

**School District of the City of Muskegon Heights
Receivership Transition Advisory Board Agenda
Wednesday, June 17, 2020, 4:00 PM
Virtual Meeting via Microsoft Teams**

I. CALL TO ORDER

A. Roll Call

B. Approval of RTAB Minutes

1. Regular Meeting of May 20, 2020 (attachment #1)

II. OLD BUSINESS

None.

III. NEW BUSINESS

A. District Updates

B. Monthly Reports

1. June 17, 2020 (attachment #2)
 - a. Liabilities Report (attachment #2a)
 - b. Cash Flow Projections (attachment #2b)
 - c. Comparison of Budgeted Revenue and Expenditure to Actual
(attachment #2c)

C. Resolution to approve FY 2019-20 general fund budget amendment

1. FY 2019-20 general fund budget amendment (attachment #3)

D. Resolution to approve FY 2020-21 general fund budget

1. FY 2020-21 general fund budget (attachment #4)

IV. PUBLIC COMMENT

V. DOCUMENTS SUBMITTED TO RTAB

1. Board Member Nominations (attachment #5)
 - a. Board Member Application #1 - D. Banks (attachment #5a)
 - b. Board Member Application #2 - A. Coleman (attachment #5b)

2. Technology and Curriculum Alignment Update – March 18, 2019
(attachment #6)
3. MHPSAS Board Meeting Presentation Technology Use Update – January 27, 2020 (attachment #7)
4. MHPSAS Partnership Agreement 18-Month RGA Benchmark Summary – May 11, 2020 (attachment #8)
5. District Board Letter to MHPSAS Board – May 28, 2020 (attachment #9)
6. MHPSAS Board Response to District Board Letter – June 8, 2020
(attachment #10)
7. MHPSD Board Letter to RTAB – June 10, 2020 (attachment #11)
8. RTAB Chair Letter to MHPSD and MHPSAS – June 12, 2020 (attachment #12)

VI. BOARD COMMENT

VII. ADJOURNMENT

School District of the City of Muskegon Heights
Receivership Transition Advisory Board Meeting

Wednesday, May 20, 2020
Virtual Meeting via Microsoft Teams

MINUTES

I. Call to Order

Chair Jessica Thomas called the meeting to order at 4:05 p.m.

A. Roll Call

Members Present – 3 (via phone)

Jessica Thomas
Clinton Todd
John Schrier

Members Absent – 2

Dale Nesbary
Patrice Johnson

Governor Whitmer's Executive Order 2020-48 provides authorization of remote participation in public meetings and hearings in accordance with the Opening Meetings Act (OMA). A quorum was present.

B. Approval of RTAB Minutes

Mr. Schrier mentioned that due to Executive Order 2020-48, all members were present via phone. Motion by Mr. Todd to approve the draft minutes with an addition of language that members were present via phone. Motion moved and seconded by Mr. Schrier. The RTAB approved the amended April 15, 2020 meeting minutes.

II. Old Business

None.

III. New Business

A. District Updates

Chair Thomas asked Mr. Lewis to provide an update on future emergency loan payments and the impact of COVID-19. Mr. Lewis stated that the district is still on track with meeting their June 2020 emergency loan payment obligation.

B. May 20, 2020 Monthly Reports

i. Liabilities Report

Mr. Lewis reported the district borrowed \$1,390,800 from School Bond Loan Fund that resulted in an increase in liabilities from the previous month. The amount borrowed from the School Bond Loan Fund was higher than usual due to a projected reduction in tax collections including a delay in receipts attributable to COVID-19.

ii. Cash Flow Projections

Mr. Lewis reported cash is stable for the district. The district is on track with meeting all the obligations even if the district does not receive taxes from the city or county before the payment date.

iii. Comparison of Budgeted Revenue and Expenditure to Actual

Mr. Lewis reported that there are no material changes to note currently. A budget amendment will be presented at next month's meeting. Chair Thomas asked if there will be adjustments in the next budget in property taxes. Mr. Lewis confirmed that there will be adjustments as long as taxes are received before June 30. Chair Thomas asked Mr. Lewis to talk about the projected deficit in the Debt Service Fund. Mr. Lewis stated that this is dependent on receiving the delinquent taxes. Chair Thomas asked what will happen if the district does not receive the taxes. Mr. Lewis stated that this would cause a decrease in the general fund.

IV. Public Comment

Rané Garcia, Superintendent, Muskegon Heights Public School Academy System

V. Board Comment

None.

VI. Adjournment

Motion made to adjourn by Mr. Todd. Motion moved and seconded by Mr. Schrier. The Board approved the motion to adjourn.

There being no further business, the meeting adjourned at 4:19 p.m.

DRAFT



Muskegon Heights Public Schools

2603 Leahy Street • Muskegon Heights, MI 49444 • Phone 231-830-3221 Fax 231-830-3560

Date: June 10, 2020

To: Receivership Transition Advisory Board (RTAB)
Muskegon Heights Public Schools Board of Education

From: John Lewis, Assistant Superintendent

Re: Board Meeting Packet for June 17, 2020

Attached, please find the Muskegon Heights Public Schools 2019-20 Budget to Actual Revenue and Expenditure Report, Cash Flow Statement, Liabilities Report, 2019-20 Budget Amendment, and 20-21 Budget for your review.

Budget to Actual Revenue and Expenditure Report

Attached you will find the budget to actual report for 2019-20 as of June 10, 2020.

We are expecting our delinquent tax revenues sometime in June. As expected, the county will cover the uncollected taxes from the city. The district will not be charged for unpaid auctioned properties again this year. I am uncertain how long this trend will continue, but it has helped grow the fund balance for the current fiscal year.

Expenditures have remained stable since the last report.

Per our budget amendment included in this packet, you will see that our ending fund balance will be higher than previously projected.

Cash Flow Statement

No significant changes to report. Cash flow remains stable for the current year.

Liabilities Report

There are no changes from the prior report. Debt payments will be going out for the district's emergency loans this month, so there will be a change on the next report.

2019-20 Proposed Budget Amendment

The projected fund balance for 2019-20 has improved by roughly \$95,000. Notes/Assumptions about increases or decreases in both revenue and expenditures categories are included in the Excel workbook provided to the RTAB. This proposed budget amendment was approved by the local board on 6-1-20.

2020-21 Proposed Budget

For 2020-21, the district is looking to add to its fund balance by roughly \$115,000. Notes/Assumptions about increases or decreases in both revenue and expenditures from 2019-20 are included in the Excel workbook provided to the RTAB. This proposed budget was approved by the local board on 6-1-20.

Fund	Rate	Description	Issuance Date	Original Amount	Term Length	Principal	Interest	Total Amount	Projected Maturity Date	As of Date
GF		Payable to MDE - At-Risk Payback			Short			\$ 371,436	N/A	6/1/2020
GF	2.45%	Restructured Emergency Loan #1 - 2018	5/23/2018	\$ 6,990,000	Long	\$ 6,852,000	\$ 2,170,088	\$ 9,022,088	6/15/2042	6/1/2020
GF	2.35%	Restructured Emergency Loan #2 - 2018	5/23/2018	\$ 3,165,000	Long	\$ 3,160,000	\$ 1,047,836	\$ 4,207,836	6/15/2042	6/1/2020
GF	3.45%	Restructured Emergency Loan #3 - 2018	5/23/2018	\$ 1,400,000	Long	\$ 1,355,000	\$ 561,043	\$ 1,916,043	6/15/2043	6/1/2020
GF	2.70%	2017/18 Emergency Loan #4 - 2018	5/23/2018	\$ 2,449,000	Long	\$ 2,449,000	\$ 1,682,176	\$ 4,131,176	6/15/2047	6/1/2020
GF	NA	2007 Energy Conservation Improvement Bonds	12/19/2007		Long	\$ 3,149,000	\$ -	\$ 3,149,000	12/19/2022	6/1/2020
DF	5.00%	2016 Refunding Bonds, Series A	3/29/2016		Long	\$ 10,990,000	\$ 2,931,000	\$ 13,921,000	5/1/2029	6/1/2020
DF	1.74%-2.61%	2016 Refunding Bonds, Series B	3/26/2016		Long	\$ 2,160,000	\$ 82,792	\$ 2,242,792	5/1/2021	6/1/2020
DF	3.41%	School Bond Loan Fund	Annual		Long	\$ 2,212	\$ 241	\$ 2,453	5/1/2035*	6/1/2020
DF	3.41%	School Loan Revolving Fund	Annual		Long	\$ 4,918,431	\$ 121,792	\$ 5,040,223	5/1/2035*	6/1/2020
				\$ 14,004,000		\$ 35,035,643	\$ 8,596,968	\$ 44,004,047		

Note: GF - General Fund (18 mill levy); DF - Debt Service Fund (13 mill levy)

*Indicates Mandatory Repayment Date

Projected Monthly Cash Flow - One Year Projection

Date
6/10/2020

School District
Muskegon Heights Public Schools

	June 20	July 20	August 20	September 20	October 20	November 20	December 20	January 21	February 21	March 21	April 21	May 21
Beginning Balance	\$ 1,107,177	\$ 972,264	\$ 929,722	\$ 1,044,181	\$ 1,269,531	\$ 1,275,116	\$ 1,273,459	\$ 975,945	\$ 1,051,504	\$ 1,271,888	\$ 1,271,301	\$ 1,265,034
Estimated Receipts												
Taxes	\$ 280,830	\$ -	\$ 119,000	\$ 250,000	\$ 17,281	\$ 5,565	\$ 72,322	\$ 81,333	\$ 227,481	\$ 5,000		
Taxes - Tech Millage	\$ 21,187			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,507		\$ 27,000	\$ -	\$ -	\$ -
Authorizer Fees	\$ 12,809	\$ 12,809	\$ 12,809		\$ 12,463	\$ 12,463	\$ 12,463	\$ 12,463	\$ 12,463	\$ 12,463	\$ 12,463	\$ 12,463
ELN Proceeds												
Other Revenue	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Available Funds	\$ 1,423,003	\$ 986,072	\$ 1,062,531	\$ 1,310,181	\$ 1,315,275	\$ 1,309,144	\$ 1,374,751	\$ 1,070,741	\$ 1,319,447	\$ 1,290,351	\$ 1,284,764	\$ 1,278,497
Less Estimated Expenditures:												
Payrolls	\$ 14,070	\$ 14,070	\$ 14,070	\$ 14,070	\$ 15,579	\$ 17,149	\$ 14,070	\$ 14,070	\$ 15,579	\$ 14,070	\$ 14,070	\$ 14,070
Other Expenditures	\$ 4,980	\$ 42,280	\$ 4,280	\$ 11,580	\$ 9,580	\$ 3,535	\$ 12,761	\$ 5,167	\$ 4,980	\$ 4,980	\$ 5,660	\$ 5,660
Emergency Loan Payment	\$ 410,502	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,376	\$ -	\$ -	\$ -	\$ -	\$ -
Tech Millage to PSA	\$ 21,187	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,507	\$ -	\$ 27,000	\$ -	\$ -	\$ -
Other Liens/Loans (Totals)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,092	\$ -	\$ -	\$ -	\$ -	\$ -
Estimated Ending Balance	\$ 972,264	\$ 929,722	\$ 1,044,181	\$ 1,269,531	\$ 1,275,116	\$ 1,273,459	\$ 975,945	\$ 1,051,504	\$ 1,271,888	\$ 1,271,301	\$ 1,265,034	\$ 1,258,767

Expenses by Month

	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Totals
Payrolls (including contracted staff)	\$ 14,070	\$ 14,070	\$ 14,070	\$ 14,070	\$ 15,579	\$ 17,149	\$ 14,070	\$ 14,070	\$ 15,579	\$ 14,070	\$ 14,070	\$ 14,070	\$ 174,939
Consumers - electric	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 372	\$ 356	\$ 233	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,961
DTE - natural gas	\$ 1,200	\$ 500	\$ 500	\$ 800	\$ 800	\$ 264	\$ 1,478	\$ 1,997	\$ 1,500	\$ 1,500	\$ 2,000	\$ 2,000	\$ 14,539
Waste & Water utility	\$ 220	\$ 220	\$ 220	\$ 220	\$ 220	\$ 139	\$ 168	\$ 177	\$ 220	\$ 220	\$ 400	\$ 400	\$ 2,824
Audit Fees				\$ 7,000	\$ 5,000								\$ 12,000
Legal Fees	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 1,160	\$ 13,920
Property Insurance		\$ 38,000											\$ 38,000
MAISD Tech Fee							\$ 8,000						\$ 8,000
Epicenter													\$ -
Bank Fees	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 7,200
Misc.	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 12,000
EL Loan Payments	\$ 410,502						\$174,376						\$ 584,878
Tech Millage Flowthrough	\$ 21,187	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,507	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 108,694
QZAB Energy Bonds							\$182,092						\$ 182,092
Totals	\$ 450,739	\$ 56,350	\$ 18,350	\$ 40,650	\$ 40,159	\$ 35,684	\$398,806	\$ 19,238	\$ 47,559	\$ 19,050	\$ 19,730	\$ 19,730	\$ 1,166,046

Muskegon Heights Public Schools
 Revenues, Expenditures, and Fund Balance
 GENERAL FUND
 2019-20
 6/10/2020

	Budget 2019-20	Actuals to Date	Under/(Over) to Date	% of Budget Used
Estimated Beginning Fund Balance	\$ 280,114	\$ 280,114		
Revenue				
Property taxes	\$ 1,190,320	\$ 879,342	\$ 310,978	73.9%
State Sources	\$ 6,920	\$ 6,748	\$ 172	97.5%
Oversight fees	\$ 158,490	\$ 106,543	\$ 51,947	67.2%
Transfers and Other	\$ 10,410	\$ 57,584	\$ (47,174)	553.2%
Total Revenue	\$ 1,366,140	\$ 1,050,217		
Expenditures				
Data Technology	\$ 5,070	\$ 8,517	\$ (3,447)	168.0%
Board of Education	\$ 26,750	\$ 13,654	\$ 13,097	51.0%
Executive Administration	\$ 68,410	\$ 51,732	\$ 16,678	75.6%
Business Services	\$ 102,120	\$ 98,955	\$ 3,165	96.9%
Interest and Fees Expense	\$ 5,910	\$ 6,081	\$ (171)	102.9%
Unpaid Auction and Delinquent Tax Fees	\$ 50,000	\$ -	\$ 50,000	0.0%
Building Services	\$ 103,190	\$ 67,725	\$ 35,465	65.6%
District Technology	\$ 920	\$ 714	\$ 206	77.6%
Emergency Loan Payments	\$ 588,500	\$ 177,989	\$ 410,511	30.2%
Transfers and Other	\$ 302,420	\$ 288,452	\$ 13,968	95.4%
Total Expenditures	\$ 1,253,290	\$ 713,818		
Revenues Less Expenditures	\$ 112,850	\$ 336,399		
Projected Ending Fund Balance	\$ 392,964	\$ 616,513		

REVENUES	DESCRIPTION	TOTAL
11-0111-0000-000-0000-000000-000000-	PROPERTY TAXES CURRENT	-772,982.93
11-0111-0000-100-0000-000000-000000-	OTHER TAXES	0.00
11-0121-0000-000-0000-000000-000000-	TECH MILLAGE FLOWTHROUGH	-106,359.45
11-0124-0000-000-0000-000000-000000-	PENALTY & INT ON DEL TAXES	0.00
11-0151-0000-000-0000-000000-000000-	EARNINGS ON INVEST & DEPOSITS	0.00
11-0191-0000-000-0000-000000-000000-	RENTALS	0.00
11-0199-0000-000-0000-000000-000000-	MISCELLANEOUS	-57,583.93
11-0321-0000-000-0000-000000-000000-	PPT REIMBURSEMENT	-6,747.60
11-0519-0000-001-0000-000000-000000-	3% AUTHORIZER FEE - MHPSA	-106,542.65
11-0519-0000-100-0000-000000-000000-	SHARED BUSINESS SVCS	0.00
11-0591-0000-000-0000-000000-000000-	PROCEEDS FROM ISSUANCE OF BOND	0.00

EXPENDITURES	DESCRIPTION	TOTAL		
11-1-225-7410-840-0000-00000-000000-	LICENSING FEES & RENEWALS	8,146.00		
11-1-226-4220-899-0000-00000-000000-	COPY MACHINE	370.80	\$	8,516.80
11-1-231-3170-000-0000-00000-000000-	LEGAL SERVICES	2,103.50		
11-1-231-3180-000-0000-00000-000000-	AUDIT SERVICES	11,550.00		
11-1-231-3220-007-0000-00000-000000-	TRAVEL - TRINELL SCOTT	0.00		
11-1-231-7410-000-0000-00000-000000-	DUES & FEES	0.00	\$	13,653.50
11-1-232-3150-000-0000-00000-000000-	CONTRACTED SERVICES	51,732.00		
11-1-232-3210-000-0000-00000-000000-	COST OF TRAVEL (MILEAGE)	0.00		
11-1-232-3430-000-0000-00000-000000-	MAILING	0.00		
11-1-232-7910-000-0000-00000-000000-	MISCELLANEOUS	0.00	\$	51,732.00
11-1-252-1620-033-0000-00000-000000-	ACCOUNTING SPECIALIST	57,692.25		
11-1-252-2130-000-0000-00000-000000-	HOSPITALIZATION	19,331.29		
11-1-252-2820-033-0000-00000-000000-	CONTRIB TO ST&LOC RETIRE FUNDS	15,682.49		
11-1-252-2830-033-0000-00000-000000-	EMPLOYER SOCIAL SECURITY	4,413.50		
11-1-252-2840-033-0000-00000-000000-	WORKMAN'S COMPENSATION	1.75		
11-1-252-3150-030-0000-00000-000000-	CONTRACTED SERVICES	0.00		
11-1-252-3220-030-0000-00000-000000-	TRAVEL & CONFERENCE	0.00		
11-1-252-5910-030-0000-00000-000000-	OFFICE SUPPLIES	1,833.70	\$	98,954.98
11-1-252-7410-000-0000-00000-000000-	INTEREST & FEES EXPENSE	6,080.66	\$	6,080.66
11-1-259-7610-000-0000-00000-000000-	TAXES ABATED & WRITTEN OFF	0.00	\$	-
11-1-261-3190-100-0000-00000-000000-	CONTRACTED SERVICES	14,371.41		
11-1-261-3410-000-0000-00000-000000-	TELEPHONE CHARGES	173.65		
11-1-261-3830-000-0000-00000-000000-	WATER & SEWAGE	1,551.24		
11-1-261-3840-000-0000-00000-000000-	WASTE & TRASH DISPOSAL	416.00		
11-1-261-3910-000-0000-00000-000000-	INSURANCE	36,885.00		
11-1-261-4110-000-0000-00000-000000-	LAND AND BLDGS-REPAIRS & MAINT	0.00		
11-1-261-5510-000-0000-00000-000000-	HEATING FUEL	10,181.41		
11-1-261-5520-000-0000-00000-000000-	ELECTRICITY	4,146.64	\$	67,725.35
11-1-284-3410-000-0000-00000-000000-	CELL PHONE CHARGES	713.85	\$	713.85
11-1-411-8910-000-0000-00000-000000-	TRANSFERS TO MHPSA	106,359.45		
11-1-511-7110-994-0000-00000-000000-	PRINCIPAL PMT - EMERGENCY LOAN	0.00		
11-1-511-7230-994-0000-00000-000000-	INTEREST PMT - EMERGENCY LOANS	177,988.56	\$	177,988.56
11-1-634-8110-000-0000-00000-000000-	QZAB TRANSFER - DEBT RETIREMEN	182,092.42	\$	288,451.87
		\$ 713,817.57	\$	713,817.57

Muskegon Heights Public Schools
 Revenues, Expenditures, and Fund Balance
 DEBT SERVICE - 2016 REFUNDING BONDS
 2019-20
 6/10/2020

	Actuals to Date
Estimated Beginning Fund Balance	\$ 225,460
Revenue	
Tax Revenues	\$ 943,357
SBLF/SLRF (State Bond Loan Programs)	\$ 1,390,800
Total Revenue	\$ 2,334,157
Expenditures	
Tax Chargebacks & Auction Property	\$ -
Principal Payments	\$ 1,995,000
Interest Payments	\$ 674,542
Total Expenditures	\$ 2,669,542
Revenues Less Expenditures	\$ (335,385)
Projected Ending Fund Balance	\$ (109,925)

Account	Description	Total
32-0111-0000-000-0000-000000-000000-	PROPERTY TAX LEVY	-819,038.92
32-0111-0000-100-0000-000000-000000-	OTHER TAXES-HSBF	0.00
32-0124-0000-000-0000-000000-000000-	PENALTY & INT ON DEL TAXES	0.00
32-0151-0000-000-0000-000000-000000-	EARNINGS ON INVESTMENTS-HSBF	-247.67
32-0321-0000-000-0000-000000-000000-	PPT REIMBURSEMENT	-124,070.05
32-0591-0000-000-0000-000000-000000-	BOND PROCEEDS	0.00
32-0595-0000-000-0000-000000-000000-	STATE LOAN PROGRAM-HSBF	-1,390,800.00
32-0596-0000-000-0000-000000-000000-	PROCEEDS FROM REFINANCING DEBT	0.00
32-0596-0000-001-0000-000000-000000-	PREMIUM ON REFUNDING BONDS	0.00
32-0599-9000-000-0000-000000-000000-	DUE TO/FROM	0.00
32-0631-0000-000-0000-000000-000000-	TRANSFER IN	0.00
		-2,334,156.64

Account	Description	Total
32-1-252-3180-000-0000-000000-000000-	AUDIT SERVICES	0.00
32-1-252-7410-000-0000-000000-000000-	PAYING AGENT FEES	0.00
32-1-259-3610-000-0000-000000-000000-	PRINTING	0.00
32-1-259-7610-000-0000-000000-000000-	TAXES ABATED & WRITTEN OFF	0.00
32-1-511-7110-000-0000-000000-000000-	PRINCIPAL - 2006 REF BDS	1,995,000.00
32-1-511-7230-000-0000-000000-000000-	INTEREST-HSBF	674,542.00
32-1-511-7310-000-0000-000000-000000-	OTHER BOND ISSUANCE COSTS	0.00
32-1-511-7330-000-0000-000000-000000-	BOND DISCOUNT	0.00
32-1-511-7410-000-0000-000000-000000-	PAYING AGENT FEES-HSBF	0.00
32-1-512-7320-000-0000-000000-000000-	PAYMENTS TO BOND ESCROW AGENT	0.00

Muskegon Heights Public Schools
Revenues, Expenditures, and Fund Balance
QZAB Fund
2019-20
6/10/2020

	Actuals to Date
Estimated Beginning Fund Balance	\$ 2,240,644
Revenue	
Earnings on Investment	\$ 15,821
Transfers In	\$ 182,092
Total Revenue	\$ 197,913
Expenditures	
	\$ -
Total Expenditures	\$ -
Revenues Less Expenditures	\$ 197,913
Projected Ending Fund Balance	\$ 2,438,558

Account	Description	Total
34-0151-0000-000-0000-000000-000000-	EARNINGS ON INVESTMENTS	-15,821.05
34-0611-0000-000-0000-000000-000000-	QZAB TRANSFER	-182,092.42

Muskegon Heights Public Schools

Proposed Budget Amendment

2019-20

6/1/2020

	Proposed Budget		
	Original Budget 2019-20	Amendment 2019-20	Increase/(Decrease)
Beginning Fund Balance	\$ 280,114	\$ 280,114	
Revenue			
Property taxes	\$ 1,190,320	\$ 1,187,400	\$ (2,920)
State Sources	\$ 6,920	\$ 6,740	\$ (180)
Oversight fees	\$ 158,490	\$ 146,110	\$ (12,380)
Transfers and Other	\$ 10,410	\$ 66,080	\$ 55,670
Total Revenue	\$ 1,366,140	\$ 1,406,330	\$ 40,190
Expenditures			
Data Technology	\$ 5,070	\$ 8,650	\$ 3,580
Board of Education	\$ 26,750	\$ 14,660	\$ (12,090)
Executive Administration	\$ 68,410	\$ 69,100	\$ 690
Business Services	\$ 102,120	\$ 104,150	\$ 2,030
Interest and Fees Expense	\$ 5,910	\$ 6,360	\$ 450
Unpaid Auction and Delinquent Tax Fees	\$ 50,000	\$ 13,280	\$ (36,720)
Building Services	\$ 103,190	\$ 90,020	\$ (13,170)
District Technology	\$ 920	\$ 880	\$ (40)
Emergency Loan Payments	\$ 588,500	\$ 588,500	\$ -
Transfers and Other	\$ 302,420	\$ 302,420	\$ -
Total Expenditures	\$ 1,253,290	\$ 1,198,020	\$ (55,270)
Revenues Less Expenditures	\$ 112,850	\$ 208,310	
Projected Ending Fund Balance	\$ 392,964	\$ 488,424	

REVENUES	DESCRIPTION	19-20 Original		Increase/(Decrease)	Notes/Assumptions
		Budget	19-20 rounded		
11-0111-0000-000-0000-000000-000000-	PROPERTY TAXES CURRENT	\$ 1,056,230	\$ 1,053,680.00	\$ (2,550.00)	Less received than projected
11-0111-0000-100-0000-000000-000000-	OTHER TAXES	\$ 8,000	\$ 7,670.00	\$ (330.00)	Less received than projected
11-0121-0000-000-0000-000000-000000-	TECH MILLAGE FLOWTHROUGH	\$ 120,320	\$ 120,320.00	\$ -	No changes
11-0124-0000-000-0000-000000-000000-	PENALTY & INT ON DEL TAXES	\$ 5,770	\$ 5,730.00	\$ (40.00)	Less received than projected
11-0191-0000-000-0000-000000-000000-	RENTALS	\$ 10,200	\$ 8,500.00	\$ (1,700.00)	Adjusted downward for less projected revenue due to Stay at Home order
11-0199-0000-000-0000-000000-000000-	MISCELLANEOUS	\$ 210	\$ 57,580.00	\$ 57,370.00	Increased to account for Act 18 revenue received from MAISD
11-0321-0000-000-0000-000000-000000-	PPT REIMBURSEMENT	\$ 6,920	\$ 6,740.00	\$ (180.00)	Less received than projected
11-0519-0000-001-0000-000000-000000-	3% AUTHORIZER FEE - MHPSA	\$ 158,490	\$ 146,110.00	\$ (12,380.00)	Reduced to account for declining enrollment at MHPSA
		\$ 1,366,140.00	\$ 1,406,330.00		

EXPENDITURES	DESCRIPTION	19-20 Original	2019-20 Projected Rounded	Total by Function	Increase/ (Decrease)	Notes/Assumptions
11-1-225-7410-840-0000-00000-000000-	LICENSING FEES & RENEWALS	\$ 4,570	\$ 8,150		\$ 3,580.00	Increased due to higher than expected technology fees from the MAISD
11-1-226-4220-899-0000-00000-000000-	COPY MACHINE	\$ 500	\$ 500	\$ 8,650.00	\$ -	No change
11-1-231-3170-000-0000-00000-000000-	LEGAL SERVICES	\$ 14,000	\$ 3,110		\$ (10,890.00)	Lower than projected costs in this category
11-1-231-3180-000-0000-00000-000000-	AUDIT SERVICES	\$ 12,740	\$ 11,550		\$ (1,190.00)	Lower than projected costs in this category
11-1-231-3220-007-0000-00000-000000-	TRAVEL - TRINELL SCOTT	\$ -	\$ -		\$ -	No change
11-1-231-7410-000-0000-00000-000000-	DUES & FEES	\$ 10	\$ -	\$ 14,660.00	\$ (10.00)	No costs expected for the year
11-1-232-3150-000-0000-00000-000000-	CONTRACTED SERVICES	\$ 68,410	\$ 69,100	\$ 69,100.00	\$ 690.00	Increased due to higher Accountemps costs
11-1-252-1620-033-0000-00000-000000-	ACCOUNTING SPECIALIST	\$ 60,000	\$ 60,000		\$ -	No change
11-1-252-2130-000-0000-00000-000000-	HOSPITALIZATION	\$ 19,150	\$ 21,100		\$ 1,950.00	Increased because we did not receive annual refund as projected.
11-1-252-2820-033-0000-00000-000000-	CONTRIB TO ST&LOC RETIRE FUNDS	\$ 16,500	\$ 16,320		\$ (180.00)	Lower than projected costs in this category
11-1-252-2830-033-0000-00000-000000-	EMPLOYER SOCIAL SECURITY	\$ 4,600	\$ 4,600		\$ -	No change
11-1-252-2840-033-0000-00000-000000-	WORKMAN'S COMPENSATION	\$ 70	\$ 40		\$ (30.00)	Lower than projected costs in this category
11-1-252-3220-030-0000-00000-000000-	TRAVEL & CONFERENCE	\$ 300	\$ -		\$ (300.00)	No travel projected for the year
11-1-252-5910-030-0000-00000-000000-	OFFICE SUPPLIES	\$ 1,500	\$ 2,090	\$ 104,150.00	\$ 590.00	Slightly increased for possible costs before the end of the year
11-1-252-7410-000-0000-00000-000000-	INTEREST & FEES EXPENSE	\$ 5,910	\$ 6,360	\$ 6,360.00	\$ 450.00	Bank fees are higher than projected
11-1-259-7610-000-0000-00000-000000-	TAXES ABATED & WRITTEN OFF	\$ 50,000	\$ 13,280	\$ 13,280.00	\$ (36,720.00)	Lower than projected board of review charges
11-1-261-3190-100-0000-00000-000000-	CONTRACTED SERVICES	\$ 20,000	\$ 16,880		\$ (3,120.00)	Lower than expected due to Stay at Home order
11-1-261-3830-000-0000-00000-000000-	WATER & SEWAGE	\$ 2,510	\$ 1,910		\$ (600.00)	Lower than expected due to Stay at Home order
11-1-261-3840-000-0000-00000-000000-	WASTE & TRASH DISPOSAL	\$ 720	\$ 660		\$ (60.00)	Lower than expected due to Stay at Home order
11-1-261-3910-000-0000-00000-000000-	INSURANCE	\$ 54,820	\$ 53,080		\$ (1,740.00)	Slightly lower than projected.
11-1-261-5510-000-0000-00000-000000-	HEATING FUEL	\$ 17,940	\$ 11,840		\$ (6,100.00)	Lower than expected due to Stay at Home order
11-1-261-5520-000-0000-00000-000000-	ELECTRICITY	\$ 7,200	\$ 5,650	\$ 90,020.00	\$ (1,550.00)	Lower than expected due to Stay at Home order
11-1-284-3410-000-0000-00000-000000-	CELL PHONE CHARGES	\$ 920	\$ 880	\$ 880.00	\$ (40.00)	Slightly lower than projected.
11-1-411-8910-000-0000-00000-000000-	TRANSFERS TO MHPSA	\$ 120,320	\$ 120,320		\$ -	No change
11-1-511-7110-994-0000-00000-000000-	PRINCIPAL PMT - EMERGENCY LOAN	\$ 233,000	\$ 233,000		\$ -	No change
11-1-511-7230-994-0000-00000-000000-	INTEREST PMT - EMERGENCY LOANS	\$ 355,500	\$ 355,500	\$ 588,500.00	\$ -	No change
11-1-634-8110-000-0000-00000-000000-	QZAB TRANSFER - DEBT RETIREMEN	\$ 182,100	\$ 182,100	\$ 302,420.00	\$ -	No change
		\$ 1,253,290.00	\$ 1,198,020.00	1,198,020.00		



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TREASURY
LANSING

RACHEL EUBANKS
STATE TREASURER

**RECEIVERSHIP TRANSITION ADVISORY BOARD
FOR
THE SCHOOL DISTRICT OF THE CITY OF MUSKEGON HEIGHTS**

RESOLUTION 2020-01

**RESOLUTION FOR THE APPROVAL OF FY 2019-20 GENERAL FUND
BUDGET AMENDMENT FOR THE SCHOOL DISTRICT OF THE CITY
OF MUSKEGON HEIGHTS**

WHEREAS, on October 28, 2016, the Governor appointed a Receivership Transition Advisory Board for the School District of the City of Muskegon Heights (“the Board”); And

WHEREAS, pursuant to MCL 141.1563(c), a proposed general fund budget or budget amendment may be reviewed and shall not take effect unless approved by the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights; and

WHEREAS, the Board of Education of the School District of the City of Muskegon Heights (the “District Board”) has adopted a general fund budget amendment for the fiscal year ending June 30, 2020 at a public meeting dated June 1, 2020. The general fund budget amendment projects general fund revenues of \$1,406,330, general fund expenditures of \$1,198,020, and ending general fund balance of \$488,424.

NOW THEREFORE BE IT RESOLVED, that the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights has reviewed and approves the general fund budget amendment for the fiscal year ending June 30, 2020 adopted by the District Board on June 17, 2020.

This Resolution shall have immediate effect.

IN WITNESS WHEREOF, the members of the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights, or their designees, have signed and adopted this Resolution.

SCHOOL DISTRICT OF THE CITY OF MUS-
KEGON HEIGHTS RECEIVERSHIP TRANSITION
ADVISORY BOARD

By _____
Jessica Thomas, RTAB Chair

Date: _____
Muskegon Heights, Michigan

Muskegon Heights Public Schools

Proposed Budget

2020-21

6/1/2020

	Proposed Budget Amendment		Proposed Budget	Increase/(Decrease)
	2019-20	2020-21	2020-21	
Beginning Fund Balance			\$ 488,424	
Revenue				
Property taxes	\$ 1,187,400	\$ 1,188,930	\$	1,530
State Sources	\$ 6,740	\$ 6,740	\$	-
Oversight fees	\$ 146,110	\$ 137,100	\$	(9,010)
Transfers and Other	\$ 66,080	\$ 18,500	\$	(47,580)
Total Revenue	\$ 1,406,330	\$ 1,351,270	\$	(55,060)
Expenditures				
Data Technology	\$ 8,650	\$ 8,650	\$	-
Board of Education	\$ 14,660	\$ 21,550	\$	6,890
Executive Administration	\$ 69,100	\$ 69,100	\$	-
Business Services	\$ 104,150	\$ 106,060	\$	1,910
Interest and Fees Expense	\$ 6,360	\$ 6,360	\$	-
Unpaid Auction and Delinquent Tax Fees	\$ 13,280	\$ 50,000	\$	36,720
Building Services	\$ 90,020	\$ 83,570	\$	(6,450)
District Technology	\$ 880	\$ 880	\$	-
Emergency Loan Payments	\$ 588,500	\$ 587,280	\$	(1,220)
Transfers and Other	\$ 302,420	\$ 302,420	\$	-
Total Expenditures	\$ 1,198,020	\$ 1,235,870	\$	37,850
Revenues Less Expenditures			\$ 115,400	
Projected Ending Fund Balance			\$ 603,824	

REVENUES	DESCRIPTION	19-20 Budget				Increase/(Decrease)	Notes/Assumptions
		Amendment	2020-21 Proposed	2020-21 Rounded	2020-21 Rounded		
11-0111-0000-000-0000-000000-000000-	PROPERTY TAXES CURRENT	\$ 1,053,680	\$ 1,055,213	\$ 1,055,213	\$ 1,055,210.00	\$ 1,530.00	Based on non-homestead taxable values
11-0111-0000-100-0000-000000-000000-	OTHER TAXES	\$ 7,670	\$ 7,670	\$ 7,670	\$ 7,670.00	\$ -	Based on previous year budgeted amounts
11-0121-0000-000-0000-000000-000000-	TECH MILLAGE FLOWTHROUGH	\$ 120,320	\$ 120,320	\$ 120,320	\$ 120,320.00	\$ -	Based on previous year budgeted amounts
11-0124-0000-000-0000-000000-000000-	PENALTY & INT ON DEL TAXES	\$ 5,730	\$ 5,730	\$ 5,730	\$ 5,730.00	\$ -	Based on previous year budgeted amounts
11-0191-0000-000-0000-000000-000000-	RENTALS	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500.00	\$ -	Room Rental with OV Adult Education
11-0199-0000-000-0000-000000-000000-	MISCELLANEOUS	\$ 57,580	\$ 10,000	\$ 10,000	\$ 10,000.00	\$ (47,580.00)	ACT 18 payment not expected in 2020-21
11-0321-0000-000-0000-000000-000000-	PPT REIMBURSEMENT	\$ 6,740	\$ 6,740	\$ 6,740	\$ 6,740.00	\$ -	Based on previous year budgeted amounts
11-0519-0000-001-0000-000000-000000-	3% AUTHORIZER FEE - MHPSA	\$ 146,110	\$ 137,108	\$ 137,108	\$ 137,100.00	\$ (9,010.00)	Based on per pupil foundation of \$7,611 (\$500 reduction from prior year) and total FTEs of 600.48 (2019/20 count)
		\$ 1,406,330.00	\$ 1,351,280.16	\$ 1,351,280.16	\$ 1,351,270.00		

EXPENDITURES	DESCRIPTION	2020-21 Proposed				Total by Function	Increase/ (Decrease)	Notes/Assumptions
		19-20 Amendment	2020-21 Proposed	Budget	2020-21 Rounded			
11-1-225-7410-840-0000-00000-000000	LICENSING FEES & RENEWALS	\$ 8,150	\$ 8,150	\$ 8,150	\$ 8,150	\$ -	Budgeting same as prior year. We will negotiate it this coming year	
11-1-226-4220-899-0000-00000-000000	COPY MACHINE	\$ 500	\$ 500	\$ 500	\$ 500	\$ -		
11-1-231-3170-000-0000-00000-000000	LEGAL SERVICES	\$ 3,110	\$ 10,000	\$ 10,000	\$ 10,000	\$ 6,890	We expect greater legal expense in the coming year	
11-1-231-3180-000-0000-00000-000000	AUDIT SERVICES	\$ 11,550	\$ 11,550	\$ 11,550	\$ 11,550	\$ -		
11-1-231-3220-007-0000-00000-000000	TRAVEL - TRINELL SCOTT	\$ -	\$ -	\$ -	\$ -	\$ -		
11-1-231-7410-000-0000-00000-000000	DUES & FEES	\$ -	\$ -	\$ -	\$ -	\$ 21,550.00		
11-1-232-3150-000-0000-00000-000000	CONTRACTED SERVICES	\$ 69,100	\$ 69,100	\$ 69,100	\$ 69,100	\$ -		
11-1-252-1620-033-0000-00000-000000	ACCOUNTING SPECIALIST	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -		
11-1-252-2130-000-0000-00000-000000	HOSPITALIZATION	\$ 21,100	\$ 21,100	\$ 21,100	\$ 21,100	\$ -		
11-1-252-2820-033-0000-00000-000000	CONTRIB TO ST&LOC RETIRE FUNDS	\$ 16,320	\$ 16,320	\$ 16,320	\$ 16,320	\$ -		
11-1-252-2830-033-0000-00000-000000	EMPLOYER SOCIAL SECURITY	\$ 4,600	\$ 4,600	\$ 4,600	\$ 4,600	\$ -		
11-1-252-2840-033-0000-00000-000000	WORKMAN'S COMPENSATION	\$ 40	\$ 40	\$ 40	\$ 40	\$ -		
11-1-252-3220-030-0000-00000-000000	TRAVEL & CONFERENCE	\$ -	\$ -	\$ -	\$ -	\$ -		
11-1-252-5910-030-0000-00000-000000	OFFICE SUPPLIES	\$ 2,090	\$ 4,000	\$ 4,000	\$ 4,000	\$ 1,910	Costs were less in 2019/20 due to Stay at Home Order	
11-1-252-7410-000-0000-00000-000000	INTEREST & FEES EXPENSE	\$ 6,360	\$ 6,360	\$ 6,360	\$ 6,360	\$ -	Conservative budget based on prior years. This will most likely be	
11-1-259-7610-000-0000-00000-000000	TAXES ABATED & WRITTEN OFF	\$ 13,280	\$ 50,000	\$ 50,000	\$ 50,000	\$ 36,720	less	
11-1-261-3190-100-0000-00000-000000	CONTRACTED SERVICES	\$ 16,880	\$ 20,000	\$ 20,000	\$ 20,000	\$ 3,120	Costs were less in 2019/20 due to Stay at Home Order	
11-1-261-3830-000-0000-00000-000000	WATER & SEWAGE	\$ 1,910	\$ 1,910	\$ 1,910	\$ 1,910	\$ -		
11-1-261-3840-000-0000-00000-000000	WASTE & TRASH DISPOSAL	\$ 660	\$ 660	\$ 660	\$ 660	\$ -		
11-1-261-3910-000-0000-00000-000000	INSURANCE	\$ 53,080	\$ 38,000	\$ 38,000	\$ 38,000	\$ (15,080)	Expecting to pay less in 2020/21	
11-1-261-5510-000-0000-00000-000000	HEATING FUEL	\$ 11,840	\$ 15,000	\$ 15,000	\$ 15,000	\$ 3,160	Costs were less in 2019/20 due to Stay at Home Order	
11-1-261-5520-000-0000-00000-000000	ELECTRICITY	\$ 5,650	\$ 8,000	\$ 8,000	\$ 8,000	\$ 2,350	Costs were less in 2019/20 due to Stay at Home Order	
11-1-284-3410-000-0000-00000-000000	CELL PHONE CHARGES	\$ 880	\$ 880	\$ 880	\$ 880	\$ -		
11-1-411-8910-000-0000-00000-000000	TRANSFERS TO MHPSA	\$ 120,320	\$ 120,320	\$ 120,320	\$ 120,320	\$ -		
11-1-511-7110-994-0000-00000-000000	PRINCIPAL PMT - EMERGENCY LOAN	\$ 233,000	\$ 239,000	\$ 239,000	\$ 239,000	\$ 6,000	Based on scheduled debt (Emergency Loans)	
11-1-511-7230-994-0000-00000-000000	INTEREST PMT - EMERGENCY LOANS	\$ 355,500	\$ 348,273	\$ 348,273	\$ 348,280	\$ (7,220)	Based on scheduled debt (Emergency Loans)	
11-1-634-8110-000-0000-00000-000000	QZAB TRANSFER - DEBT RETIREMEN	\$ 182,100	\$ 182,100	\$ 182,100	\$ 182,100	\$ -		
		\$ 1,198,020.00	\$ 1,235,863.25	\$ 1,235,863.25	\$ 1,235,870.00	\$ 1,235,870.00		



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TREASURY
LANSING

RACHEL EUBANKS
STATE TREASURER

**RECEIVERSHIP TRANSITION ADVISORY BOARD
FOR
THE SCHOOL DISTRICT OF THE CITY OF MUSKEGON HEIGHTS**

RESOLUTION 2020-02

**RESOLUTION FOR THE APPROVAL OF FY 2020-21 GENERAL FUND
BUDGET FOR THE SCHOOL DISTRICT OF THE CITY OF MUSKEGON
HEIGHTS**

WHEREAS, on October 28, 2016, the Governor appointed a Receivership Transition Advisory Board for the School District of the City of Muskegon Heights (“the Board”); And

WHEREAS, pursuant to MCL 141.1563(c), a proposed general fund budget or budget amendment may be reviewed and shall not take effect unless approved by the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights; and

WHEREAS, the Board of Education of the School District of the City of Muskegon Heights (the “District Board”) has adopted an original general fund budget for the fiscal year ending June 30, 2021 at a public meeting dated June 1, 2020. The general fund budget projects general fund revenues of \$1,351,270, general fund expenditures of \$1,235,870, and ending general fund balance of \$603,824.

NOW THEREFORE BE IT RESOLVED, that the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights has reviewed and approves the general fund budget for the fiscal year ending June 30, 2021 adopted by the District Board on June 17, 2020.

This Resolution shall have immediate effect.

IN WITNESS WHEREOF, the members of the Receivership Transition Advisory Board for the School District of the City of Muskegon Heights, or their designees, have signed and adopted this Resolution.

SCHOOL DISTRICT OF THE CITY OF MUS-
KEGON HEIGHTS RECEIVERSHIP TRANSITION
ADVISORY BOARD

By _____
Jessica Thomas, RTAB Chair

Date: _____
Muskegon Heights, Michigan

Muskegon Heights Public School Academy System

Board Application

I hereby request appointment to the Muskegon Heights Public School Academy System Board of Directors. *

Yes

No

Name: Last First Middle *

Banks Dwayne Darnell

Dat of Birth *

01/29/1964

Home Address *

2336 Leahy Street

City State Zip *

Muskegon Heights, Michigan 49444

Employer

Mercy Health Muskegon / Spring Street MBC

Position/Job Title

Chaplain/Sr.Pastor

Employer Address

1500 E Sherman Blvd

City State Zip

Muskegon, Michigan 49444

Home Phone Number

N/A

Cell Phone Number *

231-215-0692

Fax Phone Number

.....

Email Address

.....

Spouse's Name

Arletha Banks

.....

Are you a United States Citizen? *

Yes

No

Are you a Michigan resident? *

Yes

No

Education History

High School *

Muskegon Heights Public Schools

City State Zip *

Muskegon Heights, Michigan 49444

Graduation Date

May/ 1982

Undergraduate Institutions

Associate

B.S.

B.B.A.

Other _____

Institution Name

Andersonville Theological Seminary

Graduate Date: Month Year

May/ 2013

Option 1

Major

Theology

Minor

Concentration / Degree

Masters of Theology

Institution Name

Andersonville Theological Seminary

Graduation Date: Month Year

June/2016

Major

Theology

Minor

Concentration / Degree

Post-Graduate and Professional Institutions

M.A.

M.S.

M.B.A.

M.Ed.

Ph.D.

J.D.

M.D.

Institution Name

Newburgh Theological Seminary

Graduation Date: Month Year

May/ 2019

Concentration / Degree

D.Min

Institution Name

Concentration / Degree

Employment Experience

Please list your employment experiences for the past 10 years.

Employer

Spring Street MBC

Dates of Employment

March 19, 2006

Job Title

Sr. Pastor

Employer

Mercy Health Muskegon

Dates of Employment

Sept/1988

Job Titles

Security Supervisor/ Coach

Do you hold any professional licenses? *

Yes

No

If you hold any professional licenses, please describe the licenses including the license number.

What special skills could you bring to the public school academy board? *

Network of support of ministers within the community , a congregation of supportive people, Connections with the state and local law enforcement agencies

Option 1

Additional Qualifications

Please answer the following five (5) questions, if applicable. Please use a separate sheet if necessary.

Government Experiences: List any experience in, or association with, local, state or federal government (exclusive of elective public office but including advisory, consultative, current or previous appointments, honorary, or other part-time service or position), with dates of services.

N/A

Elective Public Office: List all elective public offices sought and held with dates of service.

N/A

Honors and Awards: List all scholarships, fellowships, honorary society memberships, and other special recognition for outstanding service or achievement.

N/A

Volunteer Experiences: List all experience with volunteer organizations and positions held.

Board of Directors for Habitat of Humanity

Board of Directors for Life Circles Senior Resources

C.A.U.T.I.O.N (group of ministers serving as community liaison for the local police department)

2nd Vice President (General Baptist State Convention of Michigan)

Vice Chairman of Chaplaincy of the NBCA)

Miscellaneous: List any additional points, including special skills that qualify you for this position.

Conflict of Interest

Instructions: If you answer "yes" to any of the following questions, please provide an explanation.

Do you know if any person or group who might take covert steps to attack, even unfairly, your appointment? *

Yes

No

If yes, please identify and explain the basis for the potential.

Do you or your spouse have a contractual agreement with the Academy? *

Yes

No

If yes, please provide an explanation.

Do you or your spouse have any ownership interest in any management company contracting with the Academy? *

Yes

No

If yes, please provide an explanation.

Have you or your spouse guaranteed any loans for the Academy? *

Yes

No

If yes, please provide an explanation.

Will you or your spouse be leasing or selling any real property to the Academy? *

Yes

No

If yes, please provide an explanation.

Will you or your spouse be employed at the Academy (either as an employee of the Academy or as an employee of a management company contracted by the Academy)? *

Yes

No

If yes, please provide an explanation.

Do you or your spouse sell any supplies, materials, equipment or other personal property to the Academy? *

Yes

No

If yes, please provide an explanation.

Have you or your spouse provided any start-up funds to the Academy? *

Yes

No

If yes, please provide an explanation and how much.

Do you or your spouse, or other close family members have ownership, interest, whether directly or indirectly, in any corporation, partnership, association, or other legal entity which will enter into a contract with the Academy? *

Yes

No

If yes, please provide an explanation.

Is there any other matter in which you are involved which is or may be incompatible or in conflict with the discharge of the duties of the position to which you seek to be appointed or which may impair or tend to impair your independence of judgment or action in the performance of the duties of that position? *

Yes

No

If yes, please provide an explanation.

Ethical Matters

If you answer "yes" to any of the following questions, please provide an explanation.

Citations: Have you ever been cited for a breach of ethics for unprofessional conduct by, or been named in, a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? *

Yes

No

If yes, please provide an explanation.

Convictions: Have you ever been convicted of or entered a plea of guilty or nolo contendere or forfeited collateral for any criminal violation other than a minor traffic offense? (Minor traffic offenses do not include the Michigan offenses of operating under the influence of liquor, operating while impaired, reckless driving, or the equivalent offenses in other states). *

Yes

No

If yes, please provide an explanation.

Current Charges: Are you now under charges for any violation law? *

Yes

No

If yes, please provide an explanation.

U.S. Military Convictions: Have you ever been convicted by any military court? *

Yes

No

If yes, please provide an explanation.

Imprisonment: Have you ever been imprisoned, been on probation, or been on parole? *

Yes

No

If yes, please provide an explanation.

Agency Proceedings: Civil Litigation: Are you presently, or have you ever been a party in interest in any administrative agency proceedings or civil litigation which is related in any way to the position to which you seek to be appointed? *

Yes

No

If yes, please provide an explanation.

Agency Proceedings and Civil Litigation of Affiliates and Family: Has any business in which you, your spouse, close family members or business associate are or were an officer, director, or partner been a party to any administrative agency proceedings or civil litigation relevant to the position to which you seek to be appointed? (With respect to this question, you need only consider proceedings and litigation that occurred while you, your spouse, close family member or business associate were an officer of that business). *

Yes

No

If yes, please provide an explanation.

Other: Is there any other any additional information, favorable or unfavorable, which you feel should be considered in connection with your appointment? *

Yes

No

If yes, please provide an explanation.

References Required

Please submit three (3) character references. References must have no family relation to you (no blood relatives or relatives by marriage).

Name *

Rev. Samuel Greer

Relationship to you *

Friend

Telephone Number *

231-206-1612

How long have you known this person? *

20 years

Name *

Rev. Trent Williams

Relationship to you *

Friend

Telephone Number *

231-360-5240

How long have you known this person? *

10 years

Name *

Jennifer Haworth

Relationship to you *

Friend

Telephone number *

224-577-9040

How long have you known this person? *

Option 1

Application Verification

I recognize that all information submitted with this application or gathered by Muskegon Heights Public School Academy System as a result of this application becomes a matter of public record, subject by law to disclosure upon request to members of the general public. I will hold Muskegon Heights Public School Academy System, its trustees, officers, employees, or authorized agents harmless from liability for the disclosure of any information it reasonably believes is true based upon my representations or resulting from this application process. *

I Agree

I Disagree

By typing my name below, I certify that the information provided in this statement is, to the best of my knowledge, true and accurate. *

Dwayne D Banks

By typing my name below, I am signing this document. *

Dwayne D Banks

Date: Month Date Year *

May 18, 2020

This form was created inside of Muskegon Heights Public School Academy.

Google Forms

Muskegon Heights Public School Academy System

Board Application

I hereby request appointment to the Muskegon Heights Public School Academy System Board of Directors. *

Yes

No

Name: Last First Middle *

Coleman, Angelia, Nickole

Dat of Birth *

May 18, 1970

Home Address *

3066 MacArthur Rd.

City State Zip *

Muskegon

Employer

Currently Self-Employed; Actively seeking pursuing new opportunities in my field.

Position/Job Title

Educational Consultant

Employer Address

3066 MacArthur

City State Zip

Muskegon

Home Phone Number

Cell Phone Number *

231-720-5282

Fax Phone Number

Email Address

acolem42@emich.edu

Spouse's Name

Orbra Coleman

Are you a United States Citizen? *

Yes

No

Are you a Michigan resident? *

Yes

No

Education History

High School *

Muskegon

City State Zip *

Muskegon, MI 49442

Graduation Date

May 1988

Undergraduate Institutions

Associate

B.S.

B.B.A.


Other _____

Institution Name

Grand Valley State University

Graduate Date: Month Year

May 2002

 Option 1

Major

Educational Leadership

Minor

Concentration / Degree

Ed Specialist Degree

Institution Name

Grand Valley State University

Graduation Date: Month Year

Major

Minor

Concentration / Degree

Post-Graduate and Professional Institutions

M.A.

M.S.

M.B.A.

M.Ed.

Ph.D.

J.D.

M.D.

Institution Name

Eastern Michigan University

Graduation Date: Month Year

April 2020

Concentration / Degree

Educational Leadership

Institution Name

Grand Valley State University

Concentration / Degree

Employment Experience

Please list your employment experiences for the past 10 years.

Employer

Grand Valley State University

Dates of Employment

1/20-3/20

Job Title

Disability Resources Advisor

Employer

National Heritage Academies

Dates of Employment

April 2011- December 2019

Job Titles

Principal

Do you hold any professional licenses? *

Yes

No

If you hold any professional licenses, please describe the licenses including the license number.

Administrator & Teacher

What special skills could you bring to the public school academy board? *

I have had the privilege of working with my former staff and students in urban schools both public and charter for the past 11 years. One of the greatest asset that I can bring to the board is my insight that I've gained from collaborations with our stakeholders (parents, board, ISD, community, etc.) and the expectations that each partner holds. Of even greater importance, I know what it is like as the building principal to seek after various resources and supports to help strengthen the social-emotional gaps that our students experience which can ultimately impact their learning. School governance is a serious matter. Ethics, empathy, transparency, accountability and having difficult conversations in a professional manner must all be handled with equitable diligence. These are all skills and characteristics that I would be able to bring to the PSAB. Having recently completed my dissertation, I am willing and able to share empirical research on deficit thinking in urban education and professional development tools that can be utilized as additional support for teachers and school administration. Ultimately, I have always had a heart our students and an asset-based mindset which seeks to empower our students and families, doing whatever is necessary to reach our goals.

Option 1

Additional Qualifications

Please answer the following five (5) questions, if applicable. Please use a separate sheet if necessary.

Government Experiences: List any experience in, or association with, local, state or federal government (exclusive of elective public office but including advisory, consultative, current or previous appointments, honorary, or other part-time service or position), with dates of services.

I currently in my second year ofw office on the Professional Development Committee for Michigan Elementary & Middle School Principal Association (MEMSPA). I also currently hold a position on the Muskegon Township Board of Review.

Elective Public Office: List all elective public offices sought and held with dates of service.

Honors and Awards: List all scholarships, fellowships, honorary society memberships, and other special recognition for outstanding service or achievement.

Graduated Magna Cum Laude from GVSU (2002); EMU competitive grant research recipient

Volunteer Experiences: List all experience with volunteer organizations and positions held.

I am a member of Alpha Kappa Alpha Sorority, Inc. as hold two elected position within our service organization.

Miscellaneous: List any additional points, including special skills that qualify you for this position.

Conflict of Interest

Instructions: If you answer "yes" to any of the following questions, please provide an explanation.

Do you know if any person or group who might take covert steps to attack, even unfairly, your appointment? *

Yes

No

If yes, please identify and explain the basis for the potential.

Do you or your spouse have a contractual agreement with the Academy? *

Yes

No

If yes, please provide an explanation.

Do you or your spouse have any ownership interest in any management company contracting with the Academy? *

Yes

No

If yes, please provide an explanation.

Have you or your spouse guaranteed any loans for the Academy? *

Yes

No

If yes, please provide an explanation.

Will you or your spouse be leasing or selling any real property to the Academy? *

Yes

No

If yes, please provide an explanation.

Will you or your spouse be employed at the Academy (either as an employee of the Academy or as an employee of a management company contracted by the Academy)? *

Yes

No

If yes, please provide an explanation.

Do you or your spouse sell any supplies, materials, equipment or other personal property to the Academy? *

Yes

No

If yes, please provide an explanation.

Have you or your spouse provided any start-up funds to the Academy? *

Yes

No

If yes, please provide an explanation and how much.

Do you or your spouse, or other close family members have ownership, interest, whether directly or indirectly, in any corporation, partnership, association, or other legal entity which will enter into a contract with the Academy? *

Yes

No

If yes, please provide an explanation.

Is there any other matter in which you are involved which is or may be incompatible or in conflict with the discharge of the duties of the position to which you seek to be appointed or which may impair or tend to impair your independence of judgment or action in the performance of the duties of that position? *

Yes

No

If yes, please provide an explanation.

Ethical Matters

If you answer "yes" to any of the following questions, please provide an explanation.

Citations: Have you ever been cited for a breach of ethics for unprofessional conduct by, or been named in, a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? *

Yes

No

If yes, please provide an explanation.

Convictions: Have you ever been convicted of or entered a plea of guilty or nolo contendere or forfeited collateral for any criminal violation other than a minor traffic offense? (Minor traffic offenses do not include the Michigan offenses of operating under the influence of liquor, operating while impaired, reckless driving, or the equivalent offenses in other states). *

Yes

No

If yes, please provide an explanation.

Current Charges: Are you now under charges for any violation law? *

Yes

No

If yes, please provide an explanation.

U.S. Military Convictions: Have you ever been convicted by any military court? *

Yes

No

If yes, please provide an explanation.

Imprisonment: Have you ever been imprisoned, been on probation, or been on parole? *

Yes

No

If yes, please provide an explanation.

Agency Proceedings: Civil Litigation: Are you presently, or have you ever been a party in interest in any administrative agency proceedings or civil litigation which is related in any way to the position to which you seek to be appointed? *

Yes

No

If yes, please provide an explanation.

Agency Proceedings and Civil Litigation of Affiliates and Family: Has any business in which you, your spouse, close family members or business associate are or were an officer, director, or partner been a party to any administrative agency proceedings or civil litigation relevant to the position to which you seek to be appointed? (With respect to this question, you need only consider proceedings and litigation that occurred while you, your spouse, close family member or business associate were an officer of that business). *

Yes

No

If yes, please provide an explanation.

Other: Is there any other any additional information, favorable or unfavorable, which you feel should be considered in connection with your appointment? *

Yes

No

If yes, please provide an explanation.

.....

References Required

Please submit three (3) character references. References must have no family relation to you (no blood relatives or relatives by marriage).

Name *

Shontaye Witcher

.....

Relationship to you *

Previous supervisor & colleague

.....

Telephone Number *

231-766-1188

.....

How long have you known this person? *

20 years

Name *

Brandy Lovelady Mitchell

Relationship to you *

Colleague

Telephone Number *

616-406-9016

How long have you known this person? *

10 years

Name *

Amena Moiz

Relationship to you *

Former employee & colleague

Telephone number *

810-625-3555

How long have you known this person? *

Option 1

Application Verification

I recognize that all information submitted with this application or gathered by Muskegon Heights Public School Academy System as a result of this application becomes a matter of public record, subject by law to disclosure upon request to members of the general public. I will hold Muskegon Heights Public School Academy System, its trustees, officers, employees, or authorized agents harmless from liability for the disclosure of any information it reasonably believes is true based upon my representations or resulting from this application process. *

I Agree

I Disagree

By typing my name below, I certify that the information provided in this statement is, to the best of my knowledge, true and accurate. *

Angelia Coleman

By typing my name below, I am signing this document. *

Angelia Coleman

Date: Month Date Year *

5-20-20

This form was created inside of Muskegon Heights Public School Academy.

Google Forms



Technology and Curriculum Alignment Update

Muskegon Heights Public School Academy System

March 18, 2019

Introductions

- **Lakeshore Technology Consortium(LTC)**
 - **Wendy Gialanella, On-site Technician**
 - **Tim Brown, Director of Technology**
 - **Keith Jelinek, Site Coordinator**
 - **Myles Sylva, Network Engineer**



Background Information & Accomplished Projects

- **Migration from Windows PCs to Google Chromebooks**
 - **Why Chromebooks?**
 - **Low cost of Chromebooks allows for more devices in student hands compared to Windows PC**
 - **Allowed district to develop a realistic device replacement cycle, 4 years**
 - **Windows computers require 20k+ annually for licensing**



Background Information & Accomplished Projects

- **Migration from Windows PCs to Google Chromebooks**
 - **Why Chromebooks?**
 - **Google Platform benefits**
 - Staff and students are on the same platform
 - Easy Collaboration between staff and students
 - Google Classroom is a great easy to use learning management system
 - Offered free to K-12 Education (\$50 per device otherwise)



Background Information & Accomplished Projects

- Connected to MAISD's firewall and internet filter to keep kids safe online
- Replaced a non-working phone system with an upgraded VOIP system while joining the MAISD's phone system consortium to save costs.
- State of the art classroom technology upgraded at MLK.
- Network switch upgrades district-wide for more reliable internet.
- Door access system addition.
- New district wide surveillance system with all new cameras at MHA



Access to Technology

- **Distribution of Devices**
 - Edgewood: 3 centralized carts
 - MLK: 1 centralized cart plus 5-8 devices per classroom
 - MHA: 6 carts

- **466 total devices for district (including staff)**
 - Edgewood: 101 chromebooks: 153 students
 - MLK: 131 chromebooks: 247 students
 - MHA: 118 chromebooks: 245 students
 - STAFF: 87



Curriculum Connections

← All classrooms have tech carts that include projector & document camera →

Math	ELA	Social Emotional Learning	Multiple Content Areas	Science and Social Studies*
<ul style="list-style-type: none">• Imagine Learning (K-12)• NWEA Assessment (K-12)	<ul style="list-style-type: none">• ReadyGen (K-6)• MyPerspectives (7-12)	<ul style="list-style-type: none">• True Success (K-12)	<ul style="list-style-type: none">• Plato Online Learning (9-12)	<ul style="list-style-type: none">• Discovery Education

**potential pilot programming for April, 2019 to support SY2019-20 curriculum selection process*



Balancing Technology & Other Strategies

- **Culturally Responsive Teaching & Learning** requires many opportunities for student face to face discussion and interaction for social emotional and academic learning
- **Recent research** indicates “paper & pencil learning” is still valuable for retention and test taking purposes.
- **Differentiated instruction** requires a variety strategies



Professional Learning & Instructional Support

- **Google Drive: Google Docs, Slides, Forms**
- **Google Calendar**
- **Gmail**
- **Empowering Coaching**
- **Curriculum Crafter**
- **Poll Anywhere**
- **PowerSchool Student Information System**





MHPSAS Board Meeting Presentation

Technology Use Update

January 27, 2020



Overview

- PART 1: Research
- PART 2: Technology Use
- PART 3: Next Steps



PART 1:

- Research

21st Century Skills





21st Century Skills

Learning and Innovation Skills (The “4 C’s”)	Information, Media and Technology Skills	Life & Career Skills
<ul style="list-style-type: none">● Critical Thinking● Creativity● Collaboration● Communication	<ul style="list-style-type: none">● Informational Literacy● Media Literacy● Technology Literacy	<ul style="list-style-type: none">● Flexibility● Initiative and Self-Direction● Social and Cross-Cultural Skills● Productivity and Accountability● Leadership and Responsibility



21st Century Skills

21st Century Skills	Defined
Critical Thinking	<ul style="list-style-type: none">● Use various types of reasoning● Use systems thinking● Make judgments and decisions● Reflect critically on learning experiences● Identify and ask significant questions
Creativity	<ul style="list-style-type: none">● Brainstorm, elaborate, refine, analyze, and evaluate ideas● Demonstrate originality and inventiveness in work● Be open and responsive to new and diverse perspectives● Act on creative ideas

Excerpted from: [Batelle for Kids: FRAMEWORK FOR 21st CENTURY LEARNING DEFINITIONS, 2019](#)



21st Century Skills

21st Century Skills	Defined
Collaboration	<ul style="list-style-type: none">• Demonstrate ability to work effectively and respectfully with diverse teams• Exercise willingness to be helpful in making necessary compromises to accomplish a common goal• Assume shared responsibility for collaborative work• Value the individual contributions made by each team member
Communication	<ul style="list-style-type: none">• Articulate thoughts and ideas effectively using oral, written, and nonverbal communication• Listen effectively

Excerpted from: [Batelle for Kids: FRAMEWORK FOR 21st CENTURY LEARNING DEFINITIONS. 2019](#)



21st Century Skills

21st Century Skills	Defined
Informational Literacy	<ul style="list-style-type: none">● Access information efficiently (time) and effectively (sources)● Evaluate information critically and competently● Use information accurately and creatively for the issue or problem at hand● Manage the flow of information from a wide variety of sources● Understand and apply the ethical/legal issues surrounding the access and use of information
<p>Excerpted from: Batelle for Kids: FRAMEWORK FOR 21st CENTURY LEARNING DEFINITIONS, 2019</p>	



21st Century Skills

21st Century Skills	Defined
Media Literacy	<ul style="list-style-type: none">• Understand both how and why media messages are constructed, and for what purposes• Examine how individuals interpret messages differently, how values and points of view are included or excluded, and how media can influence beliefs and behaviors• Create media products
Technology Literacy	<ul style="list-style-type: none">• Use technology as a tool to research, organize, evaluate, communicate and create information

Excerpted from: [Batelle for Kids: FRAMEWORK FOR 21st CENTURY LEARNING DEFINITIONS. 2019](#)



21st Century Skills

21st Century Skills	Defined
Life & Career Skills	Flexibility Initiative and Self-Direction Social and Cross-Cultural Skills Productivity and Accountability Leadership and Responsibility
<p><i>Excerpted from: Batelle for Kids: FRAMEWORK FOR 21st CENTURY LEARNING DEFINITIONS, 2019</i></p>	

Balancing Technology & Other Instructional Strategies



- **21st Century Skills** require varied strategies to support The 4 C's (communication, collaboration, creativity, critical thinking), Information, Media & Tech Literacy, and Life Skills
- **Culturally Responsive Teaching & Learning** requires many opportunities for student face to face discussion and interaction for social emotional and academic learning
- **Differentiated Instruction** requires varied strategies to support multiple learning styles, interests, content and work products



PART 2:

- Technology Use



Student Tech Device Totals

School	Tech Labs	Chromebook Totals	Nook Tablet Totals	Total Tech Devices	Number of Students	Ratio Devices: Student
Edgewood: (TK-1)		98	96	194	128	1.5 : 1
MLK:	23	137	208	368	230	1.6 : 1
MHA:	26	147	35	208	251	.7 : 1
District-Wide:	49	382	339	770	609	1.3 : 1



Staff Tech Device Totals

School	Chromebook Totals	Tech Cart Totals	Interactive TV Totals
Edgewood:	92	8	0
MLK:		28	21
MHA:		9	2
District-Wide:		45	23



Google App Usage Activity

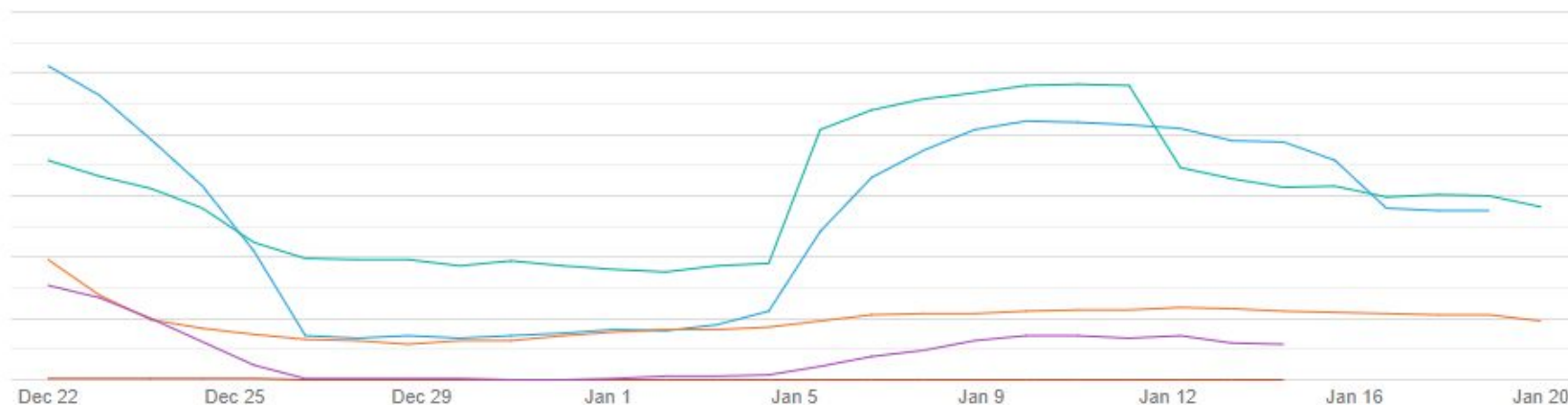
Apps usage activity

Last 1 month ▾

Latest data available for: Jan 20, 2020

● Gmail ● Drive ● Calendar ● Google+ ● Classroom

Weekly active users



43,008 -11,465 (21%)
Total Emails

2,165* -915 (30%)
Files added

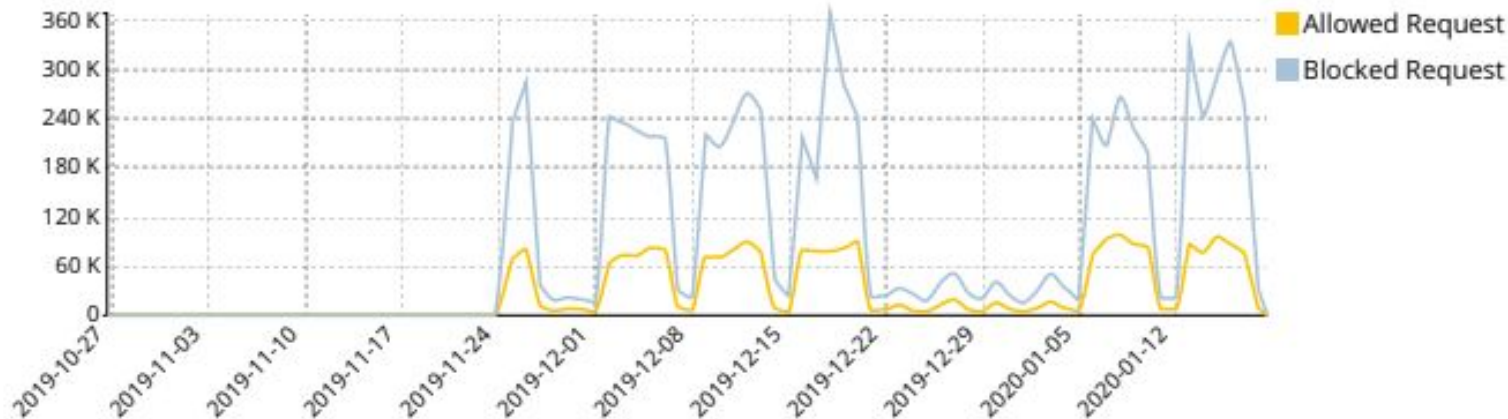
8 -11 (58%)
Video Hangouts



Web Usage Summary

Web Usage Summary

Requests Summary





Curriculum Connections

Math	ELA	Social Emotional Learning	Multiple Content Areas	Science
Imagine Learning (K-12) NWEA Assessment (K-12)	Pearson ReadyGen (K-6) Pearson MyPerspectives (7-12)	True Success (K-12) PBIS SWIS Data Suite	Plato Online Learning (9-12)	Inspire Science



Imagine Learning (Math): Active Students

School	Active Students
Edgewood	50
MLK	155
MHA	49



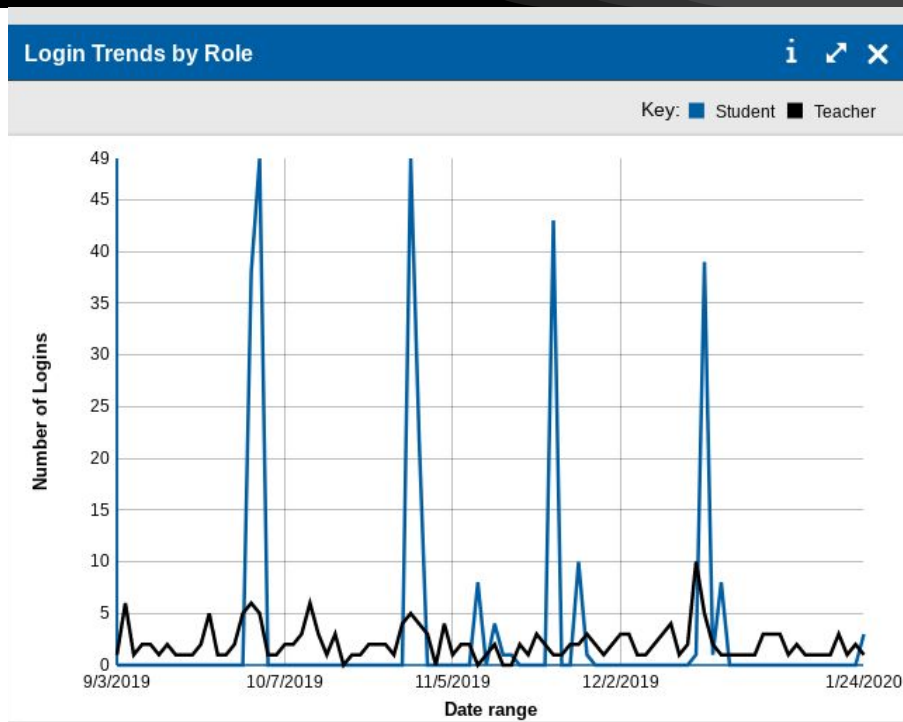
Pearson (ELA): District Log-In Trends

Logins by School				
Key: ■ Decline ■ No change ■ Increase				
Schools	Trend	Student	Teacher	Total
EDGEWOOD ELEMENTA...	↑ +7%	278	191	469
MARTIN LUTHER KING A...	↑ +53%	1,708	755	2,463
MUSKEGON HEIGHTS HI...	↑ +265%	3,697	482	4,179

Total Logins	
Key: ■ Decline ■ No change ■ Increase	
<h1>7,111</h1> <h2>Total Logins</h2>	
<p>Total logins are the amount of times all of your students and teachers have logged in overall.</p>	

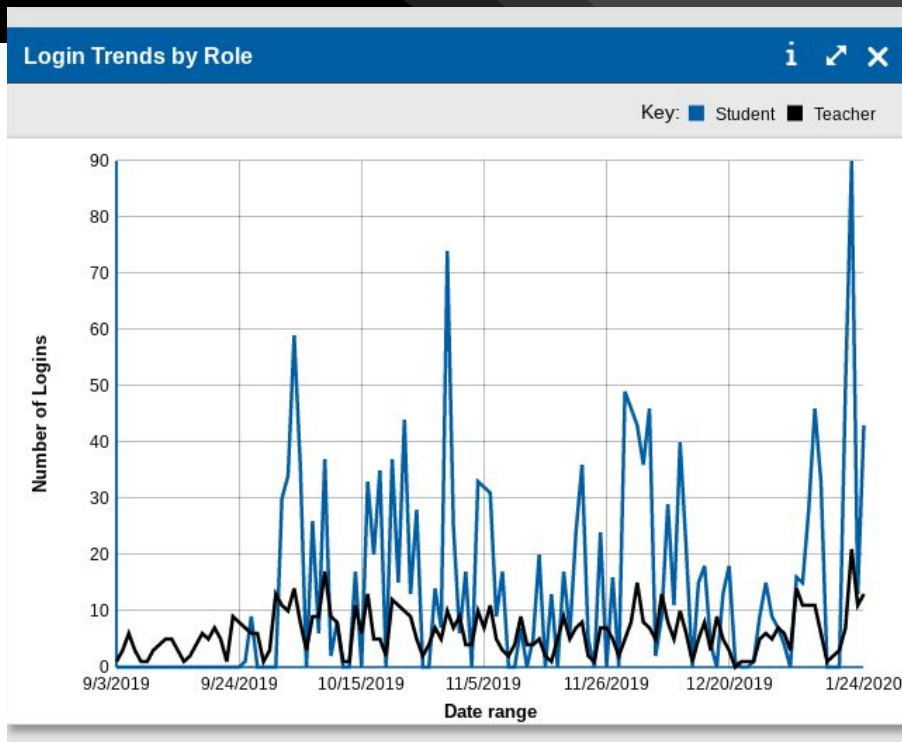


Pearson (ELA): Edgewood Log-In Trends



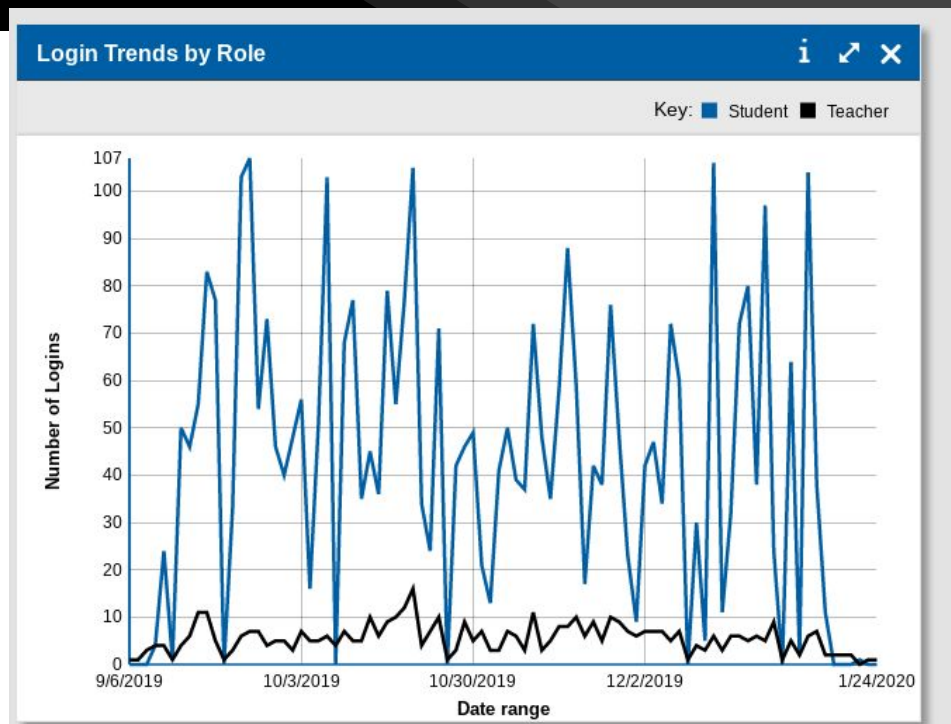


Pearson (ELA): MLK Log-In Trends





Pearson (ELA): MHA Log-In Trends





True Success

School	Average # of Lessons Completed/Class	Average Time Per Lesson
Edgewood:	45	14 min
MLK:	64	15 min
MHA:	38	23 min



Professional Learning & Instructional Support

- Google Drive: Google Docs, Slides, Forms
- Google Calendar
- Gmail
- Empowering Coaching
- Curriculum Crafter
- Poll Anywhere
- PowerSchool Student Information System



PART 3:

- Next Steps



Integrating Technology to Support Instruction

- Focus on Tier 2 Interventions:
 - **ELA:** developing small groups that include tech-supported learning
 - **Math:** developing small groups that include tech-supported learning
 - **Social Emotional Learning:** using PBIS SWIS data to provide targeted behavior interventions



Thank you!



Partnership District 18-Month RGA Benchmark Summary
Muskegon Heights Public School Academy
May 14, 2020

Office of Partnership Districts

*Creation of Summary Report Under the
Supervision of: Dr. William Pearson, Director
5.11.20*



*"Positioning Partnership
Districts for Success!"*

Partnership District: Muskegon Heights Public School Academy

Partnership District Agreement Implementation Date: July 2018

PURPOSE

The purpose of this document, the Partnership District 18-Month Benchmark Summary, is to provide Partnership Districts with a comprehensive summary of the first 18 months of the 36-month Partnership Agreement. This document is designed as a communication tool to provide transparency of the Partnership District Model and is meant for public view.

INTRODUCTION

In 2017, Partnership Districts were developed with the goal of improving achievement levels at the lowest-performing schools in Michigan. Partnership Agreements serve as the primary intervention utilized by the Michigan Department of Education (MDE) to facilitate improvements in student academic achievement and success in districts identified as low performing. Partnership District Agreements are developed and amended in a partnership-style of collaboration with the identified district, the MDE, the Intermediate School District (ISD), community partners, and/or Authorizers. The 18-month benchmark review or Review of Goal Attainment (RGA), is designed to bring all stakeholders to the discussion to review and determine the level of progress made on identified goals, strategies, objectives, and/or benchmarks.

REVIEW OF GOAL ATTAINMENT STATUS DETERMINATION

Using the RGA Structured Conference format, final determination of status was collaboratively determined. See Appendix A for business rules utilized to make the final determination.

Status Determination:

ON-TRACK	OFF-TRACK: WITH PROGRESS	OFF-TRACK: WITH LIMITED PROGRESS
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DISTRICT BENCHMARKS

Prior to the Structured Conference, the district, the MDE, and at least one additional partner, conducted an independent review and recommendation for each Partnership District 18-month benchmark. During the structured collaborative conversations, all participants discussed and explained their pre-assessment ratings. The final determinations are shown below. See Appendix B for the list of attendees during the Structured Conference.

18-Month Benchmark(s) Muskegon Heights Public School Academy System Date of Structured Conference: May 14, 2020		Benchmark Type	Review Status (Met or Not Met)			
			District	Partner	MDE	Final
1	1a)(P)Documentation of research-based, scope and sequenced, written and viable curriculum in Math K-12, ELA K-12.	Process	Met	Met	Met	Met
2	1b)(O/L)Given the 17-18 Acadience Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grade 2 on the composite score will increase by at least 3 percentage points annually for the 18-19 school year, as measured by the Acadience Assessment. (See Appendix B for Table E)	Local Outcome	Met	Met	Met	Met
3	1c)(O/L)Given the 17- 18 Acadience Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grade 3 on the composite score will increase by at least 3 percentage points annually for the 18-19 school year, as measured by the Acadience Assessment. (See Appendix B for Table E)	Local Outcome	Not Met	Not Met	Not Met	Not Met
4	1d)(O/L)Given the 17- 18 Acadience Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grade 4 on the composite score will increase by at least 3 percentage points annually for the 18-19 school year, as measured by the Acadience Assessment. (See Appendix B for Table E)	Local Outcome	Not Met	Not Met	Not Met	Not Met
5	1e)(O/L)Given the 17- 18 Acadience Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grade 5 on the composite score will increase by at least 3 percentage points annually for the 18-19 school year, as measured by the Acadience Assessment. (See Appendix B for Table E)	Local Outcome	Met	Met	Met	Met
6	1f)(O/L)Given the 17- 18 Acadience Summary of Effectiveness of Core Instruction, the percentage of students maintaining benchmark status in grade 6 on the composite score will increase by at least 3 percentage points annually for the 18-19 school year, as measured by the Acadience Assessment. (See Appendix B for Table E)	Local Outcome	Met	Met	Met	Met

7	2a)(P)Tiered Fidelity Inventory implemented at 70% to demonstrate fidelity for Universal PBIS.	Process	Met	Met	Met	Met
8	2b)(P)Epicenter report on successful implementation of media stories per communication plan.	Process	Met	Met	Met	Met
9	3a)(O/L)Minimum percent of students participating in leadership activities will be 10%.	Local Outcome	Met	Met	Met	Met
10	3b)(P)100% of administrators and leadership team will score Effective on evaluations.	Process	Met	Met	Met	Met
11	3c)(P)Participation in leadership opportunities for teacher leaders such as Strategic Planning Committees, DAN, BAN and Mentoring will increase to a 20% participation rate.	Process	Met	Met	Met	Met
12	4a)(P)100% of partners will be aligned to the Strategic Plan of MHPSAS.	Process	Met	Met	Met	Met
13	4b)(O/L)70% of students will have the opportunity to be involved in external exposure activities.	Local Outcome	Met	Met	Met	Met
14	4c)(P)Review of Integration Mapping.	Process	Met	Met	Met	Met
15	5a)(P)A score of Strong Fidelity on the Blueprint Fidelity Tool.	Process	Met	Met	Met	Met
16	5b)(P)Installation of the Mechanical Level of the Talent Management Infrastructure to recruit & retain instructional staff.	Process	Met	Met	Met	Met
17	5c)(P)Achieve 70% on the District Capacity Assessment Total Score.	Process	Met	Met	Met	Met

Muskegon Heights Public School Academy System Review Summary

	Count	Percent
Process Benchmarks Met:	10 out of 10	100
Local Outcome Benchmarks Met:	5 out of 7	71
State Assessment Benchmarks Met:	NA	NA

District Status: On-Track

BENCHMARK DATA SUMMARY CONVERSATION

A summary of the collaborative conversation which took place during the RGA Structured Conference that provides further context on the final determination.

The Benchmark Data Summary Conversation included valuable dialogue around processes to support Dr. Martin Luther King Jr. Academy. The presentation highlighted five goal areas which encompass all benchmarks: rigorous learning, Tiger Pride, leadership, community partnerships, and talent management.

Superintendent Garcia and her team at Muskegon Heights Public School Academy (MHPSA) presented a summary on the progress on benchmarks, the systems for addressing each benchmark, and building capacity of all staff. The conversation concluded with next steps to sustain these efforts.

In the area of rigorous learning, teachers are providing core instruction through a research based, viable curriculum. Teachers are supported through a multi-tiered system, which transfers to student support and success. Continuous feedback is also provided to teachers for improvement. Documentation of research-based, scope and sequence, written and viable curriculum in Math K-12 and English Language Arts K-12 proved to be successful with improving student achievement. MHPSA set clear expectations on establishing an effective learning environment for students.

In the area of Talent Management, MHPSA installed the Statewide Systems of Support Mechanical Level- Talent Management Infrastructure to recruit and retain instructional staff. The district has successfully implemented the Supporting Emerging Educator Development (SEED) Program to recruit and retain highly qualified teachers. The current retention rate is at 96%. Teachers also have the opportunity to receive best practice retention bonuses.

PROMISING PRACTICES

It is imperative to identify and recognize promising practices that have surfaced during the process. Below is a list of these promising practices that should be reviewed and retained as needed and appropriate.

- Teacher retention strategies has increased the teacher retention rate to 96%.
- The partnership with MI Excel Statewide Field Team and the Michigan Department of Education has been successful.
- A viable curriculum and a school-wide pacing chart is being implemented with fidelity.
- The selection of external partnerships is aligned with MHPSA's Strategic Plan.
- The district's progress is communicated throughout the community.
- The district's readiness to pivot to remote learning and to ensure that students were getting their needs met, included all staff being part of the online learning process.
- Staff has been successful in reaching out to students during the Stay at Home order.
- District leaders have a relentless nature to provide students with the best education that they deserve.
- A coaching model is in place to provide teachers with support.
- A Performance Management system around high-quality instruction is used to support teachers.

RGa COLLABORATIVE RECOMMENDATIONS

A summary of the collaborative recommendations from all stakeholders is listed below. The Partnership District is encouraged to review and implement these recommendations if they align to the partnership goals and/or benefit the academic and non-academic success of students.

- Consider joining the Michigan Data Hub to manage school-wide data.
- Continue to use the same curriculum for the Continuity Learning Plan.
- Pursue a grant for teacher recruitment, retention, building capacity, and performance pay.

NEXT STEPS

Upon receiving the Partnership District 18-Month Summary, the institution is encouraged to implement the following steps:

- *Review and share the status determination with all stakeholders.*
- *Develop plans and strategies to address the recommendations identified through the RGA process.*
- *Use the data from the summary report to guide and strengthen the district's continuous improvement efforts.*
- *Celebrate the successes and promising practices noted in the report.*

Review of Goal Attainment Assurance Page

The signature of the District Superintendent or PSA School Leader below verifies the individuals listed below have been apprised of the contents of the Partnership District 18-Month Benchmark Summary and all questions have been addressed.

- Garland Kilgore, President, Board of Education
- Dr. John Severson, Superintendent, Muskegon Area ISD

Rane Garcia, Superintendent

William Pearson, Director, Office of Partnership Districts

Signature: _____

Signature: William Pearson

Date: _____

Date: 06/02/2020

APPENDIX A

REVIEW OF GOAL ATTAINMENT 18 – MONTH PERFORMANCE LEVEL BUSINESS RULES		
On Track		
	A district that is On Track has:	Metric Values
Method 1	<ul style="list-style-type: none"> • Met all benchmarks 	<ul style="list-style-type: none"> • Met 100% of all process, local, and state level assessment benchmarks
Method 2	<ul style="list-style-type: none"> • Met most or all process benchmarks, and • Met most benchmarks utilizing local data * applies only when no state outcomes present 	<ul style="list-style-type: none"> • Met at least two-thirds (66.67%) of process benchmarks and • at least two-thirds (66.67%) of benchmarks utilizing local data
Method 3 (If state benchmark present)	<ul style="list-style-type: none"> • Met most or all process benchmarks, and • Met some academic benchmarks utilizing local data (if present), and • Met some state level assessment data benchmark 	<ul style="list-style-type: none"> • Met at least two-thirds (66.67%) of process benchmarks, • at least one-third (33.33%) of benchmarks utilizing local data (if present), and • at least one state assessment benchmark(s)
Off Track with Progress		
	A district that is Off Track with Progress has:	Metric Values
Method 1	<ul style="list-style-type: none"> • Met some process benchmarks, and • Met some benchmarks utilizing local data * applies only when no state outcomes present 	<ul style="list-style-type: none"> • Met at least one-third (33.33%) of process benchmarks and • at least one-third (33.33%) of benchmarks utilizing local data
Method 2 (If state benchmark present)	<ul style="list-style-type: none"> • Met some process benchmarks, and <ul style="list-style-type: none"> ○ Met at least one benchmark utilizing local data (if present), and ○ Met at least one state level assessment data benchmark 	<ul style="list-style-type: none"> • Met at least one-third (33.33%) of process benchmarks, and <ul style="list-style-type: none"> ○ at least one (1) local benchmark (if present), and ○ at least one (1) state assessment benchmark
Off Track with Limited Progress		
	A district that is Off Track with Limited Progress has:	Metric Values
	<ul style="list-style-type: none"> • Met few or none of its process benchmarks, and <ul style="list-style-type: none"> ○ Met a few or none of its benchmarks utilizing local data, or ○ Met none of its state level assessment data benchmark 	<ul style="list-style-type: none"> • Met less than one-third (33.33%) of process benchmarks, and <ul style="list-style-type: none"> ○ Less than one-third (33.3%) of its benchmarks utilizing local data, or ○ None of its state level assessment data benchmarks

APPENDIX B

Attendee List - Review of Goal Attainment Conference Muskegon Heights PSA System May 14, 2020

Name	Title	Organization	Email Address
Anderson, Kristen	K-12 Literacy Coach	MHPSAS	kanderson2@mhtigers.org
Bennett, Jay	Assistant Director of Executive Search Services	MASB	jbennett@masb.org
Bouwman, Jennifer	Strategic Plan/Partnership Agreement Coordinator	MHPSAS	jbouwman@mhtigers.org
Chapman, Gloria	Assistant Director	OPD, MDE	chapmang1@michigan.org
Clark, Rachel	Executive Administrative Coordinator	MHPSAS	rclark@mhtigers.org
Davis, Kimberly	Partnership Agreement Liaison	OPD, MDE	davisk45@michigan.gov
Dean, Christopher	Academy Board Member	MHPSAS	cdean@mhtigers.org
Garcia, Rane	Superintendent	MHPSAS	rgarcia@mhtigers.org
Goodman, Steve	Director	MiMTSS TA Center	sgoodman@mibslimtss.org
Grant-Koster, Dawn	Finance Manager	MHPSAS	dgrant@muskegonisd.org
Haun-Frank, Julie	Consultant	MAISD	jhaunfrank@muskegonisd.org
Henry, Amy	School Improvement & MTSS Consultant	MAISD	ahenry@muskegonisd.org
Johnson, Carrie	Coordinator of Professional Learning	MiExcel Statewide Field Team	johnsonc@calhounisd.org
Jones, Eddies	Principal of Muskegon Heights Academy	MHPSAS	ejones@mhtigers.org
Kemperman, Aleksandra	K-12 Math Coach	MHPSAS	akemperman@mhtigers.org
Kilgore, Garland	Academy Board President	MHPSAS	gkilgore@mhtigers.org
LaDue, Dan	ARE Unit Supervisor	OPD, MDE	ladued@michigan.gov
Lancaster, Paula	Assistant Dean, College of Education & Special Ed	Grand Valley State University	lancastp@gvsu.edu
Lindquist, Randy	Associate Superintendent	MAISD	rlindqui@muskegonisd.org
Little, Lisa	Special Education Supervisor	MHPSAS	llittle@mhtigers.org
Lovelady, Charlie	Principal of Edgewood Elementary	MHPSAS	clovelady@mhtigers.org
Marble, Vanessa	Principal of Dr. Martin Luther King Jr. Elementary	MHPSAS	vmarble@mhtigers.org
Parker, Celestine	Academy Board Member	MHPSAS	cparker@mhtigers.org
Parker, Stephen	Academy Board Member	MHPSAS	sparker@mhtigers.org
Pearson, EDD, Bill	Director	OPD, MDE	pearsonw1@michigan.gov

Name	Title	Organization	Email Address
Reedy, Michael	Dean of Success, Dr. Martin Luther King Jr. Elem	MHPSAS	mreedy@mhtigers.org
Saylor, Jennifer	Assistant Superintendent	MHPSAS	jsaylor@mhtigers.org
Skalmowski, Cody	Technology Support Analyst	MASB	cskalmowski@masb.ogr
Stair, Debbie	Assistant Director of Leadership Development	MASB	dstair@masb.org
Thompson, Arnetta	Director of Talent Management	MHPSAS	athompson@mhtigers.org
VanderHoff, Kerri	Executive Director	Coalition for Community Dev.	kerri@kerrivanderhoff.com
White-McPhaul, Cynthia	Fast Zone Manager	OPD, MDE	whitec10@michigan.gov



Muskegon Heights Public Schools

2603 Leahy Street • Muskegon Heights, MI 49444 • Phone 231-830-3221 Fax 231-830-3560

John Lewis
Assistant Superintendent

May 28, 2020

Mr. Rufus Garland Kilgore
President, Board of Directors
Muskegon Heights Public School Academy System
2441 Sanford Street
Muskegon Heights, Michigan 49444

Dear Mr. Rufus Garland Kilgore,

As I am sure you are aware, over the past several years, there has been a growing concern expressed by the Muskegon Heights Public School District (“District”) concerning the lack of communication, transparency, accountability and progress with regard to the failing academic performance and other deficiencies of the Muskegon Heights Public School Academy System (“PSA”).

We would like to remind you that, effective October 28, 2016 local control of the District (and responsibility for overseeing education in the District) was restored to the District when Governor Snyder accepted the recommendation to remove the District from state oversight of an Emergency Manager. The Board believes that the PSA should reflect its vision and expectations for how education will be advanced in Muskegon Heights going forward.

However, there continues to be a disconnect and lack of communication, which in turn hinders affective oversight by the District. This trend is troublesome, in that ultimately, it is the District that is responsible for the failings of the PSA. Consequently, the District is at an impasse and must make decisions on how to best provide the educational expectations while also balancing our fiduciary responsibilities placed upon it by law. This balancing act will require that certain issues be addressed and rectified to the Districts satisfaction forthwith.

Specifically, the District has communicated with you and continues to have the following concerns:

I. Financial Concerns

A. In the PSA's last two required financial audits, it was uncovered there were material weaknesses in the accounting processes of the academy. Please refer to finding 2018-001 in 2018. This finding was also repeated in 2019 under finding 2019-001. In the PSA's 2018 response to these findings, it was noted that they would correct this problem, but that did not occur. The PSA was given ample time to correct this issue.

B. In the 2018 financial audit, it was also determined that the PSA improperly purchased and distributed gift cards to the staff of MHPSA. This was a direct violation of school code. While there was no financial penalty imposed upon the PSA, the MHPS board believes this is still a serious managerial issue and is disappointed that there was little to no action taken by the academy board, including holding key managerial employees responsible. Please refer to audit finding 2018-002 for detail on this violation.

II. Board Relations Concerns

A. Recently, the MHPS board has been searching for ways to meet directly with members of the MHPSA board to discuss concerns and issues that have been presented to them by students, employees, and community members of the district. The MHPS board requested that a small committee from the MHPSA board to facilitate this. This, in the district's opinion, would not be a violation of Open Meetings Act as deliberations would not be made at this meeting and that discussions from these committee meetings would not be brought into either district's open meetings. When this was proposed to the PSA, the MHPS board was told by the PSA's attorney that this would be a violation of the Open Meetings Act and that they would no longer pursue meeting in this setting. The MHPS board desires a channel of communication that can ask the tough questions and make sure that the MHPSA board will follow up on all issues presented to the MHPS board by staff, parents, and community.

B. During a public board meeting, the MHPS board was informed that the proceeds of the county-wide safety and technology millage would be used to provide every student with Chromebooks. Through discussions with numerous sources, the district found that this was not the case and many students were without Chromebooks. We have been informed that this did recently change due to supplemental funding from the "stay at home" orders, but the board is still concerned that they are being told one thing while another thing occurred. In the board's opinion, this is a continuing pattern of miscommunication from the PSA.

C. The PSA is currently under a partnership agreement with the state and other key community organizations and stakeholders. One of those organizations is the Muskegon Heights Alumni Association. This group has been a cornerstone of Muskegon Heights Public Schools and community for many years and has gained the respect and appreciation of many present and previous board members, superintendents, and emergency managers and community members of the district. Over the past few years, their role within the PSA has been vastly diminished and the MHPS board and community is very disappointed and confused by this. We do not know why this changed so drastically.

D. When the partnership agreement was created, the MHPS board was not included as a partner. This was very confusing as per the contract between MHPS and MHP SA we are responsible for the oversight of the MHP SA board. This concern was brought to the state department responsible for facilitating this agreement and it was fully agreed upon that the MHPS board should be a partner in said agreement. When trying to get the MHPS board on this agreement, the district was met with roadblocks from the PSA. In fact, there was a direct request from MHP SA management to the state department asking that we not be included in certain communications. This created two issues for the MHPS board. One, the district interpreted this to keep us out of the informational loop which further created a divide between MHPS and MHP SA boards. Two, who is making decisions on how information is provided to the MHPS board? Should this have been a decision by MHP SA management or the MHP SA board? Was the MHP SA board even made aware of this decision?

E. There is also concern over what seems to be selective staff member accountability. Certain employee groups are held to very high accountability standards while other higher-ranking key management is not. There seems to be a great deal of inconsistency regarding this matter. There also seems to be a lack of due process when employees have been terminated. This is a huge concern for the MHPS board as teacher turnover inhibits student growth/educational consistency and can create a hostile work environment.

III. Educational Concerns

A. The MHPS board also believes there is a lack of vision for the district and questions whether the current board and management understands what this district means to the community of Muskegon Heights. Is the current curriculum and educational direction enough to keep our kids competitive with other neighboring districts?


B. When information is presented by MHP SA management to the MHPS and community, the information shared tends to be vague and confusing. It appears the focus is on items other than student achievement. The MHPS board wants to know what direct instructions are taking place. Are we experimenting with learning experiences too much as opposed to providing solid, proven classroom learning techniques?

C. MHP SA students are consistently performing among the lowest in Michigan according to standardized assessments. Students are being “pushed through” the district ill prepared to enter college or the workforce upon graduation.

Based on the above mentioned concerns, the District hereby notifies you that it is considering reconstituting the PSA Board pursuant to its authority under Section 507 of The revised School Code, Public Act 451 of 1976, as amended, MCL 380.507 (the “School Code”). Prior to taking this action, the Board hereby directs that your PSA Board appear before the District Board at its special scheduled meeting to be held June 8, 2020 at noon to address the concerns. At the meeting, the District Board will also review with you its Educational Strategic Plan, vision and mission and goals and objectives to ensure all are on the same page about what is expected by the District to consider the next Charter Authorization Period. The attendance of all PSA Board members is mandatory. In the event the District is not satisfied with the information it receives prior to and at the meeting, a Resolution to reconstitute the PSA Board will be un avoidable.

If you or your board have any questions regarding the Board's request, please contact the District's Assistant Superintendent, John Lewis, prior to the next meeting and supply any documentation relative to the above addressed concerns prior to the meeting. We look forward to meeting with the PSA Board to address and hopefully resolve these concerns. As it stands, this will be the first time since last year that we have had the opportunity to all get together to work towards setting the best possible course of action for the District and its students.

Sincerely,

A handwritten signature in black ink that reads "Trinell Scott". The signature is written in a cursive style with a large, stylized initial 'T'.

Trinell Scott

President, Muskegon Heights Board of Education

Muskegon Heights Public School District

cc: Board of Education, Muskegon Heights Public School District
Board of Directors, Muskegon Heights Public School Academy System

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June 8, 2020

BY ELECTRONIC MAIL

Muskegon Heights Public Schools
c/o Ms. Brianna T. Scott, Esq.
75 West Apple Avenue
Muskegon, MI 49440

Re: Response to Letter from Board President T. Scott

Dear Ms. Scott:

We are writing to respond to the letter from your client, the Muskegon Heights Public Schools Board of Education (the “District”), to the Board of the Muskegon Heights Public School Academy System Board of Directors (the “Academy” and the “Academy Board,” respectively).

This letter will do its best to respond to the wide-ranging issues that are raised in the District’s correspondence. The specific concern raised by the District will be listed in **bold**, with our response below in plain text. I do apologize for the timing of transmission to you, but it took quite a bit of time to research and respond to the wide-ranging statements from the District Board in a very compressed period.

After completing the research on the District letter, I did reach out to you on Thursday of last week to discuss the letter and our thoughts about a response. You shared, via email, that you would be unable to speak to me at all until Monday, June 8, 2020 after 10:30 a.m., just before the meeting of your client’s Board of Education. I hope that we can have a productive conversation during this short window before the meeting.

Despite years of dialogue between the two bodies, there seems to be a significant and persistent negative feeling by the District Board about the System Board’s efficacy as well as a desire, evidenced by a fair reading of quotes from members of the District Board in public and in the media, to dissolve the System Board. As will be discussed below, the System board has been quite effective at addressing the combined deficits of the District and its subsequent emergency manager and has also been quite effective in

improving student educational outcomes. As to the dissolution of the System Board, such an action would deprive the students of Muskegon Heights of a school.

To that end, the System Board genuinely wishes to put aside any misunderstandings between the parties and to amicably resolve any differences. A collaborative, mediated process to achieve this, as discussed further down in our response, is a suggestion as a means to this end. We would look forward to working together to set such a process in motion.

The Academy's response follows.

FINANCIAL CONCERNS

District Concern: In the PSA's last two required financial audits, it was uncovered there were material weaknesses in the accounting processes of the academy. Please refer to finding 2018-001 in 2018. This finding was also repeated in 2019 under finding 2019-001. In the PSA's 2018 response to these findings, it was noted that they would correct this problem, but that did not occur. The PSA was given ample time to correct this issue.

Since day to day operational responsibility was handed over to the Academy Board, the Academy Board has been a good steward of its financial resources. For example, since the prior Governor declared a financial emergency in 2012, due to an estimated \$12,000,000 deficit, the Academy has turned those financial circumstances around such that the school now posts an estimated ending positive fund balance for 2018-19 of \$1,197,441, which is up \$199,141 from the 2017-18 fund balance of \$998,700. That is 14.33% of revenues, according to the Academy's projected general fund budget.

The assertions about a repeat issues detected by the successive audits, above, is in error. In fact, the findings in 2018 and 2019 are not repeat issues. They are both independent findings. The finding in 2018 was for an accrual of textbooks that was purchased and paid for, but recognized in the previous year. The audited financials are 100% correct and the audit adjustment was made prior to the final statement of the financials. That error has not been repeated.

In 2019, a different finding in the same category was made and the audit team worked closely with the business manager. An accrual of payroll was missed prior to the audit team beginning their work. The finding has been noted and the business manager is actively working with the auditors to insure that all audit entries are accounted for prior to the engagement of the audit for the FY 2020.

The auditor spoke to our board at an open meeting in 2019 regarding the audit and advised that the audit from 2019 was the best audit that Muskegon Heights Public School Academy has had in many years.

District Concern: In the 2018 financial audit, it was also determined that the PSA improperly purchased and distributed gift cards to the staff of MHPSA. This was a direct violation of school code. While there was no financial penalty imposed upon the PSA, the MHPS board believes this is still a serious managerial issue and is disappointed that there was little to no action taken by the academy board, including holding key managerial employees responsible. Please refer to audit finding 2018-002 for detail on this violation.

We are quite confused by your assertions above. The 2018 audit simply states that “future staff retention measures will be vetted with contractors, ISD and MDE support systems to ensure compliance with all school code and policy.” There is no statement in 2018-002 that “the PSA improperly purchased and distributed gift cards to the staff of MHPSA.” Nor does 2018-002 provide detail on any “violation.”

In fact, the investigation that was conducted by an independent law firm at the request of the State Department of Education concluded that “it does not appear that Superintendent Garcia intended to violate any policies, contracts, or laws through the issuance of gift cards. A preponderance of the evidence available indicates she issued the gift cards to retain Academy teachers and staff.” Further, the law firm concluded that the purchase was for educational purposes and did not violate any employment or other contracts, nor did it violate school policy. During a media interview, Interim State Superintendent of Public Instruction Sheila Alles concluded that she was “assured that Superintendent Garcia’s actions were in the best interest of the district to recognize the commitment of Muskegon Heights staff, and provide continuity for the students in their classrooms.”

Given the outcomes of the official investigation, and Interim Superintendent Alles’ assertion that Superintendent acted in good faith, there does not appear to be any offense to punish. Guidance from you in this regard, given the full context of the situation, would be appreciated.

BOARD RELATIONS CONCERNS

District Concern: Recently, the MHPS board has been searching for ways to meet directly with members of the MHPSA board to discuss concerns and issues that have been presented to them by students, employees, and community members of the

district. The MHPS board requested that a small committee from the MHPSA board to facilitate this. This, in the district's opinion, would not be a violation of Open Meetings Act as deliberations would not be made at this meeting and that discussions from these committee meetings would not be brought into either district's open meetings. When this was proposed to the PSA, the MHPS board was told by the PSA's attorney that this would be a violation of the Open Meetings Act and that they would no longer pursue meeting in this setting. The MHPS board desires a channel of communication that can ask the tough questions and make sure that the MHPSA board will follow up on all issues presented to the MHPS board by staff, parents, and community.

The Academy, too, has sought meaningful ways to work with the District Board, particularly given the quotes in the media that demonstrate the District Board wishes for the destruction of the Academy Board.

The convening of a sub-quorum committee of a public body has been deemed to be a violation of the Open Meetings Act. *See, e.g., Booth Newspapers, Inc. v. Board of Regents of University of Michigan*, 444 Mich 211 (1993)(a committee is a public body within the meaning of the OMA when it is effectively exercising the authority of the governing board by narrowing the field of candidates for a position). Additionally, a committee deliberates when it exchanges “affirmative or opposing views, debating an issue or engaging in discussion about an issue. *See Ryan v. Cleveland Township*, 239 Mich App 430 (2000). In this case, the District Board has requested Academy board members to take part in discussion about concerns, which would constitute deliberation, as defined above.

The Academy welcomes a legally-appropriate line of communication and, in fact, the Academy Board President has agreed to meet, socially, with members of the District Board, not to deliberate, but merely to get to know one another socially. Dinner commitments have been made by both sides, only for the Academy Board President to be told, while in the parking lot of a restaurant at which such a meeting was to occur that the meeting was cancelled. One such example occurred on Thursday, November 21, 2019.

District Concern: During a public board meeting, the MHPS board was informed that the proceeds of the county-wide safety and technology millage would be used to provide every student with Chromebooks. Through discussions with numerous sources, the district found that this was not the case and many students were without Chromebooks. We have been informed that this did recently change due to supplemental funding from the "stay at home" orders, but the board is still concerned that they are being told one thing while another thing occurred. In the board's opinion, this is a continuing pattern of miscommunication from the PSA.

The assertions in this paragraph are incorrect. The Academy does not believe that full, one-on-one instruction by computer is educationally advantageous, except under the current circumstances in which virtual education is the only available modality. This philosophy is embodied in the attached Board Technology Updates. In order to respond to the COVID-19 crisis, the Academy has used its general fund to provide technology to all students so that they may participate in distance-learning.

District Concern: The PSA is currently under a partnership agreement with the state and other key community organizations and stakeholders. One of those organizations is the Muskegon Heights Alumni Association. This group has been a cornerstone of Muskegon Heights Public Schools and community for many years and has gained the respect and appreciation of many present and previous board members, superintendents, and emergency managers and community members of the district. Over the past few years, their role within the PSA has been vastly diminished and the MHPS board and community is very disappointed and confused by this. We do not know why this changed so drastically.

The Academy is also at a loss as to why the Alumni Association has not chosen to engage constructively with the Academy. There was an issue with items which were prohibited by external regulation being sold from a store run by the Association during the school day. The Academy tried to constructively resolve the issue with the Association. After that process, the Alumni Association seems to have withdrawn fully from engagement. The Academy welcomes constructive engagement with the Alumni Association.

District Concern: When the partnership agreement was created, the MHPS board was not included as a partner. This was very confusing as per the contract between MHPS and MHPSA we are responsible for the oversight of the MHPSA board. This concern was brought to the state department responsible for facilitating this agreement and it was fully agreed upon that the MHPS board should be a partner in said agreement. When trying to get the MHPS board on this agreement, the district was met with roadblocks from the PSA. In fact, there was a direct request from MHPSA management to the state department asking that we not be included in certain communications. This created two issues for the MHPS board. One, the district interpreted this to keep us out of the informational loop which further created a divide between MHPS and MHPSA boards. Two, who is making decisions on how information is provided to the MHPS board? Should this have been a decision by MHPSA management or the MHPSA board? Was the MHPSA board even made aware of this decision?

As stated in the Partnership Agreement, the Muskegon Heights Public School District Board is the authorizer of the Muskegon Heights Public School Academy System and shares in the interest of the successful implementation of the Partnership Agreement. Quarterly reporting is done by the Academy to the District as a part of the charter contract and will continue through the duration of this agreement. The Academy welcomes constructive engagement with the district board and continues to invite them to all Partnership Agreement meetings or other public meetings, subject to the requirements of the Open Meetings Act.

District Concern: There is also concern over what seems to be selective staff member accountability. Certain employee groups are held to very high accountability standards while other higher-ranking key management is not. There seems to be a great deal of inconsistency regarding this matter. There also seems to be a lack of due process when employees have been terminated. This is a huge concern for the MHPS board as teacher turnover inhibits student growth/educational consistency and can create a hostile work environment.

The Academy is not aware of any selective accountability of staff members.

As the District is aware, all but a very few staff at the Academy are employed through a third-party employer, which is solely responsible for the terms and conditions of employment for the great majority of Academy staff. That third-party employer has a complaint process for staff, as well as total responsibility, per the contract approved by the District, for investigating and resolving all complaints, including those of “selective staff member accountability.”

There have been a number of complaints made by staff to outside investigatory authorities with this narrative as a through-line, but, we understand, all have been resolved favorably. It should be noted that the Academy has worked with its third-party employer to increase retention and, as of the 2019-20 school year, enjoyed a 95% teacher retention rate.

That said, the Academy is in the process of selecting a new third-party employer as it continually seeks to improve its processes and outcomes.

EDUCATIONAL CONCERNS

District Concern: The MHPS board also believes there is a lack of vision for the district and questions whether the current board and management understands what this district means to the community of Muskegon Heights. Is the current

curriculum and educational direction enough to keep our kids competitive with other neighboring districts?

In the 2016-2017 school year, a strategic plan was developed during a public process in which all voices who raised questions were heard. There were over 170 community members who provided input. With the input and collaboration of this community group, five goal areas were selected: Rigorous Learning, Tiger Pride, Leadership, Community Partnerships and Systems and are at the foundation of the vision for the System's work and curriculum.

The Michigan Department of Education has reviewed the plan, approved the strategic steps necessary to implement and has awarded the System the highest rating of 'On Track' in each evaluation, see attached Review of Goal Attainment Documents, Feb 2019 and May 2020.

In the most recent review, the Michigan Department of Education shared their findings in a Summary of Best Practices. Specific statements that support current work of the Academy include:

Promising Practices:

- The partnership with MI Excel Statewide Field Team and the Michigan Department of Education has been successful.
- A viable curriculum and a school-wide pacing chart is being implemented with fidelity.
- The district's readiness to pivot to remote learning and to ensure that students were getting their needs met, included all staff being part of the online learning process.
- Staff has been successful in reaching out to students during the Stay at Home order.
- District leaders have a relentless nature to provide students with the best education that they deserve.
- A coaching model is in place to provide teachers with support.
- A Performance Management system around high-quality instruction is used to support teachers.

In that same Review of Goal Attainment, the Michigan Department of Education recommended that the Academy continue to use the same curriculum for the Continuity Learning Plan.

Based upon the expert analysis and encouragement that the MDE has provided, we believe that the current curriculum and educational direction are more than sufficient to achieve the goal of maintaining competitiveness with neighboring school districts.

One thing that is important to note in this regard is that, many times, the District will criticize the Academy for not doing what the District wishes, but the criticism has been vague, confusing or contradictory. Examples are numerous. It appears many times that the focus is on items other than student achievement. It also appears to the Academy that the District, far from wishing to collaborate with the Academy, is seeking to destroy the Academy by using media and selective information against the Academy. Examples in the media abound of quotes from the District board and others, including a story whose headline states that the District wishes to do away with the Academy altogether.

As to the performance questions, the Academy is only able to respond to specific and clear questions with data. This data tells a very positive story to any objective listener. For example, data for the most recent academic progress is included in the 2019-2020 3rd Quarter Academic Update. Trends are improving and more students are scoring proficient on Benchmarks. This is due to the specific practices set forth below. The Academy welcomes the chance to discuss this data with the District with the assistance of a collaborative process.

PEDAGOGICAL PRACTICES implemented are based on the following research:

Explicit Instruction is provided, which includes the following sixteen essential components

- Focus Instruction on critical elements.
- Sequence skills logically .
- Break down complex skills and strategies into smaller instructional units.
- Design organized and focused lessons.
- Begin lessons with a clear statement of the lesson's goal and your expectations.
- Review prior skills and knowledge before beginning instruction.
- Provide step by step demonstrations.
- Use clear and concise language.
- Provide an adequate range of examples and non-examples.

- Provide guided and supported practice.
- Require frequent responses.
- Monitor student performance closely.
- Provide immediate affirmative and corrective feedback.
- Deliver the lesson at a brisk pace.
- Help students organize their knowledge.
- Provide distributed and cumulative practice.

In addition, the 5D+ Evaluation Framework, one of the State of Michigan approved evaluation systems, drives the work and instructional practices. This includes the following domains with clear criteria for each:

- Purpose.
- Student Engagement.
- Curriculum & Pedagogy.
- Assessment for Student Learning.
- Classroom Environment & Culture.

District Concern: MHPSA students are consistently performing among the lowest in Michigan according to standardized assessments. Students are being "pushed through" the district ill prepared to enter college or the workforce upon graduation.

The Academy disagrees with this assessment. Students are met where they are, with the goal of increasing growth and proficiency. MHPSAS implements a multi tiered system of support to provide different levels of instruction as identified through benchmark assessments and progress monitoring. Retention is considered when a team member or parent expresses concern regarding student progress. Retention is chosen when there is evidence that retention will have a positive academic outcome that outweighs the negative social and emotional outcomes as demonstrated by research. The data do not demonstrate that children are not "pushed through," but, rather, that they are increasingly realizing positive outcomes. We would be happy to discuss this data with you.

District directive to System Board to present itself at the District Board of Education Meeting of June 8, 2020 to respond to the District letter, five business days after receipt of letter from the District.

Regretfully, due to commitments that had been pre-scheduled, as well as employment obligations of Academy Board Members who work for full-time employers, it is

impossible to attend as directed. The notice of approximately five (5) business days is insufficient for the required, pre-scheduled commitments of the board.

That said, the Academy Board does wish to undertake a constructive dialogue with the District at a mutually convenient time that meets the schedules of all involved. Likewise, the Academy Board would like to respectfully suggest that the parties participate in a collaborative problem-solving conversation, mediated by a third-party sophisticated in educational issues and charter schools generally, so that both boards may be on the same page moving forward. We have been asked to facilitate that with your counsel and look forward to her response in this regard.

The District hereby notifies you that it is considering reconstituting the PSA Board pursuant to its authority under Section 507 of The Revised School Code, Public Act 451 of 1976, as amended, MCL 380.507 (the "School Code").

It is important to note that the Charter Contract requires any substantive amendments, such as those which would be made through reconstitution, be acquiesced to by the RTAB. See Section 9.4 of the Charter, Section 10.5(c) and 10.5(d), as well as the Method of Selection of Board Members ordered by the Emergency Manager in 2016, all available at the District's website. We would prefer to avoid the destructive processes invoked by the District and resolve issues amicably and collaboratively, and trust that you and your client would prefer to choose this path, as well.

We look forward to working with you toward the amicable resolution of any issues the District may have with the Academy, for the benefit of all stakeholders in the Muskegon Heights community, especially the students enrolled, or to be enrolled, at the Academy.

Please contact me to discuss these matters further.

Respectfully,
CLARK HILL PLC



Joseph B. Urban



Muskegon Heights Public Schools

2603 Leahy Street • Muskegon Heights, MI 49444 • Phone 231-830-3221 Fax 231-830-3560

June 10, 2020

Jessica Thomas, President
Members of the Receivership Transition Advisory Board (RTAB)
Michigan Department of Treasury
430 W. Allegan St.
Lansing, MI 48922

Dear President Thomas and Members of the Board:

As you may know, The Muskegon Heights Public Schools (MHPS) Board of Education sent a letter to the Muskegon Heights Public School Academy (MHPSA) Board of Education on May 29, 2020. In this letter, the MHPS board expressed concerns with the academy's lack of communication, transparency, accountability, and progress. A copy of this letter will be attached to this communication via email.

Due to these ongoing issues, The MHPS board believes that it is in the best interest of the district to reconstitute the MHPSA board. We would also like to note that we had given the MHPSA board an opportunity to participate in discussions regarding this matter at a special board meeting on June 8, 2020, but the MHPSA board declined.

Since we currently under receivership of the RTAB and per Emergency Order 2016-8, we are seeking your consent in moving forward with this action. Our hope is that the RTAB can vote on this matter at its upcoming meeting on June 17, 2020. We are aware that this is short notice, but we believe moving quickly is imperative as the next school year is soon approaching. We are making every effort to make this transition as smooth as possible.

If you have any questions or concerns, please contact me via email at trinellscott@gmail.com or by phone at (231) 215-4190.

Respectfully,

A handwritten signature in black ink that reads 'Trinell Scott'.

Trinell Scott
President, Muskegon Heights Board of Education
Muskegon Heights Public School District



STATE OF MICHIGAN
DEPARTMENT OF TREASURY
LANSING

GRETCHEN WHITMER
GOVERNOR

RACHAEL EUBANKS
STATE TREASURER

June 12, 2020

Trinell Scott, President
Muskegon Heights Board of Education
Muskegon Heights Public School District
2603 Leahy Street
Muskegon Heights, MI 49444

Rufus Garland Kilgore, President
Board of Directors
Muskegon Heights Public School Academy
System (“System Board”)
241 Sandford Street
Muskegon Heights, MI 49444

Dear Board Presidents Scott and Kilgore,

I am in receipt of President Scott’s letter, dated May 28, 2020, to System Board President Kilgore and President Scott’s letter, dated June 10, 2020, to the undersigned and members of the Receivership Transition Advisory Board for Muskegon Heights School District (“RTAB”). I have also received inquiries from System representatives concerning President Scott’s letters. This letter is in response to these inquiries and outlines the RTAB’s role in connection with possible reconstitution of the System by the District, including potential removal of System Board members.

Attached is a document that was prepared back in November 2018 concerning the various roles of the RTAB, District and System under the System’s charter contract (“Contract”) and applicable law. See attached. Although this document predates my arrival at Treasury or my appointment as RTAB Chair, I have been advised that it still represents a useful resource for reviewing the questions presented. With this in mind, please consider the following:

(1) Reconstitution

Article X of the Contract Terms and Conditions sets forth the process by which the District can use its reconstitution authority. This language is contained in Contract Amendment No. 2 to the System’s Contract. Please see Article X, Section 10.5(d), page 17:

(d) Plan of Correction May Include Conditions to Satisfy District Board’s Contract Reconstitution Authority. As part of the Plan of Correction, the District Board may reconstitute the System in an effort to improve student educational performance and to avoid interruption of the educational process. An attempt to improve student educational performance may include, but is not limited to, one of the following actions: (i) removal of 1 or more members of the System Board

As reflected in the Contract, the District’s use of its reconstitution authority is part of the process set forth in revocation section of the Contract. Section 10.5 sets forth the process for correcting System violations of the Contract or applicable law. To the extent that the District’s May 28th

letter outlines alleged violations of the Contract or applicable by the System, the Contract, Article X sets forth the process for correcting those deficiencies. As reflected in Section 10.5(c), if a Plan of Correction is developed by the District to correct the System's deficiencies outlined in a Notice of Intent to Revoke, then the District must do the following:

[P]rior to issuance, the District Board shall present the proposed Plan of Correction to the Advisory Board [RTAB] (if an Advisory Board [RTAB] is in place for the District under the Act). If the Advisory Board does not take action on the Plan of Correction within sixty (60) days of receipt, then the Plan of Correction shall be in effect. . . .

At this of this date, the RTAB has not been presented with a proposed Plan of Correction to review.

(2) Removal of Board Members

Removal of System Board members is addressed in the District's Method of Selection Resolution which is incorporated into the Contract. See Contract Amendment No. 2, Tab 2. Under the District's Method of Selection resolution, the District may remove a System Board member as follows:

Removal and Suspension

If at any time the District Board determines that a System Board member's service is no longer necessary, the District Board may remove a System Board member with or without cause by notifying the affected System Board member. The notice shall specify the date when the System Board member's service ends. Any System Board member may also be removed by a two-third (2/3) vote of the System Board for cause. However, if an Advisory Board is in place for the District, a member of the System Board may not be removed by the District Board without approval of the Advisory Board.

As of this date, the District has not presented to the RTAB that any System Board member(s) have been removed by the District Board and whether removal was for cause or without cause, or that such System Board member(s) have been notified of their removal and the date of such removal pending approval of the RTAB. Accordingly, there is nothing for the RTAB to review at this time.

As RTAB Chair, I encourage District and System representatives to meet and address the issues set forth in the May 28th letter. The parties should make a good faith effort to discuss and attempt to resolve amongst themselves these outstanding issues. Under the Contract, the District and System are responsible for addressing all disagreements between the parties, and the Contract has a process, as set forth in Article X, to guide the parties actions if informal discussions are not productive or one party is non-responsive. The RTAB has no role under the Contract for participating in the parties' conflict resolution process unless and until actions becomes necessary, as discussed above.

Trinell Scott, President
Rufus Garland Kilgore, President
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I trust this letter will be helpful to the District and System as you work to address the above concerns. If you have any other questions, contact me at (517) 335-1215 or ThomasJ45@Michigan.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Jessica Thomas", with a long horizontal flourish extending to the right.

Jessica Thomas, Chair, RTAB for
Muskegon Heights Public School District

Attachment
cc. RTAB Board Members

**AUTHORITIES AND RESPONSIBILITIES OF
BOARD OF SCHOOL DISTRICT OF THE CITY OF MUSKEGON HEIGHTS (MHSD),
RECEIVERSHIP TRANSITION ADVISORY BOARD FOR THE SCHOOL DISTRICT OF THE CITY OF MUSKEGON
HEIGHTS (RTAB), AND THE
AND MUSKEGON HEIGHTS PUBLIC SCHOOL ACADEMY SYSTEM (MHPSAS)**

ACTION ITEM	RESPONSIBLE PARTY	APPROVING BODY	DUE DATE	AUTHORITY
MHSD Finances / Budget				
MHSD Cash flow projections and comparison of budgeted revenue & expenditures to actuals	MHSD Board & staff (John Lewis)	RTAB Review	Monthly [date to be determined]	2012 PA 436, §23
Proposed budget and any amended budget	MHSD Staff	MHSD Board approval; RTAB approval	Annually and as needed	2012 PA 436, §23
Amend Emergency Manager (EM) 2-year budget [FY16/17 & 17/18] for MHSD	MHSD Board and staff	MHSD Board, with State Treasurer's approval	If needed	2012 PA 436, §21 & EM Order 2016-11
Issue MHSD debt	MHSD Board & staff	MHSD Board with RTAB approval	If needed	2012 PA 436, §23
Compliance with Deficit Elimination Plan (DEP)	MHSD Board & staff	RTAB Review	Ongoing	2012 PA 436, §23
Recommend amendments, modifications, repeal, or termination of EM Orders	RTAB may request changes	RTAB with State Treasurer Approval	If needed	Governor's RTAB appointment letter
Conduct or cause to be conducted a formal annual evaluation of the District's operational and financial progress	RTAB	Not applicable	Annually	Governor's RTAB appointment letter
Liabilities report [payables, debt obligations, and contingent liabilities]	MHSD staff	RTAB review	Monthly [date to be determined]	Final EM Order 2016-12

ACTION ITEM	RESPONSIBLE PARTY	APPROVING BODY	DUE DATE	AUTHORITY
Implement Financial Best Practices	MHSD Board and staff	MHSD Board and staff	As needed	Final EM Order 2016-12
Levy MHSD taxes	MHSD Board and staff	MHSD Board and electors	As needed/required	School Code
Conduct MHSD School Elections	MHSD Board and staff	MHSD Board and staff	As needed/required	School Code Election Law
MHPSAS Finances / Budget				
Function as Fiscal Agent for MHPSAS	MHSD Board and staff	MHSD Board	As needed	MHPSAS Contract, §3.2 and Fiscal Agent Agreement
Engaging in Certain Financing Transactions	MHPSAS Board; MHSD Board	MHSD Board and MHPSAS Board with approval/consent of RTAB	If needed	MHPSAS Contract, §3.7
Submission of Annual Financial Statement Audit to MHSD Board and RTAB	MHPSAS Board	MHPSAS Board	Annually	MHPSAS Contract, §6.12
Withhold State School Aid Payments	MHSD Board and staff	MHSD Board with notice to RTAB	If needed/required	MHPSAS Contract, §11.1
Approval of ESP Policy	MHSD Board and staff	MHSD Board with RTAB approval/consent	If needed	MHPSAS Contract §11.11
Disapprove Management Agreement	MHPSAS Board	MHSD Board with RTAB approval/consent	If applicable	MHPSAS Contract §11.11
Adopting General Policies applicable to MHPSAS	MHSD Board	MHSD Board with RTAB approval/consent	If needed	MHPSAS Contract §12.17
MHPSAS Board				
Appoint MHPSAS Board members	MHPSAS Board; MHSD Board and staff;	MHPSAS Board nominates; MHSD Board appoints; RTAB approves/consents	As needed	EM Order 2016-8 (method of selection)
Remove/Suspend MHPSAS Board members	MHSD board and staff	MHSD board approves; RTAB approves/consents	As needed	EM Order 2016-8 (method of selection)

ACTION ITEM	RESPONSIBLE PARTY	APPROVING BODY	DUE DATE	AUTHORITY
Change number of MHPSAS Board members	MHPSAS board	MHPSAS Board MHSD Board RTAB approval	As needed	MHPSAS Bylaws, art IV, §2
Amend MHPSAS Master Calendar of Reporting Requirements for District	MHSD Board; MHPSAS Board	MHSD Board and MHPSAS Board with approval/consent of RTAB	As needed	MHPSAS Contract, §1.1(p)
MHPSAS Contract				
Amend MHPSAS Master Method of Selection Resolution	MHPSAS Board; MHSD Board	MHPSAS Board and MHSD Board with approval by RTAB	If needed	MHPSAS Contract, § 3.1
Oversee Contract Compliance	MHSD Board and staff	MHSD Board	As needed	MHPSAS Contract, § 3.3
Condemnation of Property by MHPSAS	MHPSAS Board; MHSD Board	MHPSAS Board with MHSD Board approval and RTAB approval/consent	If needed	MHPSAS Contract, §3.5
New Contract	MHPSAS Board; MHSD Board	MHPSAS Board with MHSD Board approval and RTAB approval/consent	If needed	MHPSAS Contract, §3.8
Amend Contract	MHPSAS Board; MHSD Board	MHPSAS Board and MHSD Board with approval/consent by RTAB	If needed	MHPSAS Contract, Art. IX
Terminate / Revoke Contract	MHSD Board	MHSD Board approval and RTAB approval	If needed	MHPSAS Contract, Art. X
Services Agreement Between MHSD and MHPSAS				
Amend Agreement	MHSD Board and staff; MHPSAS Board	MHSD Board and MHPSAS Board, with approval of RTAB	If needed	MHSD-MHPSAS Services Agreement, §4.7
Terminate Agreement	MHSD Board and staff; MHPSAS Board	MHSD Board and MHPSAS Board, with approval of RTAB	If needed	MHSD-MHPSAS Services Agreement, §4.5
Lease Agreement Between MHSD and MHPSAS				
Termination of Lease Agreement or Repossession of Leased Premises	MHSD Board and staff	MHSD Board and MHPSAS Board, with approval of RTAB	If needed	MHSD-MHPSAS Lease Agreement, §12

ACTION ITEM	RESPONSIBLE PARTY	APPROVING BODY	DUE DATE	AUTHORITY
Amend Lease Agreement	MHSD Board and staff; MHPSAS Board	MHSD Board and MHPSAS Board, with approval of RTAB	If needed	MHSD-MHPSAS Lease Agreement, §22.5
MHPSAS Articles of Incorporation				
Amend MHPSAS Articles of Incorporation	MHPSAS Board	MHPSAS Board; MHSD Board RTAB	As needed	MHPSAS Articles of Incorporation, Art. XI
MHPSAS Bylaws				
Amend MHPSAS Bylaws	MHPSAS	MHPSAS Board and MHSD Board, with RTAB approval	As needed	MHPSAS Bylaws, art. XI

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