

**HARTLAND CONSOLIDATED SCHOOLS
SPECIAL MEETING - BOARD OF EDUCATION
Hartland Educational Support Service Center
December 1, 2025 – 6:30 p.m.**

AGENDA

This meeting is a meeting of the Board of Education in public for the purpose of conducting the business of Hartland Consolidated Schools and is not to be considered a public community meeting.

There is a time for public participation during the meeting as indicated on the agenda. Guests are expected to act with civility and not interrupt this school business meeting. This meeting may be recorded.

Anyone being disruptive will be asked to leave.

- I. Call to Order, 6:30 p.m., Boardroom, Hartland Educational Support Service Center
 - A. Pledge of Allegiance
 - B. Approval of Agenda/Items for Discussion
 - C. Approval of Minutes – November 17, 2025, Regular Meeting
 - D. Call to the Public

This portion of the agenda is for citizens to address any questions or comments to the Board. Attendees must register their intention to participate in the public participation portion of the meeting prior to the start of the meeting. Individuals may not register others to speak during public participation.

The Board will listen and take comments and questions under advisement but will not respond at this time. The presiding officer will refer questions to the superintendent for investigation and respond at a later date.

Speakers are asked to express themselves in a civil manner, with due respect for the dignity and privacy of others who may be affected by your comments. Each speaker may be limited to three (3) minutes. No participant may speak more than once.

- II. Action Items
 - A. 11/18/25 FOIA Fee Appeals
- III. Closed Session Request – Superintendent Mid-Year Progress Report Discussion
- IV. Approval of Superintendent 2025-26 Mid-Year Progress Report
- V. Information Items
 - A. Future meeting: December 15, 2025, regular, 6:30 p.m., January 12, 2026, regular, 6:30 p.m., Boardroom, Hartland Educational Support Service Center
 - B. Information Items
- VI. Adjournment

DETAILED AGENDA

I. **CALL TO ORDER**

President Coleman will call the meeting to order at 6:30 p.m. in the Boardroom of the Educational Support Service Center.

I.A. **PLEDGE OF ALLEGIANCE**

I.B. **APPROVAL OF AGENDA/ITEMS FOR DISCUSSION**

(Recommended action):

(I move) that the agenda for the December 1, 2025 special meeting be approved.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

I.C. **APPROVAL OF MINUTES**

(Recommended action):

(I move) that the minutes of the November 17, 2025 regular meeting be approved.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

I.D. **CALL TO THE PUBLIC**

II.A. **11/18/25 FOIA FEE APPEALS**

(Recommended action):

(I move) that the Board of Education denies the FOIA Fee Appeal #1 received on 11-18-25 and affirms the FOIA Coordinator's determination of the initial estimated fee itemization submitted on 11-17-25.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

(Recommended action):

(I move) that the Board of Education denies the FOIA Fee Appeal #2 received on 11-18-25 and affirms the FOIA Coordinator's determination of the initial estimated fee itemization submitted on 11-17-25.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

III. **CLOSED SESSION REQUEST – SUPERINTENDENT MID-YEAR PROGRESS REPORT DISCUSSION**

(Recommended action):

(I move) that the Board of Education, upon the request of the Superintendent, enters into Closed Session under Section 8(1)(a) of the Open Meetings Act to discuss the Superintendent's evaluation.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

RETURN TO OPEN SESSION

IV. **APPROVAL OF SUPERINTENDENT 2025-26 MID-YEAR PROGRESS REPORT**

(Recommended action):

(I move) that the Board of Education approves the Superintendent's 2025-26 mid-year progress report as presented.

Motion by _____, supported by _____. _____

Gogoleski: _____, Campbell: _____, Shaw: _____, Keller: _____, Scott: _____, Custodio: _____, Coleman: _____

V.A. **FUTURE MEETINGS**

December 15, 2025, Regular meeting, 6:30 p.m., Boardroom, Hartland Educational Support Service Center

January 12, 2026, Regular meeting, 6:30 p.m., Boardroom, Hartland Educational Support Service Center

V.B. **INFORMATION ITEMS**

VI. **ADJOURNMENT**

Members present: K. Coleman, C. Shaw, J. Campbell, G. Keller, D. Custodio, G. Gogoleski, J. Scott
Members absent: None
Admin. Present: C. Hughes, R. Bois, K. Gregory, D. Minsker, M. Marino

President Coleman called the meeting to order at 6:30 p.m. in the Boardroom of the Hartland Educational Support Service Center. The Pledge of Allegiance was recited.

11/17/25 AGENDA APPROVED

Motion by Shaw, supported by Custodio, that the agenda for the November 17, 2025 regular meeting be approved as presented.

Motion by Scott, supported by Gogoleski, to amend the agenda and remove the closed session request.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

Motion by Scott, supported by Campbell, to move the State School Aid Act section 31aa resolution to the first action item.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

Vote on the original motion by Shaw, supported by Custodio, to approve the agenda, as amended.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

11/17/25 CONSENT AGENDA APPROVED

Motion by Shaw, supported by Custodio, that the consent agenda for the November 17, 2025 regular meeting be approved.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

1. OCTOBER 20, 2025 MINUTES APPROVED

That the minutes of the October 20, 2025 regular meeting be approved.

2. PAYMENT OF INVOICES

That the Board of Education, upon the recommendation of the Chief Financial Officer, approves the financial report as of October 31, 2025, and the payment of invoices totaling \$2,593,728.28 and payroll obligations totaling \$3,396,207.48.

3. APPROVAL OF BOARD MEMBER EXPENSES

That the Board of Education, upon the recommendation of the Chief Financial Officer, approves the board member's expense report for reimbursement as presented.

4. NEW HIRE

That the Board of Education, upon the recommendation of the Superintendent, and the Assistant Superintendent of Personnel and Student Services, offers a probationary teaching contract for the 2025/26 school year, pending verification of credentials and Public Acts 99, 83 & 189 requirements, if applicable, to Gabriella Botello (CES).

SUPERINTENDENTS REPORT

Superintendent Hughes introduced Creekside Principal Misty Gunn, who introduced new teacher Gabrielle Botello.

Superintendent Hughes introduced Rachel Bois who introduced Nick Kossaras from Maner Costerisan who gave an overview of the district's 2024-25 audit.

Superintendent Hughes introduced Principal Hottum who spoke about the staff and great things happening at Round.

Superintendent Hughes introduced athletic director Brian Hassler who gave a fall sports update.

CALL TO THE PUBLIC

Members of the public addressed the board.

ATTORNEY CLIENT PRIVILEGE WAIVER

Motion by Shaw, supported by Campbell, that the board of education waive attorney client privilege as to the issue of opting-in to 31aa funding.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

STATE SCHOOL AID ACT SECTION 31aa FUNDING RESOLUTION

Motion by Shaw, supported by Campbell, that the Board of Education adopts the Opt-In and Waiver resolution as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

INTERNATIONAL TRIP REQUEST-PERU 2027

Motion by Campbell, supported by Custodio, that the Board of Education, upon the recommendation of the Superintendent, approves the international trip request as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

FILTER FIRST PROGRAM REQUIREMENTS

Motion by Shaw, supported by Custodio, that the Board of Education, upon the recommendation of the Superintendent and the Director of Operations, approves the contract award to Service Pro for the Filter First drinking fountain replacements as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

FIELD HOUSE BOILER REPLACEMENT

Motion by Shaw, supported by Scott, that the Board of Education, upon the recommendation of the Superintendent and the Director of Operations, approves the Field House boiler replacement as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

SUMMER TAX RESOLUTION

Motion by Campbell, supported by Keller, that the Board of Education, upon the recommendation of the Superintendent and the Chief Financial Officer, adopts the Summer Tax Resolution as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

NEW & REVISED POLICIES

Motion by Shaw, supported by Campbell, that the Board of Education, upon the recommendation of the Superintendent and the Assistant Superintendent of Personnel and Student Services, adopts the new & revised policies as presented.

Mr. Gogoleski asked to postpone policy 2210 until the next regular board meeting after the next policy committee meeting.

Gogoleski: yes, Campbell: yes, Shaw: no, Keller: yes, Scott: yes, Custodio: yes, Coleman: no

Motion carried 5-2.

Vote on the original motion by Shaw, supported by Campbell, as amended.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

0171.4 Treasurer

1422/3122/4122 - Nondiscrimination, Equal Employment Opportunity, and Anti-Harassment (Replacement)

2412 - Homebound Instruction Program

4162 - Controlled Substance and Alcohol Policy for Commercial Motor Vehicle ("CMV") Drivers and Other Employees Who Perform Safety-Sensitive Functions

5120 - Assignment within District

5460 - Graduation Requirements

7540.02 - Digital Content and Accessibility

8300 - Continuity of Organizational Operations Plan

8305 - Information Security

8400 - School Safety Information

Technical Corrections (new address for the U.S. Dept. of Education Office for Civil Rights):

2260 - Nondiscrimination and Access to Equal Educational Opportunity (Technical Correction)

2260.01 - Section 504/ADA Prohibition Against Discrimination Based on Disability (Technical Correction)

1623/3123/4123 - Section 504/ADA Prohibition Against Disability Discrimination in Employment (Technical Correction)

RESCINDED POLICIES

Motion by Campbell, supported by Shaw, that the Board of Education, upon the recommendation of the Superintendent and the Assistant Superintendent of Personnel and Student Services, rescinds policies 1422.02/3122.02/4122.02, 1662/3362/4362, and 7541 as presented.

Gogoleski: yes, Campbell: yes, Shaw: yes, Keller: yes, Scott: yes, Custodio: yes, Coleman: yes

Motion carried 7-0.

1422.02/3122.02/4122.02 - Nondiscrimination Based on Genetic Information of the Employee

1662/3362/4362 - Anti-Harassment, 7541 - Electronic Data Processing Disaster Recovery Plan

2026-27 HIGH SCHOOL AND LEGACY/HVA CURRICULUM GUIDES

Mr. Minsker introduced High School Principal James Fitzgerald and Legacy Principal Nicole Conley to answer questions. This will be an action item at the December Board of Education meeting.

BUS PURCHASE (2020 BOND)

Superintendent Hughes introduced Matt Marino who gave an overview of the bus purchase request.

This will be an action item at the December Board of Education meeting.

FUTURE MEETINGS

President Coleman noted the next meeting will be a special meeting on December 1, 2025 at 6:30 p.m., and a regular meeting on December 15, 2025 at 6:30 p.m. in the Boardroom at the Hartland Educational Support Service Center.

ADJOURNMENT

The meeting was adjourned at 9:23 p.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "J. Campbell", written in a cursive style.

Jeff Campbell
Board Secretary

A handwritten signature in black ink, appearing to read "Renee Braden", written in a cursive style.

Renee Braden
Recording Secretary

----- Forwarded message -----

From: Jeffrey Scott [REDACTED] <[REDACTED]>

Date: Tue, Nov 18, 2025 at 8:14 PM

Subject: APPEAL - FOIA Request - Parent Perception Survey Raw Data & Communication 22/23, 23/34, 24/5 &

To: Kristin Coleman <KristinColeman@hartlandschools.us>, Greg Keller <gregkeller@hartlandschools.us>, Glenn Gogoleski <GlennGogoleski@hartlandschools.us>, Cindy Shaw <cindyshaw@hartlandschools.us>, <jeffcampbell@hartlandschools.us>, <daniellecustodio@hartlandschools.us>, <jeffscott@hartlandschools.us>

President Coleman and HCS Trustees:

I recently submitted a FOIA request to the HCS FOIA Coordinator in accordance with the Board Policies. The FOIA Fee Itemization I received back violates MCL 15.240a by charging excessive, retaliatory fees (nearly \$5,000 for 2 related requests) for processing my FOIA requests; consider this my formal **APPEAL** on both requests to the Board for the fee and deposit per my right under MCL 15.240a.

Michigan law requires that my appeal be addressed by the Board at the next regularly scheduled meeting and that the final determination be made within 10 days of that date.

I respectfully request a full waiver of all fees associated with this FOIA request pursuant to MCL 15.234 a & 15.240, as furnishing these records without charge is in the public's best interest and benefits the public at large. The requested records pertain to the preparation, execution, and interpretation of Parent Perception Surveys. These records are essential to correct potential misinformation disseminated by the District including public statements about incidents of racial discrimination and bullying by students, particularly at the High School. Such information has the potential to mislead the public and the Board of Education and has potentially affected previous policy debates and operational decisions which has lead to the undermining of public trust in HCS operations.

The contents of this email include my initial request and the response received from the district. ***I believe the fees have been arbitrarily and capriciously inflated in bad faith to prevent my request from proceeding based on my assertion that the Parent Perception Survey, its methodology, and its data are faulty and have been improperly compiled and presented to the HCS Board and Hartland Community in a manner that can falsely paint HCS students in a negative light.***

Waiving fees aligns with the FOIA core purpose of ensuring an informed citizen's (MCL 15.231(2)) by enabling widespread dissemination of accurate school district information without financial barriers. Charging these arbitrary and capriciously inflated fees limits access which is contrary to the public benefit of transparency and accountability. It should be in the Board of Education's best interest to release this information and correct any misleading representations regarding the Parent Perception Surveys.

I would like each of the HCS Trustees to review the way that questions are worded on the Parent Perceptions Survey (attached) and the scale provided to HCS Parents. Note that the scale provided is inconsistent with any survey methodology ever scholarly tested as it is an unprecedented 2-5 point scale. The typical Likert Scale is an odd scale (1-3, 1-5, 1-9) with a neutral midpoint and equal positive and negative option. No Likert scale research or best practices endorses the use of a scale that starts at 2 and with 1= Don't Know/NA. The best practice is to avoid N/A responses or offer them as a non-numerical alternative as to not jeopardize survey results.

Furthermore, please look at the change in polarity between questions 15 and 16. Questions 5-15 are related to the schools and the most beneficial answer would be a 5. Questions 16 and 17 are related to negative peer-to-peer experiences and have reverse polarity, a 5 is no longer a beneficial answer, the most beneficial answer would be a 2. Think about that! A survey question where the most beneficial answer is a 2! Why would

questions related to the school and staff be worded differently and have a different scale than questions about students? There is no scholarly evidence or industry best practices to support this survey methodology.

The tendency of survey takers to straight-line answers after the first few is a natural tendency and every surveyor knows this. That is the reason that most survey companies clean data to ensure that straighteners are not skewing data. If even a few percent of parents straight-line '5s' that would tremendously skew results related to racial discrimination amongst students.

I will make myself available as needed to resolve this matter and obtain the requested records.

Sincerely,

Jeff Scott

[REDACTED]
[REDACTED]
[REDACTED]



Hartland
Consolidated
Schools

#1
FOIA Coordinator <foiaordinator@hartlandschools.us>

FOIA Request - Parent Perception Survey Raw Data 22/23, 23/34, 24/5

1 message

Jeffrey Scott [REDACTED]
To: FOIA Coordinator <foiaordinator@hartlandschools.us>

Mon, Nov 10, 2025 at 2:48 PM

Dear HCS FOIA Coordinator ,

Under the Michigan Freedom of Information Act § 15.231 et seq. and the HCS Written FOIA Procedures and Guidelines, I am requesting an opportunity to obtain copies of public records. Specifically, I am requesting to following relating to the Parent Perceptions Surveys conducted in school years 2022-23, 2023-24, and 2024-25:

- Raw data obtained from the Parent Perceptions Surveys in original electronic spreadsheet format. To include anonymized individual responses including but not limited to questionnaire answers, timestamps, IP addresses, and any metadata.
- Data processing records including logs or scripts showing how responses were cleaned, aggregated, and analyzed (ie exclusions of incomplete surveys, weighting methodology, etc.)
- Statistical analysis files including any calculations, formulas, or software outputs (including Excel, Sheets, or similar software) used to interpret results, including error checks or validation steps.
- Audit or review documents including any internal or external audits, quality checks, or validations of the survey process or data.

If there are any fees for searching or copying these records, please inform me if the cost will exceed \$50.00. However, I would also like to request a waiver of all fees in that the disclosure of the requested information is in the public interest.

The Michigan Freedom of Information Act requires a response to this request within five days. If access to the records I am requesting will take longer than this amount of time, please contact me with information about when I might expect copies of the requested records.

If you deny any or all of this request, please cite each specific exemption you feel justifies the refusal to release the information and notify me of the appeal procedures available to me under the law.

Thank you for considering my request.

Sincerely,
Jeffrey Scott

[REDACTED]
[REDACTED]
[REDACTED]

#1
Re: FOIA Request - Parent Perception Survey Raw Data 22/23, 23/34, 24/5

1 message

FOIA Coordinator <foiaordinator@hartlandschools.us>

Mon, Nov 17, 2025 at 3:27 PM

To: Jeffrey Scott

Bcc: FOIA Coordinator <foiaordinator@hartlandschools.us>

Mr. Scott,

Based on our best estimate, the cost to fulfill your FOIA request received on 11-10-25 for parent survey data for three years, will be \$864.38. Once we receive a **deposit of \$432** (cash or check payable to Hartland Consolidated Schools), the District will begin the retrieval process. The detailed fee itemization form is attached, which describes the cost of fulfilling this request.

Once we receive your 50% deposit, the records will be provided to you within 30 calendar days. See, MCL15.234(8), OAG No. 7300. The balance will be due upon receipt of the requested information.

Thank you.

FOIA Coordinator
Hartland Consolidated Schools
9525 E. Highland Rd.
Howell, MI 48843
FOIAcoordinator@hartlandschools.us

HARTLAND CONSOLIDATED SCHOOLS FOIA Procedures and Guidelines

<https://www.hartlandschools.us/documents/Quicklinks/FOIA-Procedures-and-Guidelines-1.pdf>

#1

FOIA FEE ITEMIZATION FORM HARTLAND CONSOLIDATED SCHOOLS

Requestor's Name: Jeff Scott	
Requestor's Contact Information: <u>jeff.scott58@me.com</u>	
Date Request was Received: 11/10/2025	
Subject: Parent Perception Survey Data	

☒ Estimate
 or
 ☐ Actual

Labor Costs						
Item Description	Hourly Rate ¹	Rate per 15-minute increment ⁵	Fringe Benefit % ²	Overtime rate ³	Number of 15-minute increments ⁴	Total Charge
Locating/Retrieving Records (Technology)	86.23	21.56	37			\$ -
Locating/Retrieving Records	58.17	14.54	39		48	\$ 698.04
Reviewing/Redacting Records	58.17	14.54	39		4	\$ 58.17
Copying/Duplicating Records ⁶	58.17	14.54	39		4	\$ 58.17
Contracted Labor Costs-Redaction		Hourly wage ⁷	n/a	n/a		
Name of contracted person or firm if applicable:					Subtotal	
					Labor Costs:	\$ 814.38
Copying Cost for Paper Copies ⁸						
Letter (8.5"x11") paper at \$.10 each ⁹		Legal (8.5"x14") paper at \$.12 each ⁹		11"x17" paper at \$.15 each ⁹		Total Charge
Number of sheets	Cost per sheet	Number of sheets	Cost per sheet	Number of sheets	Cost per sheet	
500	0.10		0.12		0.15	\$ 50.00
Mailing Cost						
Cost of Packaging	Postage Cost	Cost of Delivery Confirmation	Special Shipping Cost	Insurance Cost	Total Charge	
					\$	
Nonpaper Physical Media						
USB Flash Drives	Computer Discs		Other Digital Media			Total Charge
						\$
					TOTAL FEE =	\$ 864.38

#2



FOIA Coordinator <foiaordinator@hartlandschools.us>

FOIA Request - Parent Perception Survey Communication 22/23, 23/34, 24/5

1 message

Jeffrey Scott [REDACTED]
To: FOIA Coordinator <foiaordinator@hartlandschools.us>

Mon, Nov 10, 2025 at 2:53 PM

Dear HCS FOIA Coordinator ,

Under the Michigan Freedom of Information Act § 15.231 et seq. and the HCS Written FOIA Procedures and Guidelines, I am requesting an opportunity to obtain copies of public records. Specifically, I am requesting to following relating to the Parent Perceptions Surveys conducted in school years 2022-23, 2023-24, and 2024-25:

- Emails, memos, and correspondence to or from Chuck Hughes related to the Parent Perception Survey including discussing the design, results, interpretation, or concerns about data integrity.
- Draft reports, revisions, or preliminary versions of survey summaries or presentations

If there are any fees for searching or copying these records, please inform me if the cost will exceed \$50.00. However, I would also like to request a waiver of all fees in that the disclosure of the requested information is in the public interest.

The Michigan Freedom of Information Act requires a response to this request within five days. If access to the records I am requesting will take longer than this amount of time, please contact me with information about when I might expect copies of the requested records.

If you deny any or all of this request, please cite each specific exemption you feel justifies the refusal to release the information and notify me of the appeal procedures available to me under the law.

Thank you for considering my request.

Sincerely,
Jeffrey Scott

[REDACTED]

#2

Re: FOIA Request - Parent Perception Survey Communication 22/23, 23/34, 24/5

1 message

FOIA Coordinator <foiaordinator@hartlandschools.us>

Mon, Nov 17, 2025 at 3:28 PM

To: Jeffrey Scott

Bcc: FOIA Coordinator <foiaordinator@hartlandschools.us>

Mr. Scott,

Based on our best estimate, the cost to fulfill your FOIA request received on 11-10-25 for parent survey communication for three years, will be \$4,061.56. Once we receive a **deposit of \$2,030** (cash or check payable to Hartland Consolidated Schools), the District will begin the retrieval process. The detailed fee itemization form is attached, which describes the cost of fulfilling this request.

Once we receive your 50% deposit, the records will be provided to you within 30 calendar days. See, MCL15.234(8), OAG No. 7300. The balance will be due upon receipt of the requested information.

Thank you.

FOIA Coordinator
Hartland Consolidated Schools
9525 E. Highland Rd.
Howell, MI 48843
FOIAcoordinator@hartlandschools.us

HARTLAND CONSOLIDATED SCHOOLS FOIA Procedures and Guidelines

<https://www.hartlandschools.us/documents/Quicklinks/FOIA-Procedures-and-Guidelines-1.pdf>

#2

FOIA FEE ITEMIZATION FORM

HARTLAND CONSOLIDATED SCHOOLS

Requestor's Name: Jeff Scott	
Requestor's Contact Information: [REDACTED]	
Date Request was Received: 11/10/2025	
Subject: Parent Perception Survey Communication- 3 years	

☒ Estimate or ☐ Actual

Labor Costs						
Item Description	Hourly Rate ¹	Rate per 15-minute increment ⁵	Fringe Benefit % ²	Overtime rate ³	Number of 15-minute increments ⁴	Total Charge
Locating/Retrieving Records (Technology)	86.23	21.56	37		48	\$ 1,034.76
Locating/Retrieving Records	58.17	14.54	39		48	\$ 698.04
Reviewing/Redacting Records	58.17	14.54	39		96	\$ 1,396.08
Copying/Duplicating Records ⁶	58.17	14.54	39		16	\$ 232.68
Contracted Labor Costs-Redaction		Hourly wage ⁷	n/a	n/a		
Name of contracted person or firm if applicable:					Subtotal	
					Labor Costs:	\$ 3,361.56
Copying Cost for Paper Copies ⁸						
Letter (8.5"x11") paper at \$.10 each ⁹		Legal (8.5"x14") paper at \$.12 each ⁹		11"x17" paper at \$.15 each ⁹		Total Charge
Number of sheets	Cost per sheet	Number of sheets	Cost per sheet	Number of sheets	Cost per sheet	
7,000	0.10		0.12		0.15	\$ 700.00
Mailing Cost						
Cost of Packaging	Postage Cost	Cost of Delivery Confirmation	Special Shipping Cost	Insurance Cost	Total Charge	
					\$	
Nonpaper Physical Media						
USB Flash Drives	Computer Discs	Other Digital Media	Total Charge			
			\$			
					TOTAL FEE = \$ 4,061.56	

First Year Strategic Plan Goal Objectives

HCS

Year One 2025-26

Mid-Year Report

Superintendent Responsible for Evidence of Effort

(Those in parentheses will be responsible for working in collaboration with the Superintendent)

Academic & Programs

Realize a 3% increase in student growth. (All building administrators, instructional coaches, Assistant Superintendent of Curriculum & Instruction, teachers and support staff).

- MICIP 3% Growth in ELA, Math, Science and Social Studies assessment proficiency scores. This includes benchmark assessments, MSTEP, PSAT, SAT, and district common assessments.

Note: For MSTEP, PSAT, and SAT proficiency scores in the 70's and above are to be considered top state scores and harder to impact in a positive way. For the District's purpose, the following scores reflect this trend, 4th Math = 71%, 4th ELA = 71%, 5th ELA = 71%. At the secondary level ELA scores on the PSAT and SAT were outstanding at 81% in 8th grade, 80% in 9th grade, 71% in 11th grade. Proficiency scores in the 60% range are still considered outstanding, which include 3rd Math = 67%, 3rd ELA = 63%, 5th Math = 62%, 5th Science = 69%, 5th S. Studies = 60%, 6th Math = 62%, and 6th ELA = 66%, 8th S. Studies = 69%, and 69% in 10th grade ELA.

- Instructional Coaches will focus on the district's lowest performing grades and subjects. This includes 7th grade which has 51% Math proficiency and 46% in ELA. Support for Village Elementary in 3rd grade math (55%) and 3rd grade ELA at Lakes (58%) will also be provided. The district will continue to work with secondary math staff (8th = 58%, 9th = 56%, 10th = 46% and 11th = 37%) and 11th S. Studies at 56% to increase proficiency.
- **METRIC:** The metric to be used to assess success will be 25-26 and beyond assessment proficiency scores. We will also use the MDE school report card Growth Index scores to monitor student growth achievement expectations at the building level. This is a multi-year effort.

Note: For this objective we will look for 3% growth in the average proficiency percent scores on all the state and district benchmark assessments from the 25-26 school year through the 29-30 school year (Proposed Strategic Plan Years).

1) We will use the proficient percent scores for each of the 5 school years of the proposed strategic plan for the following assessments: MSTEP, SAT, PSAT, Smarter Balanced Benchmark, and Early Literacy/Math Benchmark.

2) We will average those proficiency scores together to get an average district proficiency number. The goal is to show 3% growth in that proficiency number each year from the 25-26 school year to the 29-30 school year.

Formula: 24-25 school year average district proficiency score X 3% growth = goal for the 25-26 school year.

We will also use the state growth index average score that indicates our school grade. We have a goal of a 3% increase in that average score each year, this growth will be harder to obtain since we are already well above 90% currently (see below under Evidence of Effort). This score represents the overall health of the district.

Evidence of Effort:

A. 2023-24 MDE Growth Index Baseline Data (2023-24 Average = 93.25%, 24-25 = 96.96%
+3.71% increase overall for the district)

	23-24	24-25
Creekside =	100%	100%
Lakes =	100%	99.12%
Round =	100%	100%
Village =	100%	100%
FIS =	97.03%	95.86%
MS =	89.86%	92.93%
HS =	65.86%	90.83%

B. State MSTEP Testing Scores and County Public School Performance Rankings 2025-26

Grade/Subject	HCS	County	State	County Ranking
3 rd Math	67%	58%	43%	1st
3 rd ELA	63%	52%	39%	1st
4 th Math	71%	53%	39%	1st
4 th ELA	71%	55%	42%	1st
5 th Math	62%	53%	33%	2nd
5 th ELA	71%	61%	44%	1st
5 th SS (Pilot)	60%	44%	30%	1st
5 th Science	69%	55%	40%	1st
6 th Math	62%	49%	32%	2nd
6 th ELA	66%	54%	39%	2nd
7 th Math	52%	47%	33%	2nd
7 th ELA	47%	48%	39%	2nd
8 th Math	58%	44%	30%	1st
8 th ELS	81%	78%	65%	2nd
8 th SS (Pilot)	69%	59%	47%	1st
8 th Science	61%	57%	41%	2nd
11 th ELA	69%	67%	55%	2nd
11 th Math	34%	32%	28%	2nd
11 th SS (Pilot)	56%	44%	42%	1st
11 th Science	48%	40%	35%	1st

- C. Baseline for Teachers and Administrators Earning Effective or Developing status on end of year evaluations is 99%. We expect that this will remain the same each year as growth goals are established and reviewed by administration.
- D. The 2025-26 Niche and School Digger school rankings show the district in the top 10% of all Michigan school districts.
- E. The 2025-26 US News and World Report shows an increase in rankings by +3.3% over last year with an average ranking in the Top 8.5% of all ranked Michigan schools.

US News and World Report Rankings

Creekside = #22 out of 2,601 or Top 1% (last year #14 out of 2,633 or Top 1%)

Lakes = #108 out of 2,601 or Top 5% (last year #218 out of 2,633 or Top 8%)

Round = #261 out of 2,601 or Top 10% (last year #320 out of 2,633 or Top 12%)

Village = #619 out of 2,601 or Top 24% (last year #879 out of 2,633 or Top 33%)

Farms Intermediate = #162 out of 1,979 or Top 10% (last year #213 out of 1,998 or Top 11%)

Middle School = #66 out of 1,979 or Top 4% (last year #108 out of 1,998 or Top 5%)

Hartland High School = #69 out of 1,135 or Top 6% (last year #153 out of 1,163 or Top 13%) **Note:** Top 13% in the Nation

- F. All district schools rated UNIVERSAL (top rating) by MDE on the annual score card.

Prepare and launch a system for the 2026-2027 school year which identifies additional student behavioral support needed in the classroom. (Assistant Superintendent of Personnel & Student Services, Assistant Superintendent of Curriculum & Instruction, Director of Special Education, Building Administrators, teachers and support staff)

- The high school will investigate adding a CTE paraeducator as this was an area of concern brought up during the strategic planning session.
- The district will utilize updated IEP data and work with staff to determine if and where additional support is needed.
- Multi-Tiered Systems of Support teams will be in place at each building to identify needs to support students and staff with intervention where needed.
- All building administrators will be attending professional development on effective Multi-Tiered Systems of Support through our partnership with LESA.
- **METRIC:** The metric to be used will be evidence showing that 100% of our buildings have updated their MTSS programs based on the work completed during the year. Building MTSS program documents will be submitted during the end of the year administrative evaluation process. This will be a multi-year effort.

Evidence of Effort:

- A. All building administrators partnered with LESA to increase knowledge of the Multi-Tiered Systems of Support on August 4 & 5, 2025.
- B. Hired multiple temporary paraeducators work with high need students as they transition into the buildings (IEP reviews).
- C. Hired a CTE paraeducator August 7, 2025.
- D. Hired a second English Language Learner instructor this year to address an increase in students needing English Language Learning (ELL) services. Baseline data for 2025-26,

- 2024-25 ELL success (no longer need services) grew from 4% in 23-24 to 28% in 2024-25. Students taking the ELL assessment and meeting the goal of 55% increased from 9% in 23-24 to 75% in 2024-25, 2024-25 state average was 9%.
- E. Realized zero classroom overage issues to start the 2025-26 school year (meaning all classrooms were within contractual limits for class size).
 - F. Expanded the number of building para-educators increased from 27 to 29 in 2025-26.
 - G. Shared the 8 Hallmarks of High Performance which is being used to guide district work (Did You Know 9-12-25).
 - H. Shared CTE programming availability in Weekly Update on October 22, 2025 highlighting 40 CTE programs HCS students have the privilege of participating in within the county shared-time consortium.
 - I. Worked with LESA on the October LCSBA meeting to offer CTE update for Board members.
 - J. Hired our first HHS CTE Cadet Teacher on 11-17-2025.

Culture & Learning Environment

Market Parent Perception Survey results by quarter. (Superintendent)

- A 2024-25 Parent Perception Survey review will be provided in a Weekly Update in September. The 2025-26 Parent Perception Survey data will be given in November and December and data shared in January, March and May. Longitudinal data will be compared with the expectation of growth in the percentage of parents rating the district and schools in a positive way.
- **METRIC:** The metric to be used will be “was this done” and the data collected. This will be a multi-year effort.

Evidence of Effort:

- A. Shared a summary of the 2024-25 Parent Perception Survey in the Weekly Update on July 30, 2025. This included the “chain of command” for addressing concerns when they come up.
- B. Currently collecting the 2025-26 Parent Perception to be shared as soon as it becomes available.
- C. Highlighted how the data will be shared in the November 12th Weekly Update.

Develop and launch opportunities for stakeholder involvement in 3R’s education. (Assistant Superintendent of Curriculum & Instruction and Building Administrators)

- Provide parents with the 3R’s presentation information in August so that they can review and opt-out if they choose. An Opt-out form will be provided with the number of opt-outs reported to the Board.
- Provide parents with information regarding all fieldtrips and assemblies to allow for choosing to opt out of the experience. The expectation will be that this occurs 100% of the time.
- **METRIC:** The metric to be used will be the number of opt-out forms submitted by building and program or event which will demonstrate the extent of involvement of parents in what

their children are engaging in. The goal is to see less than 5% utilizing this option. This is a multi-year effort.

Evidence of Effort:

- A. July 30, 2025, Weekly Update sharing 3R's information and Opt-out form (Zero Opt-Out requests).
- B. Presented an Optout policy for Board consideration on 8-25-2025 Policy Committee. This policy was adopted with some changes on 9-15-2025.
- C. Developed and shared a standard opt-out form for buildings to use according to the policy that was passed on 9-15-2025. The district will collect data regarding the events in which an opt-out form was used and the number of forms collected for each event post adoption of this new policy.
- D. Opt-Out Forms Received to Date (November 10, 2025)
 - a. CE = 7 Events with 0 Opt-Out Forms
 - b. LE = 9 Events with 2 Opt-Out Forms
 - c. RE = 4 Events with 4 Opt-Out Forms
 - d. VE = 9 Events with 2 Opt-Out Forms
 - e. FIS = 6 Events with 2 Opt-Out Forms
 - f. MS = 3 Events with 0 Opt-Out Forms
 - g. HS = 1 Event with 0 Opt-Out Forms

Total Events = 39 / Total Opt-Out Forms Submitted for Individual Students = 10

Personnel & Leadership

Prepare and launch a revamped new teacher mentor program in 2025-26. (Assistant Superintendent of Personnel & Student Services, Assistant Superintendent of Curriculum & Instruction, HEA President/New Teacher Mentor, Instructional Coaches, Building Administrators)

- Provide a half-day of release (daily) to a teacher to be the New Teacher Mentor within the district.
- Provide a New Teacher Orientation prior to school starting.
- Assign a building mentor teacher to each new teacher.
- Monthly meetings required with district instructional coaches to support new teachers in effective classroom instructional strategies.
- Develop a professional development plan for each new teacher.
- Ensure each new teacher has an Individual Development Plan in place at the beginning of the year (built in collaboration between teacher and building administrator) and review this plan mid-year.
- **METRIC:** The metric to be used will be a new teacher survey on the effectiveness of these efforts at 80% or better. This is a multi-year effort.

Evidence of Effort:

- A. HEA member is provided 3 hours each day to mentor new teachers.
- B. The New Teacher Orientation was held on August 6, 2025.

- C. All new teachers assigned a mentor in their building, Fall 2025.
- D. All new teachers are required to develop an Individual Development plan with their building principal, Fall 2025. This remains a working document while on probation.
- E. Instructional coaches developed a calendar and scheduled meetings with new teachers (3 years or less) to provide support and opportunities for professional development throughout the year.
- F. Month to Month Professional Development Lists
- G. Instructional Coaches engaged in Coaching Cycles and visits with new teachers. As of 11-12-2025, 139 engagements with new teachers.

Prepare and launch a robust teacher/bus driver recruitment process in 2026-27 (Assistant Superintendent of Personnel & Student Services).

- Develop a budget for supporting recruitment activities.
- Work with the Regional Transportation Consortium to market and recruit new bus drivers.
- Create radio advertisements for WHMI to promote job openings and school of choice enrollment.
- By June 16, 2025, the district identified 24 teachers to hire to replace retirements, resignations, and added positions for 2025-26. Of these teachers 12 or 50% left other districts to come to Hartland and 12 are new teachers.
- **METRIC:** The metric to be used will be data regarding fill rates for all posted teacher positions for the 2025-26 school year and beyond, at 95% or better. This is a multi-year effort.

Note: The emphasis shall always be on setting the stage to ensure the school environment centers on student achievement which is why we have adopted the motto “Give To All, Gains For All.”

Evidence of Effort:

- A. The 2025-26 school year started with 36 full-time drivers, 5 substitute drivers, and 4 in training, above 100% capacity.
- B. The 2025-26 school year started with 24 new teachers. Of these, 12 came from other school districts and 12 were brand new to the profession.
- C. Mr. Fitzgerald surveyed districts regarding world language offerings and recruitment avenues to assess availability and options for finding staff. No teachers were found that would be acceptable for HCS.
- D. At the end of October 2025, 87% fill-rate for all positions and 100% for teachers and bus drivers.

Launch a building-level staff recognition program in Community Life. (Building Administrators)

- From September to May, each building will highlight a staff member who exemplifies reason, respect, and responsibility as an employee in Community Life.
- The Superintendent will highlight a person of the month in the September – April Community Life.
- The district social media content coordinator will highlight the above staff on our social media platforms.

- **METRIC:** The metric to be used is “did this happen.” This will be a multi-year effort.

Evidence of Effort:

- A. Buildings highlighted new staff in Community Life, September 2025 and in the process for October-May.
- B. Building administrators have established a practice to ensure all non-HCS employees in the building (third-party LESA and Edustaff employees) are recognized and treated as HCS employees without exception. This is done by including all staff in all building activities and communications.
- C. Superintendent has highlighted 3 staff as Employees of the Month (October, November, and December and has January all set to go) in Community Life.

Communication & Community Engagement

Increase student and community attendance at district-wide events. (Building Administrators, Athletic Directors, Social Media Content Coordinator)

- The athletic directors will develop a new fee model with the intent of making it more affordable for students to attend more athletic events.
- Building principals have been charged with utilizing social media and their websites to highlight upcoming events. In the past we have concentrated on what has happened. This should allow stakeholders to plan to attend upcoming events.
- The Superintendent will highlight upcoming events in the Weekly Update.
- **METRIC:** The metric to be used will be data such as athletic tickets sold, musical and play ticket sales, the number of individuals attending superintendent talks, etc. The 2025-26 data will be used as baseline data for future efforts. This will be a multi-year effort.

Evidence of Effort:

- A. July 30, 2025, rolled out a 50% reduction in student athletic passes for the year through September 8, 2025. Available to purchase in the parent portal. This resulted in selling 423 student passes by August 25, 2025 versus 171 in 2024
- B. **Baseline Event Data:** High School Athletic Events # of tickets sold 24-25 = 26,754.
Drama productions # of tickets sold 24-25 = 3,689 (1,081 tickets sold for the fall play).
- C. For the fall of 2025, we sold 12,190 gate tickets versus 12,618 in 2024. Keep in mind that we sold 252 more student passes, which if you multiply by 5 home football games (not all the other games available) it would potentially have added 1,260 tickets.
- D. hARTland Art Walk Participation: Students attended the hARTland Art Walk kickoff on 9-20-2025. They held facepainting and arts and crafts booths and the elementary cheerleaders performed. The event was well attended. Superintendent Hughes also attended and shared a quick video on social media inviting the community to come out and enjoy the event.
- E. We have partnered with the Hartland Optimist Club to provide about 80 identified families with support for the Christmas Holiday season. All schools are participating in the collection of items and money to support this worthy cause. This is a district wide effort. Great way to participate in helping others.

Increase parent knowledge of district/community partnerships. (Superintendent)

- Highlight business partnerships between the district and local governmental bodies, chamber of commerce, business, LESA, etc. on a in the Weekly Update.
- **METRIC:** The metric to be used will be providing a list of partnership activities at the end of the year. This 2025-26 data will become the baseline data for future efforts. This will be a multi-year effort.

Evidence of Effort:

- A. The July 30, 2025 Weekly Update highlighted the partnership the District has with the Cromaïne Library and its connection to the Hartland Area Project.
- B. Partnered with LESA and the research firm EAB to increase knowledge of multi-tiered systems of support programming. This will be used during the next few years to review and adjust the district's approach to academic and behavioral intervention and support.
- C. Continued partnership with the Partners in Progress (HCS, Hartland Area Chamber of Commerce, Cromaïne Library, and Hartland Township) to enhance opportunities in the community.
 - a. hARTland Art Walk (culture)
 - b. LCSO road patrol (safety)
 - c. Hartland Township notification App (communication)
 - d. Hartland Living Calendar of Events (communication)
- D. Continued partnership with the Tyrone Township PEG fund FACT Area Cable Consortium (communication and resources for the high school multi-media program).
- E. Kate Gregory, Assistant Superintendent, is a Hartland Chamber of Commerce Board Member.
- F. HCS continues to be a United Way "Pacesetter" Campaign leader.
- G. Partnered with Lowes' to provide free appliance replacements in Room 222 at HHS.
- H. Partnered with local businesses to support athletics through banners and score board advertising. Many of which also contribute to individual teams.
- I. Partnership with Planet Fitness which donated school supplies for students in need.
- J. Held and all board PIP meeting on 8-20-2025.
- K. Partnership with MEEMIC Insurance to support the annual United Way Pacesetter campaign with a donation of \$500 in visa gift cards.
- L. Partnership with LESA to distribute backpacks and school supplies for students in need.
- M. Partnership with LACAS for early elementary body safety.
- N. Partnered with the Hartland Chamber to facilitate hARTland Art Walk.
- O. Athletic Partners: Bank of AA, Beauchamps Water, Bella Rae, Black Rock, Brighton Foot & Ankle, Brighton Ford, Brock Mechanical, Cabell Family Dental, Culvers, Dave's Hot Chicken, Dermatology Specialists of Brighton, Dunham Hills, Dunkin/Mugg & Bopps, Enzo's Catering, Foguth Financial, Feldman Chevrolet, Gilrich Cooling & Heating, Griffith Realty-Nathan Oake, Hartland Dental, Hartland Flowers, Hartland Insurance, Hartland Mobile General Store, Hartland Tanning, Kensington Valley Varsity, LaFontaine, Lashbrook, Mackle's Tables & Taps, Ashley Legal, Majestic Golf Course, Meijer, Motor City Orthopedics, Oral & Facial Surgeons of Michigan, Spirit of Livingston, Springfield Urgent Care, W4 Signs, Washtenaw CC, Yoni's Physical Therapy, Barton Malow, Crust

Bakery, Emagine, Hard Rock Construction, LOC, Siara Olds Ortho, Unilock, Preiss Companies. Roughly \$60,000 in value.

- P. Carol Hayes, Director of Community Education, Kate Gregory, Assistant Superintendent, and Mr. Hughes, Superintendent, are members of the Hartland Optimist Club. The club will be honoring our law enforcement/safety team (LCSO and Fortis) at the Respect for Law Breakfast on October 8, 2024 in the HCS Board Room.
- Q. I sit on the Livingston County Employer Advisory Council which meets quarterly.
- R. I am working in conjunction with Hartland Township for HCS to be a part of the new Veteran's Memorial official dedication ceremony. This was supposed to be September 6, 2025 but now it is slated for May 2, 2026 (The HS Band and Choir have committed).
- S. Starting in October we have developed a partnership with Speedway to provide resources for the high school food pantries.

Finance & Operations

Plan for Bond/Sinking Fund programming. (Chief Financial Officer, Board of Education, Superintendent)

- Present Sinking Fund renewal plan to the Board of Education during the 2025-26 school year. **Note:** Over the life of the Sinking Fund, the district has or will complete roughly \$7,614,196 worth of projects that did not require out-of-pocket interest costs.
- Request that the Board of Education approve the beginning process for developing the next District bond proposal.
- Determine timeline for discussion a future sinking fund and bond programs in the 2025-26 school year.
- **METRIC:** The metric to be used is “did this happen” and any relevant documentation associated with planning for these endeavors as well as the end of the year fund balance remaining at 12%-15% or better. This is a multi-year effort.

Evidence of Effort:

- A. Presented the Board of Education with the rationale for delaying a move on the Sinking Fund due to roll back concerns (Did You Know, 6-27-2025).
- B. Obtained verbal commitment from the BOE on 8-11-2025 to start collecting thoughts around what could be included in a future bond package.
- C. Central Office staff have been visiting buildings to gather future bond thoughts
- D. Attending PTO meetings to gather future bond thoughts.
- E. Met with high school and middle school students to gather future bond thoughts.
- F. Met with district coaches to gather input on a future bond package.
- G. Provided a summary of feedback from the above meetings (Did You Know, 9-12-2025).
- H. On 11-17-2025 the Board heard that our financial audit resulted in the highest possible rating of “UNMODIFIED.”

Review wage scales for non-union staff. (Assistant Superintendent of Personnel & Student Services, Chief Financial Officer, and Superintendent)

- Review salary schedules, compare market wages, and determine whether any adjustments are necessary over the life of this plan.
- Ensure the annual budget reflects any approved adjustments (June of each year).
- **METRIC:** Board communications regarding any adjustments made to meet this objective, as well as, the result of how staff feel the administration is doing on the annual staff survey. The goal is always 90% approval or better. This is a multi-year effort.

Evidence of Effort:

- A. Reviewed all non-union wages at the end of June 2025 for necessary adjustments. Adjusted LEGACY teachers and Technology wages. Mr. Hughes forwarded this to the Board in the August 8, 2025, Did You Know.
- B. Community Education reviewed wages and adjusted for the 2025-26 school year. Mr. Hughes forwarded this to the Board in the August 8, 2025, Did You Know.
- C. Worked with the LESA GSRP Consortium to establish wages for teachers and support staff as we expanded GSRP. Shared information with the BOE and obtained authority at a BOE meeting to move forward on this collaborative effort.
- D. The district received a UNMODIFIED opinion (highest rating possible) for the 24-25 Final Audit.
- E. In the process of extending the Student Nutrition contract. Shared information with the Board on November 7, 2025 as early notice.

Complete a technology assessment to determine future needs. (Director of Technology)

- Review the Technology program from the 2020 Bond program with the Board of Education in January 2026.
- Complete a future needs assessment and develop a 3–5-year plan for addressing these needs.
- Collaborate with the Livingston Educational Service Agency to finalize plans for updating the districts fiber connectivity capability for the next 10 years. **Note:** Our current fiber infrastructure (either underground or hanging on poles) is roughly 20 years old and aging quickly. The average lifespan for fiber is around 25 years.
- **METRIC:** The metric to be used will be in the form of Board presentations and documents associated with this effort, as well as a technology work order analysis of common concerns at the end of 2025-26. This is a multi-year effort.

Evidence of Effort

- A. As of 9-22-2025 the district has had logged 863 tech help requests. Of these 821 have been processed and handled or 95%.
- B. The County has not been easy to work with regarding the fiber connection plan originally outlined for district participation. Right now, it seems the deal made has fallen through and the district may be responsible for underground connectivity later. The Technology

Director believes the fiber that connects HCS to LESA will be good until a future bond probably around 2040.

- C. Bond Update shared with the Board and included technology needs.
- D. The Director of Technology is putting together a presentation for the January Board meeting.