. The instrument provides school districts a straightforward option for superintendent evaluation. It may be used alone or in conjunction with a facilitated evaluation.

Professional Standards for Educational Leaders

This evaluation instrument is based in part on two bodies of research: *The Professional Standards for Educational Leaders,* which were reviewed and published by the National Policy Board for Educational Administration in 2015 and *School District Leadership that Works: The Effect of Superintendent Leadership on Student Achievement* which was conducted by Mid-continent Research for Education and Learning (McREL) in 2006. For detailed information on the research base, please consult the appendixes of this document.

Requirements, Process, Timeline and Resources

Please consult the appendixes of this document for considerable supplementary information and guidance on superintendent evaluation.

Scoring

MASB recommends scoring on the rubric be limited to whole numbers (1, 2, 3) and half numbers (1.5, 2.5). Scoring in lesser increments undermines the reliability of the evaluation instrument.

Training

The Revised School Code requires Board of Education members to receive training on the evaluation instrument to be used for the superintendent and rater reliability training. Training must also be provided to the superintendent regarding the measures used in the evaluation system and how each measure will be used.

Posting Requirements

Districts must post comprehensive information on their websites in regards to the evaluation instrument being used. For details in regards to the MASB Superintendent Evaluation instrument's posting requirements, please visit **masb.org/postingrequirements.**

Who to Contact

Topic	Contact	
Superintendent Evaluation	**517.327.5928**	**search@masb.org**
Training on Superintendent Evaluation	**517.327.5904**	**leadershipservices@masb.org**
Legal Questions	**517.327.5929**	**legal@masb.org**
Facilitated Evaluation	**517.327.5904**	**leadershipservices@masb.org**

Table of Contents

A. Governance & Board Relations

Weight: 20%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
A1	**Policy Involvement** Professional Standards for Educational Leaders: 2, 9	Makes decisions without regard to adopted policy.	Provides correspondence from policy provider with recommendation(s) for adoption. Follows as written.	Is actively involved in the development, recommendation and administration of district policies.	
A2	**Goal Development** Professional Standards for Educational Leaders: 1, 9, 10	Goals are not developed.	Goals are defined by implementing state curriculum and seeking to maximize student scores.	Facilitates the development of short-term goals for the district and reports goal progress to board. Provides the necessary financial strategies to meet those goals. Budget practices help to ensure alignment of resources to goals.	
A3	**Information** Professional Standards for Educational Leaders: 2, 7, 9	Does not provide the information the board needs to perform its responsibilities.	Keeps only some members informed, making it difficult for the board to perform its responsibilities.	Has established mutually agreed upon protocols that consistently keeps all board members informed with appropriate information as needed so the Board may perform its responsibilities.	
A4	**Materials and Background** Professional Standards for Educational Leaders: 7, 9	Meeting materials aren't readily available. Members arrive at meetings without enough prior information regarding agenda or background information.	Meeting materials are incomplete, and don't include adequate background information or historical perspective.	Meeting materials are provided with adequate background and historical perspective included. Recommendations are well thought out.	
A5	**Board Questions** Professional Standards for Educational Leaders: 2, 7, 9	Board questions aren't answered fully nor in a timely manner.	Most board questions are answered. All members aren't apprised of all relevant questions/answers.	Board questions are addressed with follow-up to all board members.	
A6	**Board Development** Professional Standards for Educational Leaders: 6	Doesn't promote and does not budget for board development.	When prompted, provides members with information about board development.	Actively encourages board development by providing board members with information regarding board development opportunities when they arise. Ensures funding is available and aligned to board development plan.	
				Category rating:	**#DIV/0!**

Artifacts that may serve as evidence of performance in this domain:

- Meeting agendas/minutes
- Board packets
- Board development materials

A. Governance & Board Relations, continued

Weight: 20%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	**Goal:**
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:

B. Community Relations

Weight: 15%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
B1	**Communication With Community/Parents** Professional Standards for Educational Leaders: 1, 8	Isn't readily available for parents, businesses, governmental and civic groups. Avoids direct communication unless absolutely necessary.	Is available for parents, businesses, governmental and civic groups, providing them with information, but doesn't engage. Is not proactive with communication.	Actively seeks two-way communication with the community and parents as appropriate.	
B2	**Community/Parent Input** Professional Standards for Educational Leaders: 1, 8	Doesn't accept input or engage community/parents.	Accepts input from community/parents, but fails to seek it. Does not engage community/parents in consideration of decisions or goal setting.	Actively seeks community/parent input and engages community/parents in goal setting and decision-making.	
B3	**Media Relations** Professional Standards for Educational Leaders: 1, 8	Communicates with the media only when requested.	Isn't proactive, but is cooperative with the media when contacted.	Actively engages the media to promote the district and provide timely and effective information.	
B4	**District Image** Professional Standards for Educational Leaders: 1, 8	Is indifferent or negative about the district. Does not speak well or represent the district well in front of groups.	Doesn't actively promote the district. Speaks adequately in public.	Projects a positive image at all times and is a champion for the district. Knowledgeable and speaks well for the district.	
B5	**Approachability** Professional Standards for Educational Leaders: 1, 8	Is neither visible nor approachable by members of the community.	Is not consistently visible at events or in the community. Is not consistently approachable by members of the community.	Is consistently visible at a variety of events and is approachable by members of the community.	
				Category rating:	**#DIV/0!**

Artifacts that may serve as evidence of performance in this domain:

- Third party survey data
- School accreditation survey data
- Meeting invitations, agendas
- Press releases
- News clips/interviews
- Community meeting agendas

B. Community Relations, continued

Weight: 15%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	**Goal:**
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:

C. Staff Relations

Weight: 15%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
C1	**Staff Input** Professional Standards for Educational Leaders: 6, 7	Doesn't accept input or engage teachers and staff in decision-making or goal setting.	Accepts suggestions and input from staff but does not seek it. Does not engage staff in district-wide goal setting or decision-making.	Actively seeks staff input and engages staff in goal setting and decision-making.	
C2	**Staff Communications** Professional Standards for Educational Leaders: 2, 7, 9	Doesn't inform staff of matters that may be of concern.	Is inconsistent in keeping staff informed of important matters.	Consistently keeps staff informed of important matters.	
C3	**Personnel Matters** Professional Standards for Educational Leaders: 9	Personnel matters are not handled in a consistent manner. Some situations may be handled with bias.	Many personnel matters are handled, but not always in a consistent manner.	Personnel matters are handled with consistency, fairness, discretion, and impartiality. Personnel procedures are regularly reviewed, communicated to staff, and updated as needed.	
C4	**Delegation of Duties** Professional Standards for Educational Leaders: 9, 10	Doesn't delegate duties. Maintains too much personal control over all district operations.	Delegates duties as staff members request additional responsibilities.	Delegates responsibility to staff that will foster professional growth, leadership and decision-making skills.	
C5	**Recruitment** Professional Standards for Educational Leaders: 6	There is no formal or informal recruitment process and/or hiring is considered in an arbitrary manner.	An informal recruitment and hiring process is in place, but is not used consistently.	A formal recruitment and hiring process is followed for each hiring opportunity. Actively recruits the best staff available and encourages their application to the district.	
C6	**Labor Relations (Bargaining)** Professional Standards for Educational Leaders: 9	Is unable to work with union leadership, doesn't work to improve relations.	Is inconsistent in working with union leadership in regard to bargaining and labor relations.	Proactively works with union leadership to build relationships with staff groups and establishes trust and effective sharing of information in the bargaining process as appropriate.	
C7	**Visibility in District** Professional Standards for Educational Leaders: 3, 4, 5, 6	Seldom visits buildings.	Is occasionally present at building programs and special activities.	Consistently visits buildings/classrooms and attends special activities.	
				Category rating:	**#DIV/0!**

Artifacts that may serve as evidence of performance in this domain:
- Third-party survey data
- School accreditation survey data
- Hiring process documentation

C. Staff Relations, continued

Weight: 15%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	**Goal:**
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:

D. Business & Finance

Weight: 20%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
D1	**Budget Development and Management** Professional Standards for Educational Leaders: 1, 2, 9	Budget knowledge is limited. The budget is developed and managed without taking into consideration current needs of the district.	Works to develop and manage the budget to meet the immediate fiscal issues. Decisions are primarily reactive to current needs of the district.	Budget actions are proactive and consider the most current information and data while also planning for long-range needs. A balance is sought to meet the needs of students and remain fiscally responsible to the community.	
D2	**Budget Reports** Professional Standards for Educational Leaders: 1, 2, 9	Doesn't report financial information to the board except with the annual audit.	Reports the status of financial accounts as requested by the board.	Reports to the board concerning the budget and financial status on a regular basis (monthly, quarterly, etc.) as agreed upon by governance team.	
D3	**Financial Controls** Professional Standards for Educational Leaders: 2, 9	Annual audit has revealed areas that are in need of improvement. Financial accounts aren't in order.	Annual audit is used to reveal any discrepancies. Internal controls are inconsistent.	Promotes appropriate financial controls, including third-party audits and reconciliation of accounts. Is up-to-date with GAAP and state accounting procedures. Maintains internal controls.	
D4	**Facility Management** Professional Standards for Educational Leaders: 5, 9	A facilities management plan is not created. Maintenance is only performed when absolutely needed.	Facilities needs are discussed internally, but a plan is not created. Issues are addressed on an as-needed basis.	Facilities management plan in place includes current status of buildings and the need to improve facilities in the future, with a projected plan to secure funding.	
D5	**Resource Allocation** Professional Standards for Educational Leaders: 1, 9	Resources are allocated inconsistently and without consideration of district needs.	Resources are allocated to meet immediate needs.	Resources are distributed consistently based upon district goals/needs and seek to meet both immediate and long-range objectives.	
				Category rating:	**#DIV/0!**

Artifacts that may serve as evidence of performance in this domain:

- Strategic plan
- Auditor's report
- District budget
- Budget-related communications
- Election results that impact funding or facilities

D. Business & Finance, continued

Weight: 20%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	**Goal:**
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	**Comments by the Superintendent:**

E. Instructional Leadership

Weight: 30%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
E1	**Performance Evaluation System** Professional Standards for Educational Leaders: 6, 9, 10	No performance evaluation system is in place and/or not all evaluations have been completed as required.	Most performance evaluations are completed in a timely manner and are in compliance with state law.	Performance evaluation system has been established that is in compliance with state law, provides opportunities for growth to instructional staff, and is applied consistently across the district with consistent results. Individual Development Plans are provided to staff rated as less than effective.	
E2	**Building-Level Leadership** Professional Standards for Educational Leaders: 4, 6, 7	No effort is made to foster autonomy at school buildings. Expectations regarding learning and instruction have not been identified.	Little effort is made to foster autonomy at school buildings. Expectations regarding learning and instruction are vague or unclear.	Principals are provided defined autonomy consistently with accountability. Goals for learning and instruction are prioritized.	
E3	**Staff Development** Professional Standards for Educational Leaders: 6, 10	Staff development isn't consistently provided. Staff members are responsible for their own improvement.	Staff development programs are offered based upon available opportunities.	Staff development programs are offered based upon available opportunities that are targeted toward staff growth and increasing student achievement.	
E4	**School Improvement (MICIP)** Professional Standards for Educational Leaders: 6, 9, 10	School improvement (MICIP) efforts are limited. There is no comprehensive plan in place.	School improvement (MICIP) plans are in place at the building level but lack district-wide coordination.	School improvement (MICIP) plans are in place at all buildings and align to the district-wide goals.	
E5	**Curriculum** Professional Standards for Educational Leaders: 4, 7	Curriculum isn't a priority in the district and/or is inconsistent across grade levels.	Teachers are allowed to define their own curriculum. There is little coordination.	Curriculum is in place, aligned across grade levels and in compliance with state standards.	
E6	**Instruction** Professional Standards for Educational Leaders: 4, 6, 7	There is little to no focus on instruction. Technology is not utilized in classroom instruction.	Teachers are encouraged to enhance their instructional skills and embrace technology, but no comprehensive program(s) is in place.	Effort is made to accommodate diverse learning needs and levels of readiness. Technology is used to enhance teaching and learning.	
E7	**Student Voice** Professional Standards for Educational Leaders: 3, 5	Doesn't accept input or seek student feedback.	Accepts suggestions and input from students but does not seek it.	Seeks the student voice through engagement of students in goal development and/or decision-making.	

E. Instructional Leadership, continued

Weight: 30%

		Needing Support (1 pt)	Developing (2 pt)	Effective (3 pt)	Rating
E8	**Support for Students** Professional Standards for Educational Leaders: 3, 5	Academic supports are in place, but are inconsistent.	Academic supports are in place but social supports to meet the needs of students are lacking.	Programs and activities are available for students. Maintains a safe, caring and healthy learning environment.	
E9	**Professional Knowledge** Professional Standards for Educational Leaders: 1, 4, 6	Is uninvolved in current instructional programs. Is unaware of current instructional issues. Does not hold appropriate superintendent certification and is not enrolled in appropriate certification program.	Is somewhat knowledgeable of current instructional programs. Relies on others for information/data. Does not hold appropriate superintendent certification but is currently enrolled in appropriate certification program.	Demonstrates knowledge of current instructional programs, and is able to discuss them. Participates actively in professional groups and organizations for the benefit of the district and personal, professional growth. Holds and maintains appropriate superintendent certification.	
				Category rating:	**#DIV/0!**

Artifacts that may serve as evidence of performance in this domain:

- Staff evaluation calendar
- District performance evaluation system
- Superintendent professional growth plan
- Curriculum
- RtI/MTSS
- Superintendent professional development
- Teacher analysis of student achievement data
- Curriculum audit
- Staff development plan
- Strategic plan/district-wide goals

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	**Goal:**
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	**Comments by the Superintendent:**

F. Determining the Professional Practice Rating

Superintendent Name: School Year:

Item	Weight of Category	Category Score (%)	Category Weighted Score
A. Governance & Board Relations	20% (.2)	#DIV/0! x 20%	= #DIV/0!
B. Community Relations	15% (.15)	#DIV/0! x 15%	= #DIV/0!
C. Staff Relations	15% (.15)	#DIV/0! x 15%	= #DIV/0!
D. Business & Finance	20% (.2)	#DIV/0! x 20%	= #DIV/0!
E. Instructional Leadership	30% (.3)	#DIV/0! x 30%	= #DIV/0!
Total Possible	100%	**Score:**	#DIV/0!
		Adjusted (Score / 3) =	#DIV/0!

G. Other Required Components of Evaluation

Superintendent Name: School Year:

Student Growth and Assessment Data or Student Learning Objectives Metrics

Weight: 20%

Student growth and assessment data used for superintendent evaluation may be the combined student growth and assessment data used in teacher/administrator evaluations for the entire district. Districts should establish a student growth model to be used for teacher and administrator evaluations.

	Needs Support (1pt)	Developing (2 pt)	Effective (3 pt)	Rating
	Locally determined	Locally determined	Locally determined	
Growth:				
Evidence:	District Growth Model			
			Component score:	**0**

Progress Toward District-Wide Goals

Weight: 15%

Progress made by the school district in meeting the goals set forth in the school district's school improvement (MICIP) plans or district goals.

	Needs Support (1pt)	Developing (2 pt)	Effective (3 pt)	Rating
	Progress was made on fewer than 67% of goals	Progress was made on 67-84% of goals	Progress was made on 85-100% of goals	
Progress:				
Evidence:	As indicated in District-Wide Improvement Plan or District Goals			
			Component score:	**0**

H. Compiling the Summative Evaluation Score

Component	Weight of Component	Component Score (%)	Component Weighted Score
Professional Practice (Adjusted score, pg. 14)	65% (.65)	#DIV/0! x 65%	= #DIV/0!
Student Growth (Component score, pg. 15)	20% (.20)	0 x 20%	= 0
Progress Toward District-Wide Goals (Component score, pg. 15)	15% (.15)	0 x 15%	= 0
Total Possible	100%	**Total Score:**	#DIV/0!
		Total Score / 3=	#DIV/0!

Evaluation rating as follows: 85% - 100% = Effective; 67% - 84% = Developing; Less than 67% = Needing Support

Comments by Board of Education:	Comments by the Superintendent:

Board President's Signature: ________________________ Date: ________ Superintendent's Signature: __________________________ Date: ________

(Superintendent's signature indicates that he or she has seen and discussed the evaluation; it does not necessarily indicate agreement with the evaluation.)

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endix A – *Research Base*

nal Policy Board for Educational Administration (2015). Professional Standards for Educational Leaders 2015. Reston, VA: Author.

The 2015 Standards are the result of an extensive process that took an in-depth look at the new education leadership landscape. It involved a thorough review of empirical research (see the Bibliography for a selection of supporting sources) and sought the input of researchers and more than 1,000 school and district leaders through surveys and focus groups to identify gaps among the 2008 Standards, the day-to-day work of education leaders and leadership demands of the future. The National Association of Elementary School Principals, National Association of Secondary School Principals and American Association of School Administrators were instrumental to this work. The public was also invited to comment on two drafts of the Standards, which contributed to the final product. The National Policy Board for Education Administration, a consortium of professional organizations committed to advancing school leadership (including those named above), has assumed leadership of the 2015 Standards in recognition of their significance to the profession and will be their steward going forward.

ontinent Research for Education and Learning (2006). School District Leadership that Works: The Effect of Superintendent Leadership on Student Achievement. Denver, CO: or.

To determine the influence of district superintendents on student achievement and the characteristics of effective superintendents, McREL, a Denver-based education research organization, conducted a meta-analysis of research—a sophisticated research technique that combines data from separate studies into a single sample of research—on the influence of school district leaders on student performance. This study is the latest in a series of meta-analyses that McREL has conducted over the past several years to determine the characteristics of effective schools, leaders and teachers. This most recent meta-analysis examines findings from 27 studies conducted since 1970 that used rigorous, quantitative methods to study the influence of school district leaders on student achievement. Altogether, these studies involved 2,817 districts and the achievement scores of 3.4 million students, resulting in what McREL researchers believe to be the largest-ever quantitative examination of research on superintendents.

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endix B – *Process for Completing Year-End Evaluation for Superintendent*

ning: At the beginning of the year in which the evaluation is to occur, the Board of Education and superintendent convene a meeting in public and agree upon ollowing items:

- Evaluation instrument
- Evaluation timeline and key dates
- Performance goals (if necessary beyond performance indicators outlined in rubric, district-wide improvement goals and student growth model)
- Appropriate benchmarks and checkpoints (formal and informal) throughout year
- Artifacts to be used to evidence superintendent performance
- Process for compiling the year-end evaluation
- Process and individual(s) responsible for conducting the evaluation conference with the superintendent
- Process and individual(s) responsible for establishing a performance improvement plan for the superintendent, if needed
- Process and individual(s) responsible for sharing the evaluation results with the community

kpoints: The Board of Education and superintendent meet at key points in the evaluation year as follows:

- **Three months in – *Informal update* –** Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **Six months in – *Mid-Year Progress Report* – Superintendent provides update on progress along with available evidence prior to convening a meeting in public. Board president collects questions from the board and provides to superintendent prior to meeting. Board and superintendent discuss progress and make adjustments to course or goals, if needed. THIS MID-YEAR PROGRESS REPORT IS A REQUIREMENT**
- **Nine months in – *Informal update* –** Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **11-12 months in – *Formal evaluation* –** Superintendent conducts self-evaluation; presents portfolio with evidence to Board of Education (made available prior to meeting). Board members review portfolio prior to evaluation meeting; seek clarification as needed. Board president (or consultant) facilitates evaluation. Formal evaluation is adopted by Board of Education.

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endix C – *Conducting the Formal Evaluation & Conference*

to meeting:

1) Superintendent prepares self-evaluation, compiles evidence and provides to Board of Education.
2) Board members seek clarity, as needed, regarding self-evaluation or evidence provided.
3) Board of Education members receive blank evaluation instrument and make individual notes about their observations.

g meeting:

4) Superintendent presents self-evaluation and evidence. Superintendent remains present throughout the meeting.
5) Board president or Facilitator reviews with Board of Education superintendent's self-evaluation and evidence provided for each domain and facilitates conversation about performance.
6) Score is assigned for each performance indicator via consensus of the Board of Education.
7) Upon completion of all performance indicators within all domains, the tool will calculate the overall professional practice score and identify the correlating rating.
8) The Board of Education reviews evidence provided related to progress toward district-wide goals and assigns a score via consensus.
9) The Board of Education reviews evidence provided related to the District Student Growth Model and assigns a score via consensus.
10) The tool will calculate the overall evaluation score based on professional practice, progress toward district-wide improvement goals and student growth ratings.
11) The Board President or Facilitator makes note of themes/trends identified by the Board of Education during the evaluation.
12) The Board reconvenes in open session if they have done the evaluation in closed session
13) Board president calls for vote to adopt completed year-end evaluation for superintendent.
14) After approval of the evaluation, the Superintendent notes their comments on evaluation if desired.
15) Board president and superintendent sign completed evaluation form and it goes into the personnel file and the overall rating is reported in the REP.

Appendix D – *Considerations Related to the Closed Meeting*

The Board of Education may go into closed session for certain aspects of the superintend
requested a closed session may rescind the request at any time. The following table iden

OPEN PHASE
Scheduling the evaluation
Choosing and modifying the evaluation instrument
Establishing performance goals or expectations
Determining process for the evaluation
Voting to go into closed session

Consensus That Involves a Closed Session

1. Superintendent requests a closed session for the purpose of their evaluation.
2. Board of Education votes to go into closed session.
3. Board of Education moves into closed session: the superintendent remains pres
4. Board president or facilitator reviews with the Board of Education the superinte
conversation about performance. A consensus of the Board of Education is identifi
5. Board president reviews with Board of Education evidence provided related to p
progress towards district-wide goals via consensus of Board of Education.
6. Board president reviews with Board of Education evidence provided related to c
student growth.
7. Upon completion of all areas, the tool will calculate the overall score and identif
8. Board president or facilitator makes a note of themes that were identified by th
9. Board of Education comes out of Closed Session and returns to an Open Meeti
10. Board president asks for a motion to approve the evaluation (since the work w
approved by the Board:
   • The consensus score/rating for the overall evaluation can be identified and a
11. Superintendent notes their comments on the evaluation, if desired.
12. Board president and superintendent sign the completed evaluation form.
13. Board president works with the superintendent to coordinate further public st

The completed evaluation form reflects the Board of Education's as
The forms used by individual board members for notes are not sub

ıdent's evaluation but ONLY at the request of the superintendent. A superintendent who has
ıtifies which aspects of the process need to be in open and closed session:

<u>CLOSED PHASE</u> ***only if requested by employee***
Discuss & deliberate about evaluation/performance of the superintendent

<u>OPEN PHASE</u>
Adoption of the evaluation
Related board actions and discussions

ıent throughout the session unless they choose to excuse themself.
ındent's self-evaluation and evidence provided for each domain and facilitates a
ied for each domain score.
progress towards district-wide goals. A consensus of the Board of Education is identified for

district's student growth model. A consensus of the Board of Education is identified for

fy the correlating rating.
ıe Board of Education during the evaluation.
ing.
ıas completed in closed session, it is confidential until approved by the Board). Once

ı public statement can be announced.

ıatement about the superintendent's performance if needed.

ssessment of the superintendent's performance and is subject to FOIA.
bject to FOIA providing they are not calculated into an average score.

Appendix E – *Possible Timelines for Evaluation of the Superintendent*

Key dates and deliverables for superintendent evaluation should be mutually agreed upon by the Board of Education and the superintendent at the *beginning* of the evaluation cycle. Timeline scenarios and key benchmark descriptions are provided below.

January – December		June – July		March – April	
Activity	**Month**	**Activity**	**Month**	**Activity**	**Month**
Tool, process, timeline and goals mutually established	January	Tool, process, timeline and goals mutually established	July	Tool, process, timeline and goals mutually established	May
Informal update	April	Informal update	October	Informal update	August
Mandatory Mid-year Progress Report	June	Mandatory Mid-year Progress Report	December	Mandatory Mid-year Progress Report	October
Informal update	August	Informal update	February	Informal update	December
Annual evaluation	November	Annual evaluation	May	Annual evaluation	March
Advantage: Aligns with election cycle. Board members who establish goals are likely the same board members evaluating performance.		**Advantage:** Aligns with the school year. Is compatible with natural flow of the school year as well as hiring cycle for most superintendents.		**Advantage:** Aligns with contract renewal cycle in many cases. Boards of Education must provide superintendents 90 days' notice in the event of nonrenewal of contract.	

Beginning of Cycle	Informal Update	Mid-cycle Formal Update	Annual Evaluation
Board of Education and superintendent mutually agree upon: • System (tool) to be used • Timeline and key dates • Goals, benchmarks and evidence • How evaluation will be compiled • How evaluation will be shared with superintendent • How evaluation will be shared with the community	• Board president shares any specific questions or concerns from board members • Superintendent provides a written update to the board on goals, expectations and indicators of success • Board offers input on status/progress to-date	• Board president provides questions from the board prior to meeting • Superintendent provides update on progress with available evidence • Board seeks clarification if needed • Discussion on progress and growth • Adjustments to course or goals are discussed	• Superintendent performs self-evaluation; presents portfolio with evidence to Board of Education • Board members review portfolio prior to evaluation, seek clarification as needed • Board president or consultant facilitate evaluation • Formal evaluation is presented to and adopted by Board of Education • Board president and superintendent coordinate public statement regarding superintendent performance

Appendix F – *Establishing Performance Goals for the Superintendent*

The MASB Superintendent Evaluation instrument provides a framework for evaluating the superintendent in critical areas of professional practice as well as the state-required components of student growth and progress towards district-wide goals. Additional performance goals should be established in exceptional circumstances to clarify the board's expectations and give priority to the work being done. For this reason, performance goals should be limited in number, aligned to district goals and assist in clarifying accountability.

Superintendent performance goals may be developed from:

- A specific district goal
- A job performance indicator within an evaluation instrument
- Student performance data

When establishing performance goals, the following guidelines should be considered:

- Involve all board members and superintendent
- Decide on desired results
- Develop performance indicators
- Identify supporting documentation (evidence)
- Review and approve final performance goals, indicators and evidence
- Monitor progress at scheduled checkpoints

Performance Goal Fundamentals

Performance goals should be S-M-A-R-T:
Specific – Goals should be simplistically written and clearly define what is expected.
Measurable – Goals should be measurable and their attainment evidenced in some tangible way.
Achievable – Goals should be achievable given the circumstances and resources at hand.
Results-focused – Goals should measure outcomes not activities.
Time-related – Goals should be linked to a specific timeframe.

Process for Goal Development

1. Identify the district goal/priority/indicator/student performance data the superintendent's goal is intended to support
2. Ask the superintendent:
   a. What will we see next year toward the accomplishment of this that we don't see now?
   b. What measure will we use to know that the difference represents meaningful progress?
3. Allow superintendent time to craft a response
4. Once agreed upon, board and superintendent develop SMART goal statements

Appen

Validity,

A list of
artifacts

ıdix G – *Evidence*

, reliability and efficacy of the MASB Superintendent Evaluation Instrument relies upon board members using evidence to score superintendent performance.

- Artifacts to serve as evidence of superintendent performance should be identified at the beginning of the evaluation cycle and mutually agreed upon by the Board of Education and the superintendent.
- Artifacts should be limited to only what is needed to inform scoring superintendent performance. Excessive artifacts cloud the evaluation process and waste precious time and resources.
- Boards of Education and superintendents should establish when artifacts are to be provided, i.e., as they originate, at designated checkpoints, during self-evaluation, etc.

possible artifacts that may be used as evidence is provided at the end of each professional practice domain rubric. See the appendixes of this document for additional ; that may serve as evidence of performance.

Appendix H – *Possible Evidence of Performance*

Evidence helps to demonstrate performance of the superintendent and remove guess work and subjectivity from evaluati performance. This list is not comprehensive.

1 Administrative "calendar" – critical dates calendar (RE: due dates, etc.) and board presentation cycle/annual reports
2 Administrative team book study (agendas and minutes)
3 Administrative team meeting agendas
4 Affirmative action plan
5 Agendas and/or minutes from community planning meetings, including key communicators meetings
6 Auditor's report
7 Background checks verification
8 Board and administrative goals
9 Board meeting agendas
10 Board policy and administrative policy enforcement that's reflective of a "new" vision with supporting materials
11 Bullying/harassment programs
12 Character education program data
13 Civic group presentations
14 Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)
15 Collaborative partners (documentation)
16 Collaborative sharing of programs, etc. (agendas and minutes)
17 Common teacher instructional planning time
18 Communication "vehicles" that make the school vision visible to stakeholders including using technology
19 Communications with parents
20 Community survey
21 Comprehensive School Improvement Plan
22 Customer satisfaction indices
23 Curriculum team meeting agendas
24 Curriculum and instructional audit
25 Data on outreach programs
26 Department of Education site visit summative report
27 Dynamic Indicators of Basic Early Literacy Skills (DIBELS) Data
28 Development of wikis, blogs, etc., to collect feedback on specific issues in the district
29 District Budget
30 District-wide School Improvement Plan
31 Distribution of research to administrative team and teachers
32 Diversity training/awareness plan
33 Documentation of coaching for instruction, curriculum or assessment
34 Documentation of coaching and evaluation of principals
35 Economic vision (participation with community development groups)
36 Election results that impact tax levies
37 Emergency/Crisis Plans
38 Employee handbooks

Appendix H – Possible Evidence of Performance, continued

58 Leadership library (documentation)
59 Level of volunteerism (documentation)
60 Linkage of Professional Development Model to student achievement goals (documentation)
61 Log of school visits and conversations with staff (includes emails)
62 Log of school visits and presentations
63 Meaningful interpretive reports of student achievement data delivered in lay language
64 Media – Newsletter/paper articles/Web site
65 Meeting logs of times with administrative staff/support staff
66 Membership and service to service clubs (documentation)
67 Michigan Student Test of Educational Progress Data
68 Michigan Top-to-Bottom School Rankings
69 Minutes of the School Improvement Advisory Committee meetings
70 Monthly calendars
71 National Assessment of Educational Progress Data
72 Needs assessments/satisfaction surveys/focus groups
73 Notes from state officials
74 Number of visits to website
75 Observational data from board, staff, etc.
76 Open houses (documentation)
77 Opening day PowerPoint-type presentation
78 Parenting classes - numbers
79 Parent-teacher conference numbers
80 Participation in social/fraternal organizations (documentation)
81 Participation in youth-oriented organizations (documentation)
82 Participation on state, regional, national initiatives (documentation)
83 PBS – Positive Behavior Supports – control/theory/SAFE/Olweus/CHAMPS implementation plans
84 Podcasts/video communicating district vision and accomplishments
85 Policies/procedures for management of funds
86 Preschool – community partnership plans
87 Presentations to groups, including teachers (shareholders/stakeholders)
88 Professional Development Plan
89 Program evaluation and process result
90 Reflective journals

ion. The following artifacts may be used as evidence of

39 Enrollment plans
40 Equity district-wide program results
41 Evidence of annual review of district's mission statement and alignment to practice
42 Evidence of implementation of formal project management techniques
43 Evidence of relationship building (notes, cards, emails, etc.)
44 Evidence of teachers examining student achievement data
45 Feedback from a wide variety of stakeholders about performance as the superintendent
46 Formal and informal community partnership agreements and plans
47 Formative assessments to inform instruction
48 Grants received/applied for – alignment to goals of the district; sustainability
49 Growth goals for administrators
50 Hiring process (guidelines, procedures, schedules)
51 House calls – contact with parents and partners (documentation)
52 Induction plan of board members for understanding of school finance (confidence of board members' understanding)
53 Involvement with "school safety" organizations (documentation)
54 Instructional model
55 Instruction-related professional development/growth plans
56 iPod audible book study
57 Job-embedded PD on instruction

91 Record of solicitation of feedback
92 Reports and celebrations of student achievement to board and other audiences
93 School comparisons charts from CEPI
94 Special Education delivery plan
95 Staff handbook
96 School Improvement Plans
97 Staff recruitment plan
98 Student achievement data
99 Surveys of staff/community
100 Symbolic "pins," other symbols – celebrations, etc.
101 Teacher mentor program
102 Trends in Career Development Plan growth goals for teachers
103 Work with city council on city/school initiatives (documentation)
104 Work with School Improvement Advisory Committee (SIAC) (documentation)
105 Written communications
106 Written proposals for innovative practices
107 Written recommendations on difficult issues

Appendix I – *Contingencies*

If a superintendent receives a rating of **developing** or **needing support**, the Board of Education must develop and require the superintendent to implement an improvement plan to correct the deficiencies. The improvement plan must recommend professional development opportunities and other actions designed to improve the rating of the superintendent on their next annual evaluation. See the appendixes of this document for more information on developing an Individual Improvement Plan for the superintendent.

If a superintendent receives a rating of **effective** on three consecutive annual evaluations, the Board of Education may choose to conduct an evaluation biennially instead of annually. However, if a superintendent is not rated as effective on one of these biennial evaluations, the superintendent must again be evaluated annually.

Appendix J – *Student growth and assessment data or student learning objectives metrics*

For all superintendents, the evaluation system has to take into account multiple measures of student growth and assessment data. For superintendents who are *regularly involved in instructional matters*—and this includes all but the most exceptional situations—the following specific expectations must be met with regard to student growth and assessment data or student learning objectives metrics :

> **Beginning in the 2024-2025 school year, 20% of the year-end evaluation must be based on student growth and assessment data or student learning objectives metrics.**

Student growth and assessment data used for superintendent evaluation may be the combined student growth and assessment data used in teacher annual year-end evaluations for the entire district.

Student Growth Versus Student Achievement

Student growth and student achievement are not the same measurement. Student achievement is a single measurement of student performance while student growth measures the amount of students' academic progress between two points in time. [1]

> Student Achievement Example: A student could score 350 on a math assessment.
>
> Student Growth Example: A student could show a 50-point growth by improving their math score from 300 last year in the fourth grade to 350 on this year's fifth grade exam.

It's important to note that, in order to measure student growth, the data considered must be from a single group of students, i.e., this year's fourth graders and next year's fifth graders.

What is a Student Growth Model?

School districts should establish a student growth model to be used in educator and administrator evaluations. A growth model is a collection of definitions, calculations or rules that summarizes student performance over two or more time points and supports interpretations about students, their classrooms, their educators or their schools. [2]

Michigan law requires that multiple research-based growth and assessment or student learning objective metrics be used in student growth models that are used for evaluation purposes. This may include state assessments, alternative assessments, student learning objectives, nationally normed or locally adopted assessments that are aligned to state standards or based on individualized program goals.

1 Measuring student growth: A guide to informed decision making, Center for Public Education
2 A Practitioner's Guide to Growth Models, Council of Chief State School Officers

Appendix K – *Developing an Individual Improvement Plan for the Superintendent*

Individual Improvement Plans are an excellent way of helping employees develop their skills. Boards of education should encourage superintendents to develop an IIP in order to foster professional development.

In the event that a superintendent receives a rating that is less than effective, the law requires the creation of an IIP. The following process is a framework for creating and implementing an IIP for the superintendent.

- During the evaluation conference, the Board of Education provides clear feedback to the superintendent in the domain(s) in which they received a less than effective rating.
- A committee of the Board of Education is established to support and monitor the superintendent’s development.
- The superintendent drafts an Improvement Plan and presents it to the committee for feedback and approval. The Improvement Plan outlines clear growth objectives, as well as the training and development activities in which the superintendent will engage to accomplish objectives. The committee reviews, provides feedback and approves the Improvement Plan.
- The committee meets quarterly with the superintendent to monitor and discuss progress.
- The superintendent reports progress on their Improvement Plan with their self-evaluation prior to the formal annual evaluation.

Appendix L – *Training*

MASB provides training on its Superintendent Evaluation instrument to board members and superintendents via a cadre of certified trainers. Training is as follows:

Instrument-Specific Training/Rater Reliability Training

This training covers the use of the MASB Superintendent Evaluation instrument including the cycle and processes of evaluation, rating superintendent performance on the rubric, rater reliability training, as well as the use of evidence to evaluate superintendent performance. This training fulfills the requirement of evaluator training for board members as well as evaluatee training for superintendents whose districts are evaluating their superintendent with the MASB Superintendent Evaluation instrument. It is conducted on-location in districts with board members and superintendent present.

Authors

The Michigan Association of School Boards has served boards of education since its inception in 1949. In the decades since, MASB has worked hands-on with tens of thousands of school board members and superintendents throughout the state. Evaluation of the superintendent has been a key aspect of that work – MASB developed superintendent evaluation instruments and trained board members in their use nearly half a century before the requirements.

MASB staff and faculty involved in creating the MASB Superintendent Evaluation instrument Include:

- Rodney Green, Ph.D., Superintendent of Schools (retired), East China School District
- Olga Holden, Ph.D., Director of Leadership Services (retired), MASB
- Donna Oser, CAE, Director of Executive Search and Leadership Development, MASB
- Debbie Stair, M.N.M.L., former school board member, Assistant Director of Leadership Development, MASB
- Jay Bennett, M.A., former school board member, Assistant Director of Executive Search Services, MASB

New York Council of School Superintendents staff and leadership involved in creating the Council's Superintendent Model Evaluation (which significantly influenced MASB's instrument):

- Jacinda H. Conboy, Esq., New York State Council of School Superintendents
- Sharon L. Contreras, Ph.D., Superintendent of Schools, Syracuse City SD
- Chad C. Groff, Superintendent of Schools
- Robert J. Reidy, Executive Director, New York State Council of School Superintendents
- Maria C. Rice, Superintendent of Schools, New Paltz CSD
- Dawn A. Santiago-Marullo, Ed.D., Superintendent of Schools, Victor CSD
- Randall W. Squier, CAS, Superintendent of Schools, Coxsackie-Athens CSD
- Kathryn Wegman, Superintendent of Schools (retired), Marion CSD