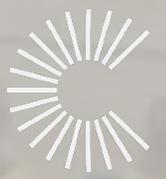


# Strategic Plan Enrollment Vision Update & Bond Project

Whiteford Agricultural School District

December 13, 2023

January 10, 2024



# WELCOME!

Facilitating tonight's meeting:

- Scott Huard, Superintendent - Whiteford
- Rich Brienik, Architect - The Collaborative
- Joe Powers, Project Coordinator - Wolgast Corporation



- 1 Meeting Norms/Purpose
- 2 Strategic Plan Enrollment Vision Review
- 3 Bond Project Cost Projections
- 4 Elementary Addition
- 5 Athletics Initiatives
- 6 Initial Budgeting
- 7 Next Steps

# NORMS OF COLLABORATION

1. Be On Time
2. Promote a Spirit of Inquiry
3. Pause
4. Paraphrase
5. Probe for Specificity
6. Put Ideas on the Table
7. Pay Attention to Yourself & Others
8. Presume Positive Intentions

# WHY ARE WE HERE TONIGHT?



1. Update from October's Strategic Planning Stakeholder Meetings.
2. Share feedback and interest regarding the scope and costs associated with a possible elementary and athletic bond project.
3. Understand next steps as we consider solutions to stabilize enrollment, lower class sizes, and address athletic complex needs.

# INTERACTIVE MEETING

During tonight's presentation, we encourage the asking of questions and sharing ideas.



- 1 Meeting Norms/Purpose
- 2 Strategic Plan Enrollment Vision Review**
- 3 Bond Project Cost Projections
- 4 Elementary Addition
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# STRATEGIC PLAN

The [Strategic Plan 22-27](#) was Board approved at the May 9, 2022 meeting. It was created by a very broad and diverse group of 32 stakeholders and the survey results of over 400 people. Throughout the planning process, the community expressed high expectations for Whiteford Schools to become a world class school district and have all students graduate from high school. Even though some of the goals are extremely high, they reflect the strong desire that has been expressed to embrace significant change and dramatically improve the school system for the next five years.

[Strategic Plan Goals/Objectives 2023-2027](#)



# Whiteford Agricultural School District Strategic Plan Summary | 2022-2027

## Mission

Whiteford Agricultural School District's mission is to engage in purposeful learning and empower all for a meaningful role in our dynamic world.

## Vision

Whiteford Agricultural School District's vision is to develop value-driven leaders and critical thinkers who will positively impact their community.

## Board of Education

Christine Bischoff, President  
David Dixon, Vice President  
Mike Iott, Secretary  
Shane Hillard, Treasurer  
Jeff Bunge, Trustee  
Kristi Mock, Trustee  
Janelle Young, Trustee

## Shared Belief Statements

We Believe...

- Everyone has the ability to be successful.
- In meeting the social, emotional, and academic needs in an environment that is physically and emotionally safe.
- A highly qualified and dedicated staff.
- Community support is valuable in promoting student success.

## Strategic Plan Goal Areas

Academics &  
Programs

Culture &  
Learning  
Environment

Personnel &  
Leadership

Facilities

Superintendent

Scott L. Huard, ED.S.

*Approved by Whiteford Board of Education on May 9, 2022.*



# Whiteford Agricultural School District Strategic Plan Summary | 2022-2027

## Academics/Programs

### Goal Statement:

Develop and maintain a rigorous and relevant curriculum among all disciplines that is vertically aligned K-12.

### Desired Outcome (MiCIP):

All students will have equal opportunities to choose the path that best fits for their abilities.

All staff will understand the expectations of delivering a robust curriculum and current learning experiences that is consistent, thorough, and engaging.

## Personnel & Leadership

### Goal Statement:

Develop and implement a plan to attract and retain highly-qualified, motivated staff.

### Desired Outcome (MiCIP):

We can maximize professional learning and build upon prior knowledge to develop a layered approach that will maximize instructional practices to best fit the needs of all students.

## Culture & Learning Environment

### Goal Statement:

Develop a core set of values that support social-emotional health for all Bobcats.

### Desired Outcome (MiCIP):

Safety, well-being, enthusiasm, and love of learning will improve for all students and staff.

## Facilities

### Goal Statement:

Develop and implement a comprehensive plan for improving and maintaining the physical assets of the district.

### Desired Outcome (MiCIP):

Students & staff will have the necessary resources for optimal learning environment.

# ENROLLMENT

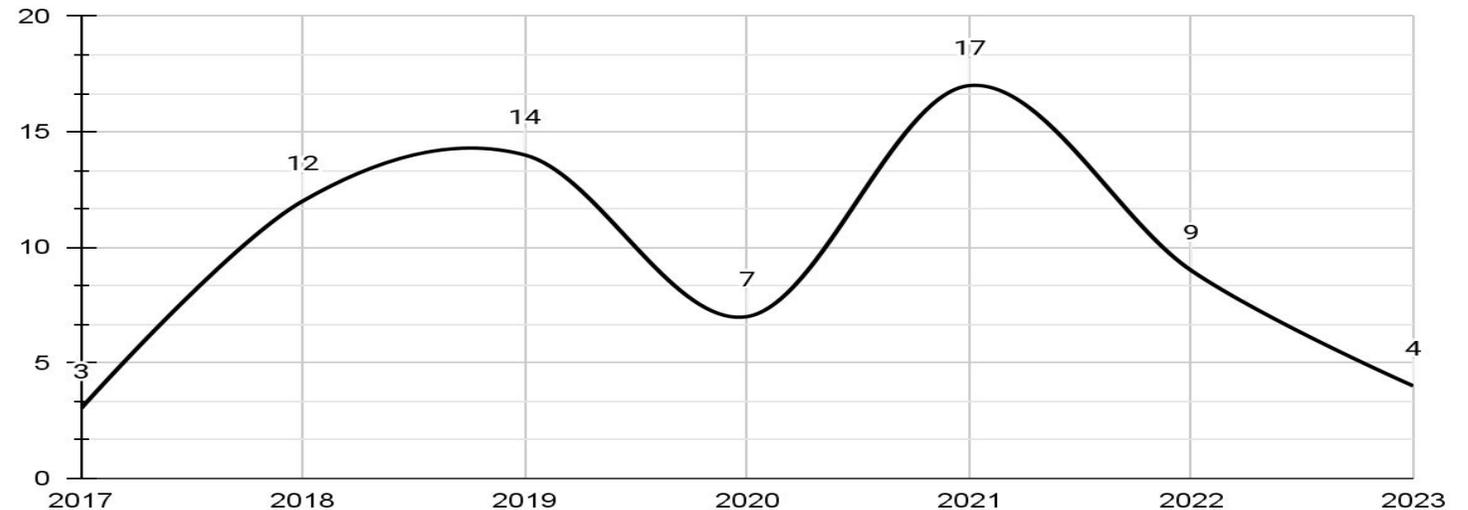
There are a few fundamental inputs to enrollment growth:

- District-Resident
- New District-Resident
- Child of Employee
- School of Choice-Siblings
- School of Choice-New



## TOWNSHIP HOUSING PERMITS

**WHITEFORD TOWNSHIP HOUSING PERMITS 2017-2023**

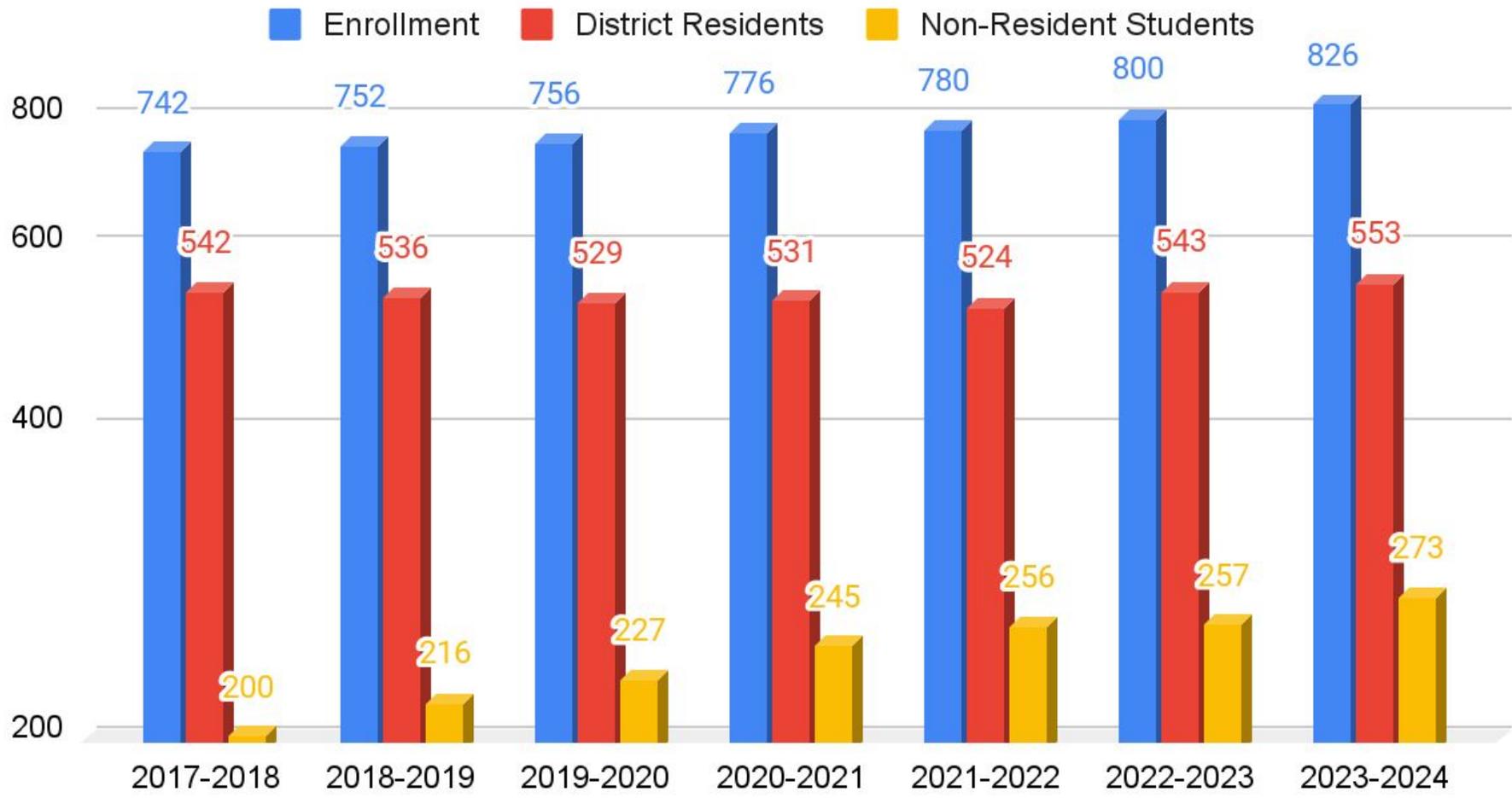


# ENROLLMENT TRENDS

Pupil FTE	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Enrollment	742	752	756	776	780	800	826
District Residents	542	536	529	531	524	543	553
Non-Resident Students	200	216	227	245	256	257	273
% of Non-Resident Students	26.9%	28.7%	30.0%	31.5%	32.8%	32.1%	33%

# ENROLLMENT TRENDS

## Enrollment Trends 2017-2024



# KINDERGARTEN ENROLLMENT (Past 6 Years)

	District Resident Students	Child of Employee	Retained from Previous Year	School of Choice - Sibling	Total Kindergarten w/o SOC New	School of Choice - New	Total Kindergarten w/SOC New	Kindergarten Classroom Sections	Student to Teacher Ratio
23-24	40	2	3	12	57	8	65	3	21.67
22-23	44	2	3	11	60	9	69	3	23
21-22	33	3	2	11	49	5	54	2	27
20-21	43	1	3	5	52	9	61	3	20.34
19-20	45	0	2	0	47	7	54	2	27
18-19	41	0	1	1	43	1	44	2	22

## SCHOOL OF CHOICE

Currently, we accept all SOC siblings. New SOC students are accepted to fill classroom openings to reach the 66/70 plan per grade-level as outlined in the October Stakeholder Meetings. Once the 66/70 is achieved, SOC students are denied.

# ENROLLMENT PROJECTIONS - 66/70 (5th Moves)

Grade-Level	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
Kindergarten	46	32	45	49	36	61	41	45	53	61	53	70	65	66	66	66	66	66	66	66	66	66	66	66	66
1st Grade	52	49	40	44	51	42	58	46	44	55	64	52	70	66	66	66	66	66	66	66	66	66	66	66	66
2nd Grade	40	49	50	40	43	55	48	60	48	48	51	61	55	70	66	66	66	66	66	66	66	66	66	66	66
3rd Grade	47	38	52	55	41	46	57	51	57	48	50	54	65	55	70	66	66	66	66	66	66	66	66	66	66
4th Grade	42	50	40	55	55	51	53	63	54	62	49	49	52	65	55	70	66	66	66	66	66	66	66	66	66
5th Grade	50	47	49	39	59	61	51	56	69	56	61	51	55	52	65	55	70	66	66	66	66	66	66	66	66
6th Grade	60	48	46	54	44	62	65	53	59	69	65	65	53	55	52	65	55	70	70	70	70	70	70	70	70
7th Grade	52	66	47	44	57	45	66	69	52	62	69	68	73	53	55	52	65	55	70	70	70	70	70	70	70
8th Grade	59	52	69	51	49	62	53	71	77	54	59	69	69	73	53	55	52	65	55	70	70	70	70	70	70
9th Grade	69	58	56	73	54	47	68	68	71	80	56	66	70	69	73	53	55	52	65	55	70	70	70	70	70
10th Grade	54	68	59	59	78	55	52	66	63	70	76	57	68	70	69	73	53	55	52	65	55	70	70	70	70
11th Grade	64	56	62	53	63	77	54	52	59	60	65	74	60	68	70	69	73	53	55	52	65	55	70	70	70
12th Grade	68	62	53	63	52	62	76	52	50	51	62	64	71	60	68	70	69	73	53	55	52	65	55	70	70
Elementary	277	265	276	282	285	316	308	321	325	330	328	337	362	322	323	334	330	330	330	330	330	330	330	330	330
Middle School	171	166	162	149	150	169	184	193	188	185	193	202	195	233	225	227	242	256	261	276	276	276	276	276	276
High School	255	244	230	248	247	241	250	238	243	261	259	261	269	267	280	265	250	233	225	227	242	260	265	280	280
Total	703	675	668	679	682	726	742	752	756	776	780	800	826	822	828	826	822	819	816	833	848	866	871	886	886

Updated: 10/1/23



# AVERAGE RATIOS

	<b>23-24 (Currently)</b>	<b>66/70 Plan (5th Move)</b>	<b>66/70 (5th Stay)</b>
<b>KG-5th Teacher</b>	1:24	1:22	1:22
<b>6th-8th Teacher</b>	1:24	1:24	1:24
<b>9th-12th Teacher</b>	1:24	1:24	1:24
<b>Counselor - Elementary</b>	1:362	1:330	1:396
<b>*Counselor - Middle School</b>	n/a	1:276	1:210
<b>Counselor - High School</b>	1:464	1:280	1:280
<b>Principal - Elementary</b>	1:362	1:330	1:396
<b>*Principal - Middle School</b>	n/a	1:276	1:210
<b>Principal - High School</b>	1:464	1:280	1:280
<b>Behavior Interventionist (Elem)</b>	1:362	1:330	1:396
<b>Dean of Students (Secondary)</b>	1:464	**1:556	**1:490

\*New/Restructured Position

\*\*Pending Budget or Possible Restructure of Position

# OCTOBER STAKEHOLDER HIGHLIGHTS

- Three (3) Strategic Plan & Enrollment Vision Workshops were held in October 2023.
- About 100 stakeholders attended the three (3) workshops.
- Feedback was gathered in the form of noticings, wonderings, pros, cons, questions, concerns, and considerations for the strategic plan and enrollment vision that would regulate enrollment growth. Feedback posted on district website.
- For those unable to attend, videos were created outlining the presented material as well as a survey to gather additional feedback that was posted to the district website.
- With enrollment stabilization to decrease class sizes, we have a space issue:
  - Elementary building has 15 general education classrooms and 1 elementary art classroom
  - With three (3) sections of each grade KG-5th grade, we would need 18 general education classrooms
- Feedback shared by stakeholders suggested that I investigate the following solutions:
  - Portable Classrooms or Trailers - Temporary solution until bond project passes
  - Elementary Art Room - Move to middle/high school building as a temporary solution until bond project passes
  - Elementary Library - Eliminated as a temporary solution until bond project passes

# TRAILERS VS CLASSROOMS

## Trailer Costs:

- \$145/sf total hard cost
- Anticipate the following costs for a singular 1,250sf trailer:
  - $1,250\text{sf} \times \$145 = \$181,250$
  - Adding 25% increase to this to account for soft costs and inflation.
  - $\$181,250 + \$45,315 = \mathbf{\$226,565}$

## Classroom Costs:

- \$340/sf total hard cost
- Anticipate the following costs for a singular 1,250sf classroom:
  - $1,250\text{sf} \times \$340 = \$425,000$
  - Adding 20% increase to this to account for soft costs and inflation.
  - $\$425,000.00 \times \$85,000 = \mathbf{\$510,000}$

# TRAILERS

The following needs to be considered...

- Costs - Purchase and removal
- Site Work - Ground and utility work being lost money when installed and removed
- Cheap Construction - Deferred maintenance and repair costs year after year
- Higher Electric Utility Bills - Less efficient
- Safety Concerns - No bathrooms with frequent travel between buildings
- Accessibility - Separate ramp or deck structure
- Building Codes - 30' within building will require fire rating considerations
- Storage - No teacher storage units or casework as it is literally four (4) walls
- Community Perception - Out of control growth and trailer may stay with failed bond
- Segregated Classrooms - Students not feeling a part of the building culture

# ELEMENTARY ART / LIBRARY

The following needs to be considered with ART...

- Move - Middle/High School Building
- 2024-2025 School Year - Buys us one year in not having to move 5th graders
- Costs - Middle/High classroom needs temporary sinks and storage added
- Storage - Art materials take up large amounts of storage
- Specials - Elementary students make an additional walk across parking lot

The following needs to be considered with the Library...

- Eliminated or moved to trailer
- 2025-2026 School Year - Buys us another year in not having to move 5th graders
- Costs - Remove books
- Literacy - Students have access to classroom libraries, but lose out on greater selection of books

# WHAT IS THE NEED? WHY?

## ELEMENTARY BUILDING

- Four (4) Elementary Classrooms
  - Lower class sizes with 3 sections
  - Space for 5th grade
  - Possible Young 5 Program
- Multipurpose Room
  - PE - No walking to MS/HS
  - Indoor Recess
  - Assemblies
  - Whiteford Parent Ass. (WPA) Events
  - Community Activity Use

## ATHLETIC COMPLEX

- Separate Baseball & Football Fields
- Fix drainage issues
- Replace deteriorating structures (ie. dugouts, softball/baseball press boxes, concession stand, ticketing areas)
- Improve playing surfaces
- Appropriate spectator bleachers
- Accessibility for all spectators
- Community Usage (ie. youth flag/tackle football, 3.2 mile cross country path, basketball and pickleball court)
- Spring Sports Use

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# WHAT IS THE OPPORTUNITY?

- \$10 Million Bond Project
- Two (2) Series
  - Elementary included in 1st Series
- No tax rate increase
- 4.93 mills and stays 4.93 mills
- Bond Extension - 6 years
- Meets the current needs

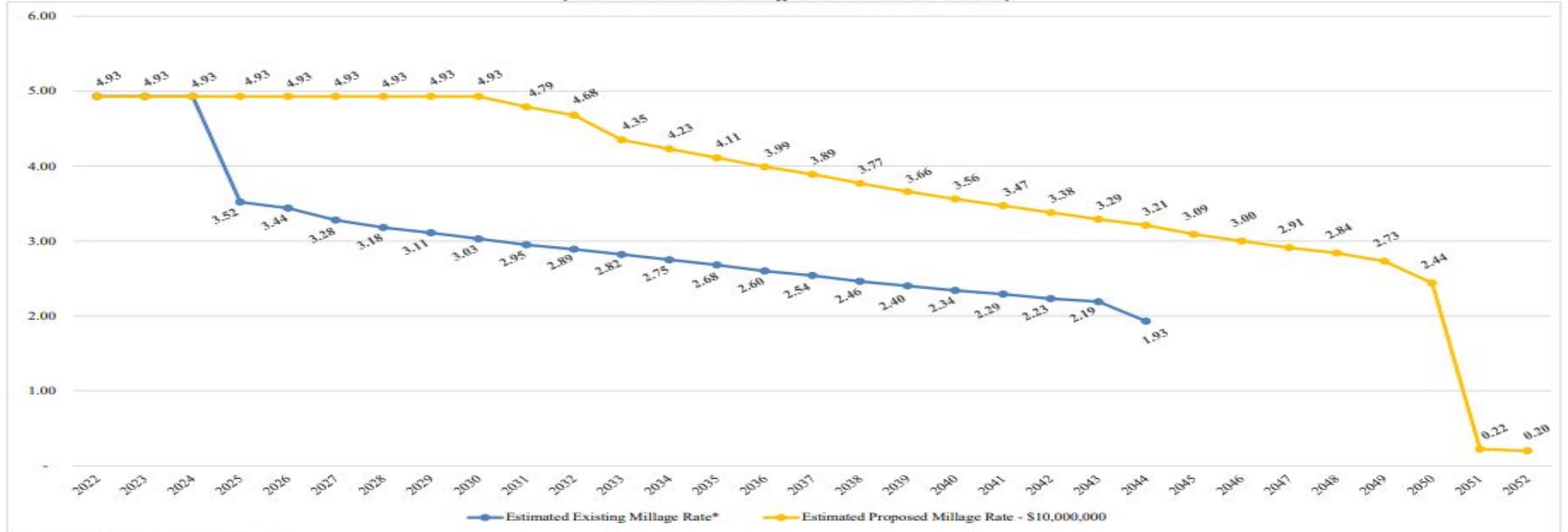
# BOND PROJECT COST PROJECTIONS

- These are estimates at this time supplied by Baker Tilly Municipal Advisors, LLC.
- The upcoming 2024 bond sale, taxable value growth, and interest rates could alter this slightly before a 2024 election.
- With this potential August 2024 vote, we are estimating a two-series, \$10 Million bond par amount project.
- This would not change the current millage rate from 4.93, but it will be a bond millage extension where the 4.93 mills goes out approximately another six (6) years before it begins to drop as shown on the next slide.

# BOND PROJECT COST PROJECTIONS

WHITEFORD AGRICULTURAL SCHOOL DISTRICT  
COUNTIES OF LENAWE E AND MONROE, STATE OF MICHIGAN

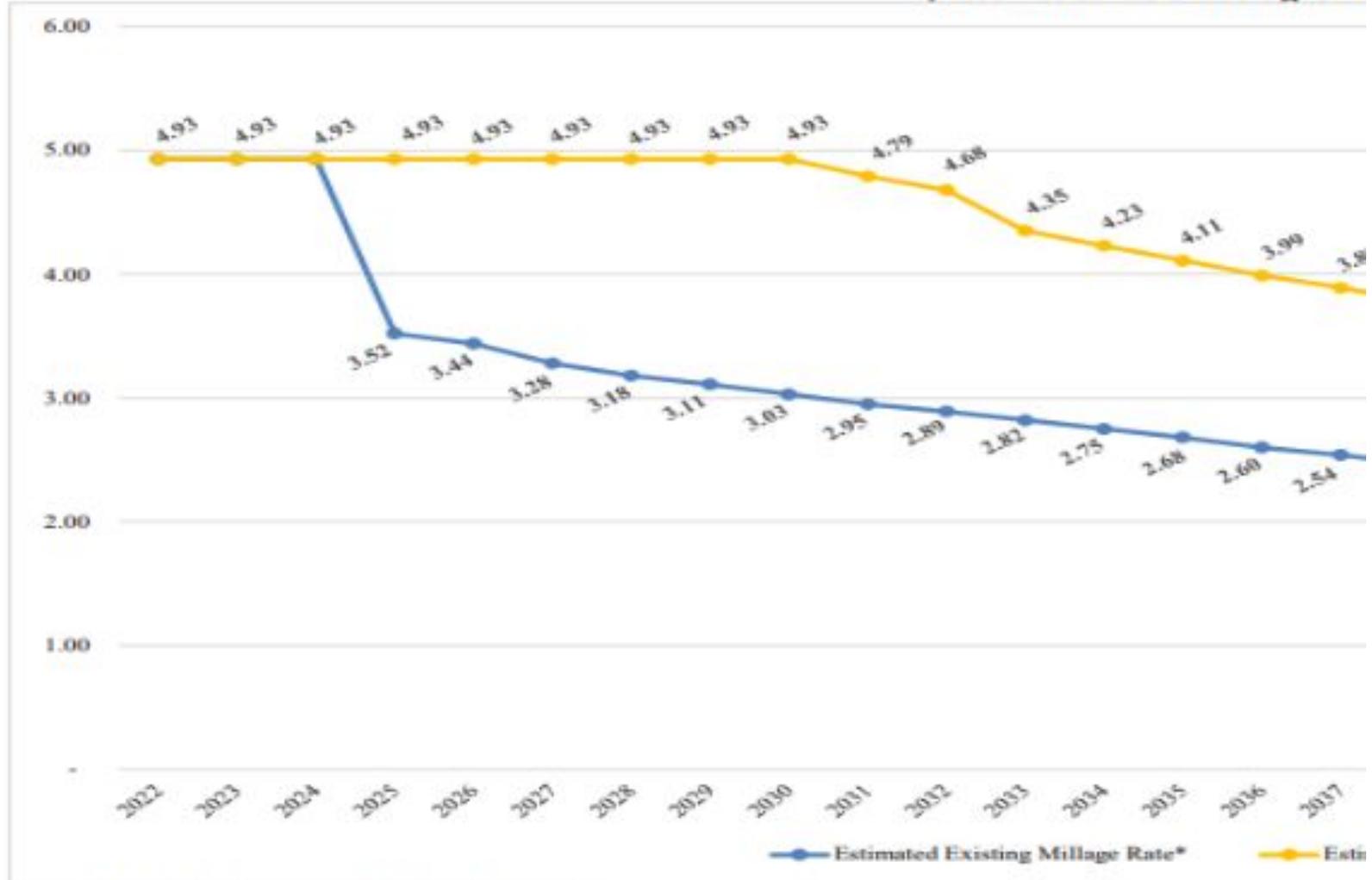
**COMPARISON OF ESTIMATED DEBT SERVICE MILLAGE RATES - CHART FORMAT**  
(Assumes taxable value growth of 2.50% - 3.00%)



\*Includes Estimated 2024 Bond Issuance.

# BOND PROJECT COST PROJECTIONS

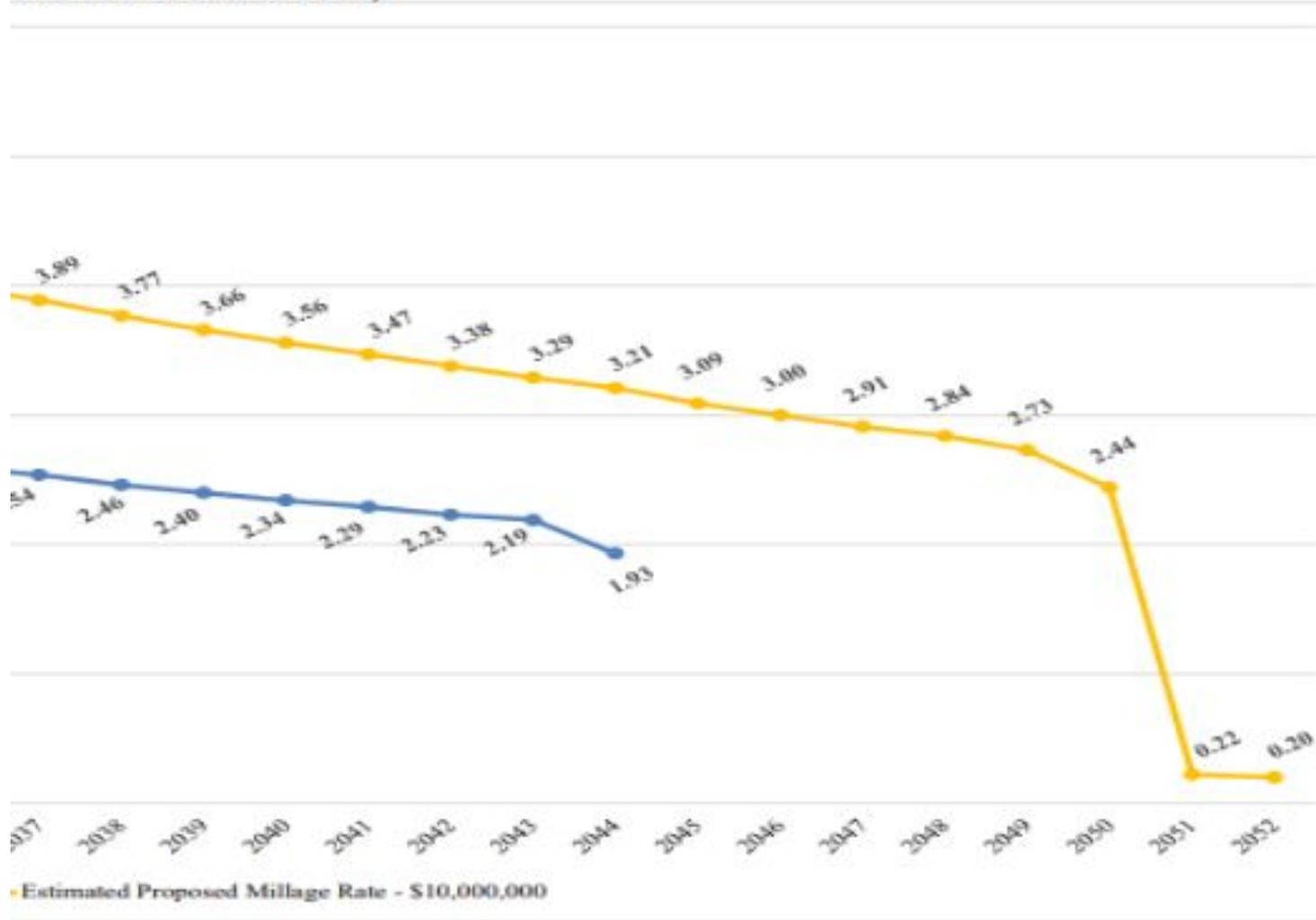
**COMPARISON OF ESTIMATED DEBT SERVICE**  
 (Assumes taxable value growth)



\*Includes Estimated 2024 Bond Issuance.

# BOND PROJECT COST PROJECTIONS

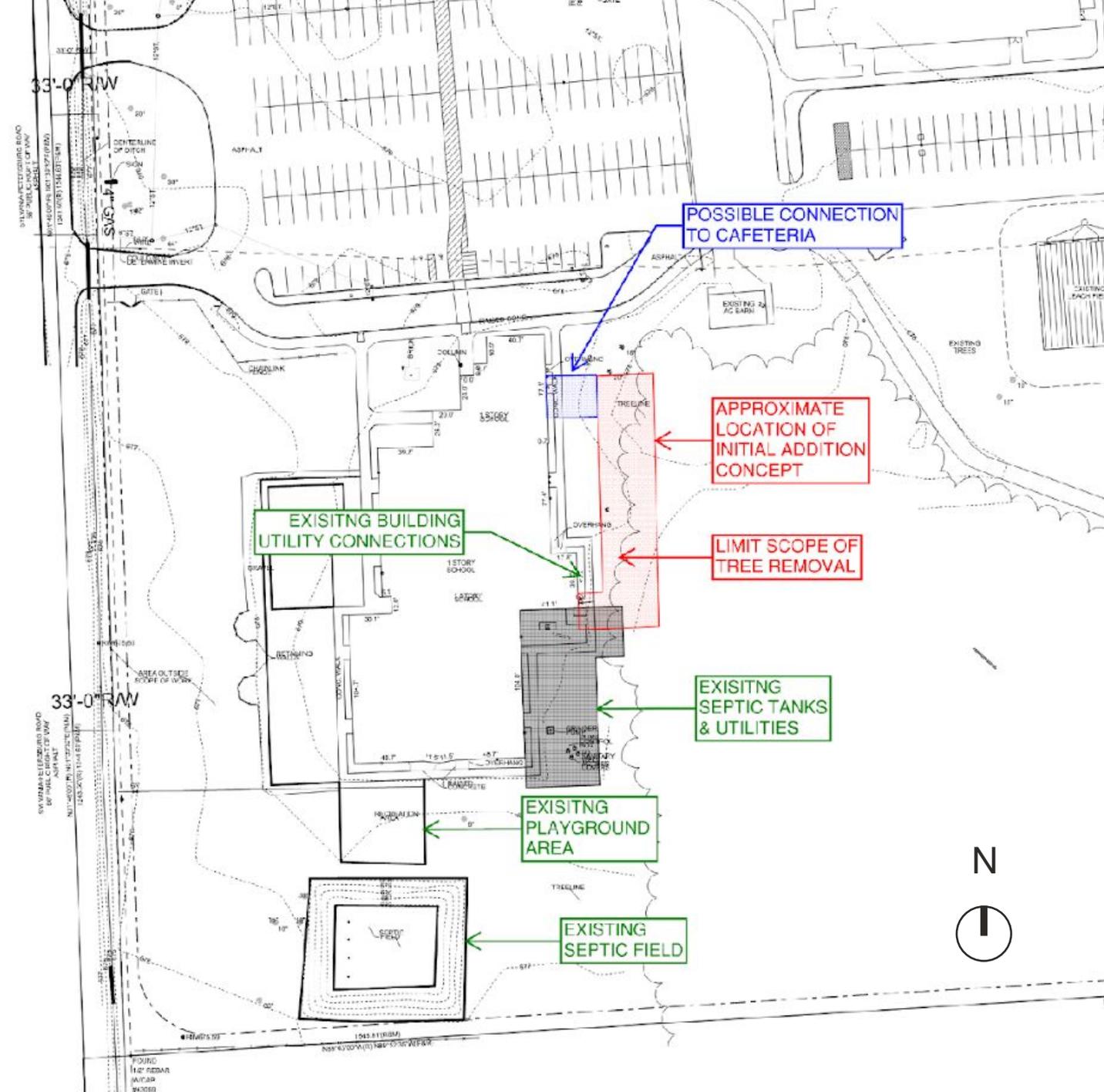
**ICE MILLAGE RATES - CHART FORMAT**  
(Growth of 2.50% - 3.00%)



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# THE COLLABORATIVE

- Primary Goals - Elementary
  - Assign area for the addition of 3-4 classrooms.
  - Consider single-hole toilet rooms.
  - Include assigned area for an indoor flexible area to be used as for educational PE or play space and not as another gym.
  - Include necessary building utility and systems improvement upgrades if possible (ie. roof, deferred utility maintenance.)
  - Location of possible additions should limit disturbance to existing utilities and surrounding landscape.



## Existing Conditions

T



FIRST FLOOR PLAN - 5,000 SF BASE / 2,100 SF ALTERNATE  
 SCALE 1/32" = 1'-0"

THE  
 COLLAB  
 ORATIVE



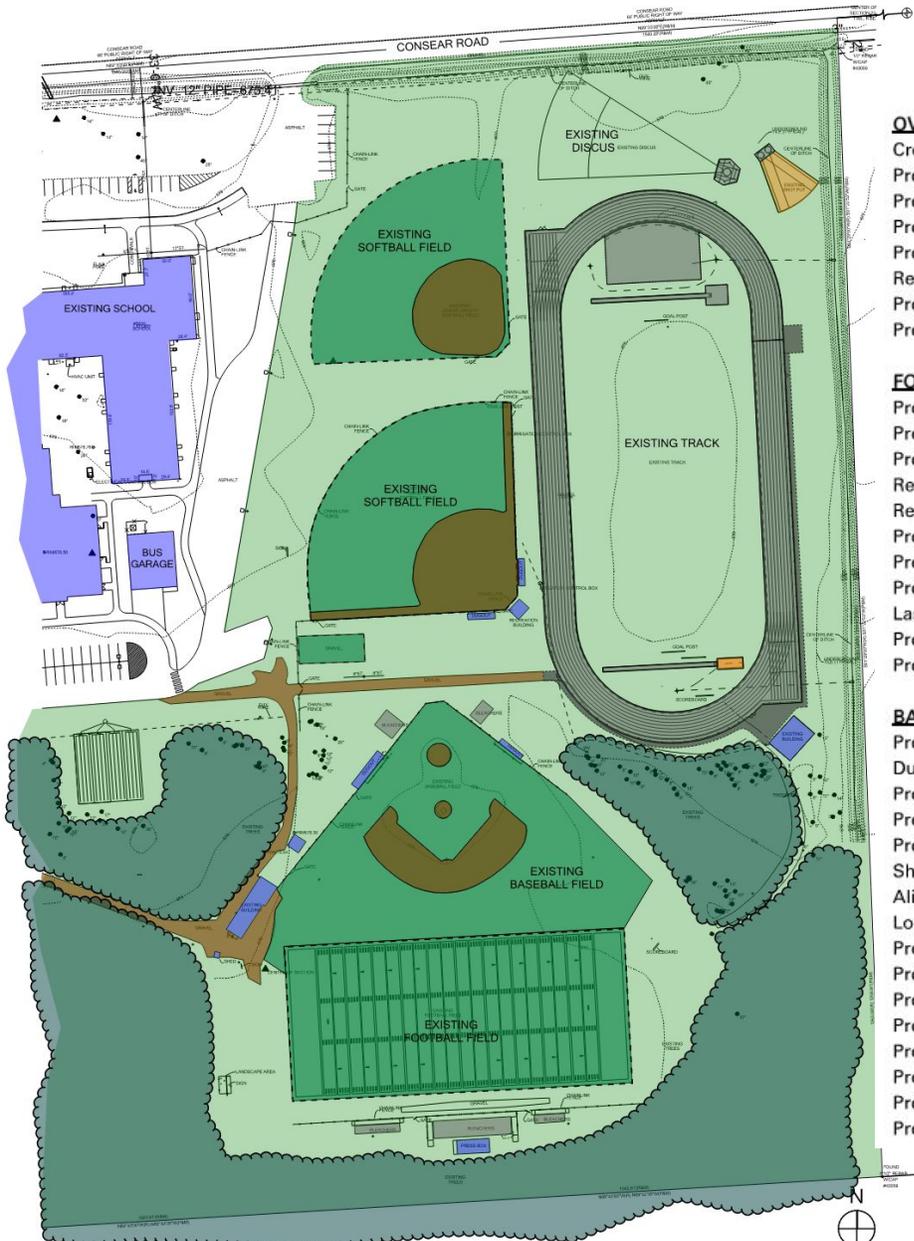
ELEMENTARY SCHOOL ADDITIONS / WHITEFORD SCHOOLS

Conceptual Plan

## THE COLLABORATIVE

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# THE COLLABORATIVE



Existing Conditions

Scale: 1"=50'-0"

JUNE 29, 2022

## OVERALL SITE

- Create Entry Feature with Ticketing
- Provide Asphalt Path to Connect to Track (Include Drainage Improvements along pathway)
- Provide Asphalt Path to Connect to Existing Concession Building
- Provide Concrete Plaza Area outside Concession Building
- Provide stone path "thru the trees"
- Remove Pedestrian access at north end of site - Force everyone to enter at New Main Gate
- Provide Improvements to Existing Batting Cage
- Provide Asphalt Basketball Court adjacent to Building (per original CDs)

## FOOTBALL

- Provide Entry Plaza at Concession/Restroom area
- Provide Paved Pathway to Bleacher Area
- Provide Drainage Improvements along Paved Pathway
- Remove Existing bleachers at either end of center bleacher system
- Remove Center Bleachers (possibly keep support beams & foundations)
- Provide New Bleacher System Extending between existing Light Poles (include ADA access)
- Provide New Football scoreboard at East end
- Provide Play Clocks (2)
- Laser Grade Field to improve drainage (adjust irrigation heads as required)
- Provide Perimeter Drain tile
- Provide Pricing for Synthetic Turf (combination field with Baseball)

## BASEBALL

- Provide New Dugouts - Closer to Home Plate (Home Dugout to remain on 1st Base Side)
- Dugouts to have fence in front lean on
- Provide Press Box above Home Dugout (power, data, ???)
- Provide Storage with overhead door to accommodate Golf Cart
- Provide Backstop Net system w/3'ht. backstop wall with padding
- Shift Field Dimensions to reduce foul territory (existing distance is roughly 36') & reduce distance to backstop
- Align Fence down foul lines to place Existing Light Poles "out of play" (6'ht. Fence)
- Locate Bull Pens down foul lines, outside field of play (one for each team)
- Provide at Grade Bleachers on concrete slab (behind home plate wrapping down each foul line)
- Provide New Scoreboard - Inning by Inning (near new football scoreboard)
- Provide New Foul Poles (2)
- Provide New Flagpole - near scoreboard
- Provide Drainage Improvements in Right Field (near Concession Area)
- Provide Public Address System
- Provide Pricing for Future Lights
- Provide Pricing for Synthetic Turf (combination field with Football)

## VARSITY SOFTBALL

- Provide New Dugouts - Further from Home Plate (Home Dugout to remain on 3rd Base Side)
- Dugouts to have Net system in Front
- Provide Press Box above Home Dugout (power, data, ???)
- Provide Concessions, Storage, and Restroom (two)
- Provide Backstop Net system w/3'ht. backstop wall with padding
- Shift Field Dimensions to reduce foul territory
- Locate Bull Pens down foul lines, outside field of play (one for each team)
- Provide raised Bleacher system on concrete slab (behind home plate wrapping down each foul line)
- Provide New Scoreboard - Inning by Inning (same location as existing scoreboard)
- Provide New Flagpole - near scoreboard
- Laser Grade outfield area to improve drainage (adjust irrigation heads as required)
- Provide Public Address System
- Provide Pricing for Future Lights
- Provide Pricing for Synthetic Turf

## PRACTICE SOFTBALL FIELD

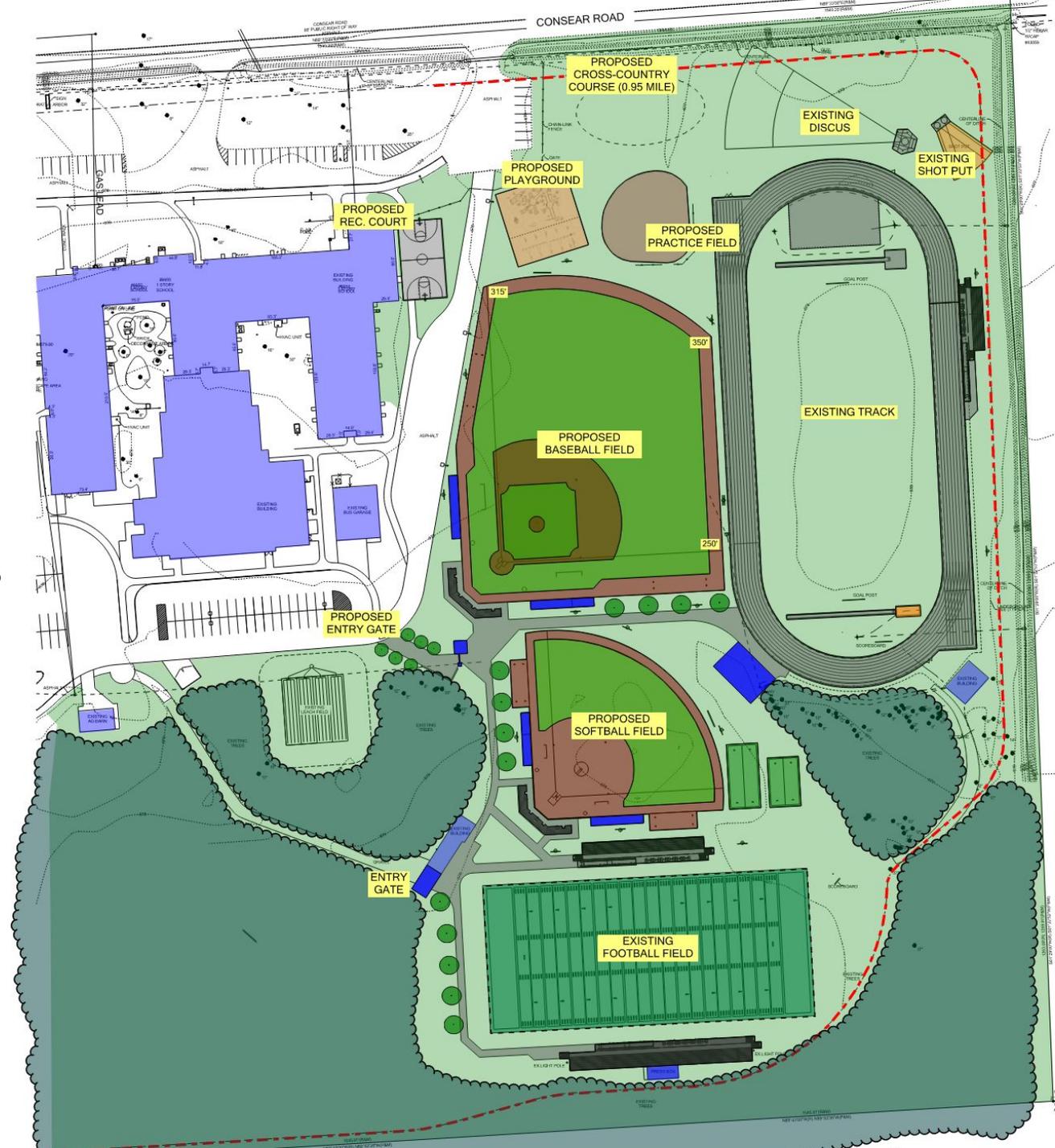
- Extend Height of Existing Backstop (30' Total Ht.)
- Provide 6' Ht. Perimeter Fence (Foul Lines & Home Run Fence) - 190' Homerun Distance
- Regrade Outfield Area (to be done by current site contractor)

## TRACK

- Provide Permanent Bleachers at the Start/Finish Line
- Provide Net System at North end along Discus Event

# THE COLLABORATIVE

- Primary Goals - Athletics
  - Create an Athletic Complex Main Entry/Plaza
  - Separation of Baseball & Football
  - Prime Orientation for Baseball & Softball Fields
  - Maintain Existing Football Field/ Experience
  - Provide Additional Amenities (Cross Country Course, Practice Field, Basketball or Pickleball Court)
  - Allow Future Growth Opportunities



Final Concept







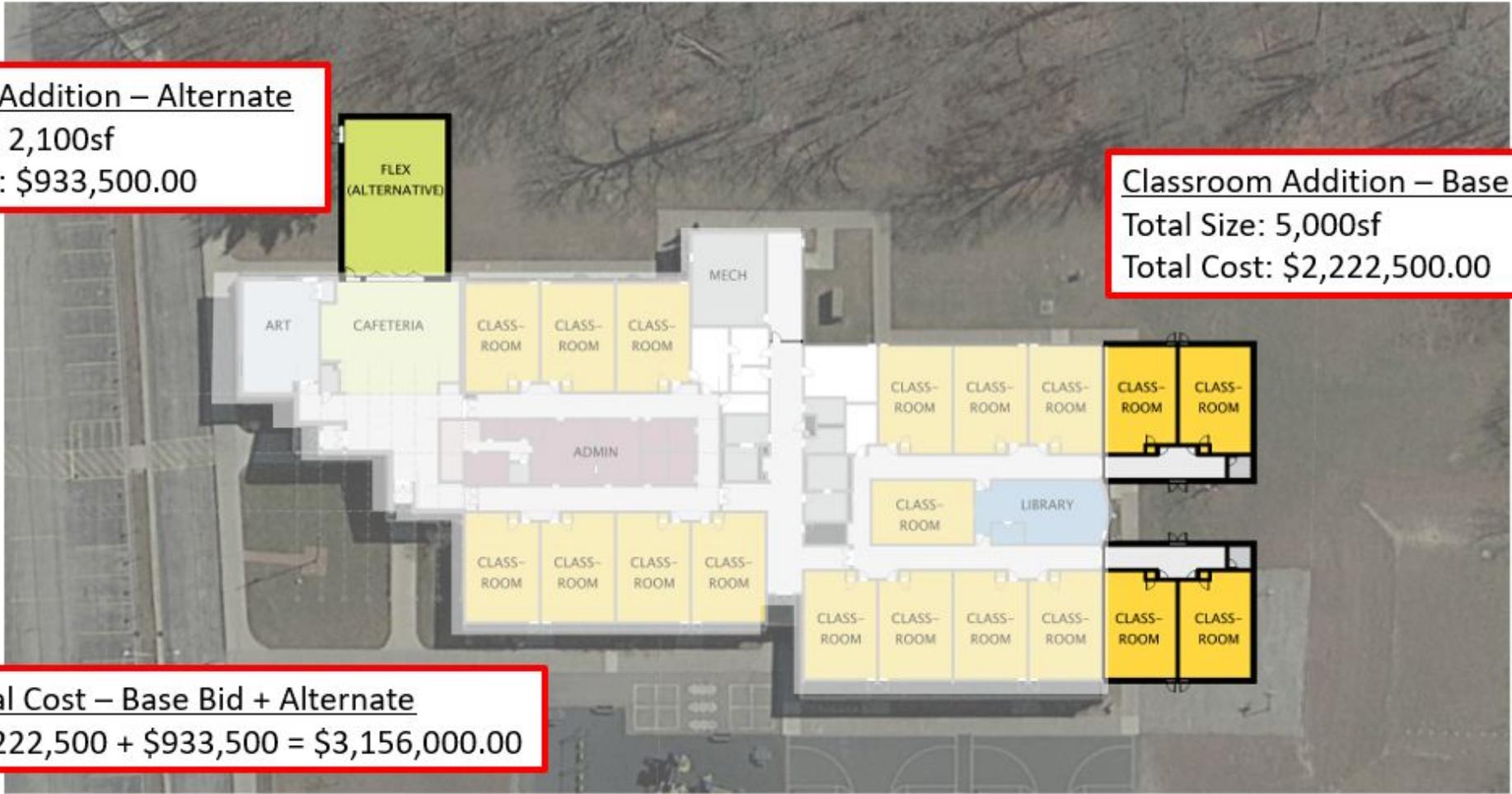
THE COLLABORATIVE

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Flex Area Addition – Alternate  
Total Size: 2,100sf  
Total Cost: \$933,500.00

Classroom Addition – Base Bid  
Total Size: 5,000sf  
Total Cost: \$2,222,500.00

Total Cost – Base Bid + Alternate  
 $\$2,222,500 + \$933,500 = \$3,156,000.00$



FIRST FLOOR PLAN - 5,000 SF BASE / 2,100 SF ALTERNATE  
SCALE 1/32" = 1'-0"

Estimated Elementary Cost

ELEMENTARY SCHOOL ADDITIONS / WHITEFORD SCHOOLS



What's Included?

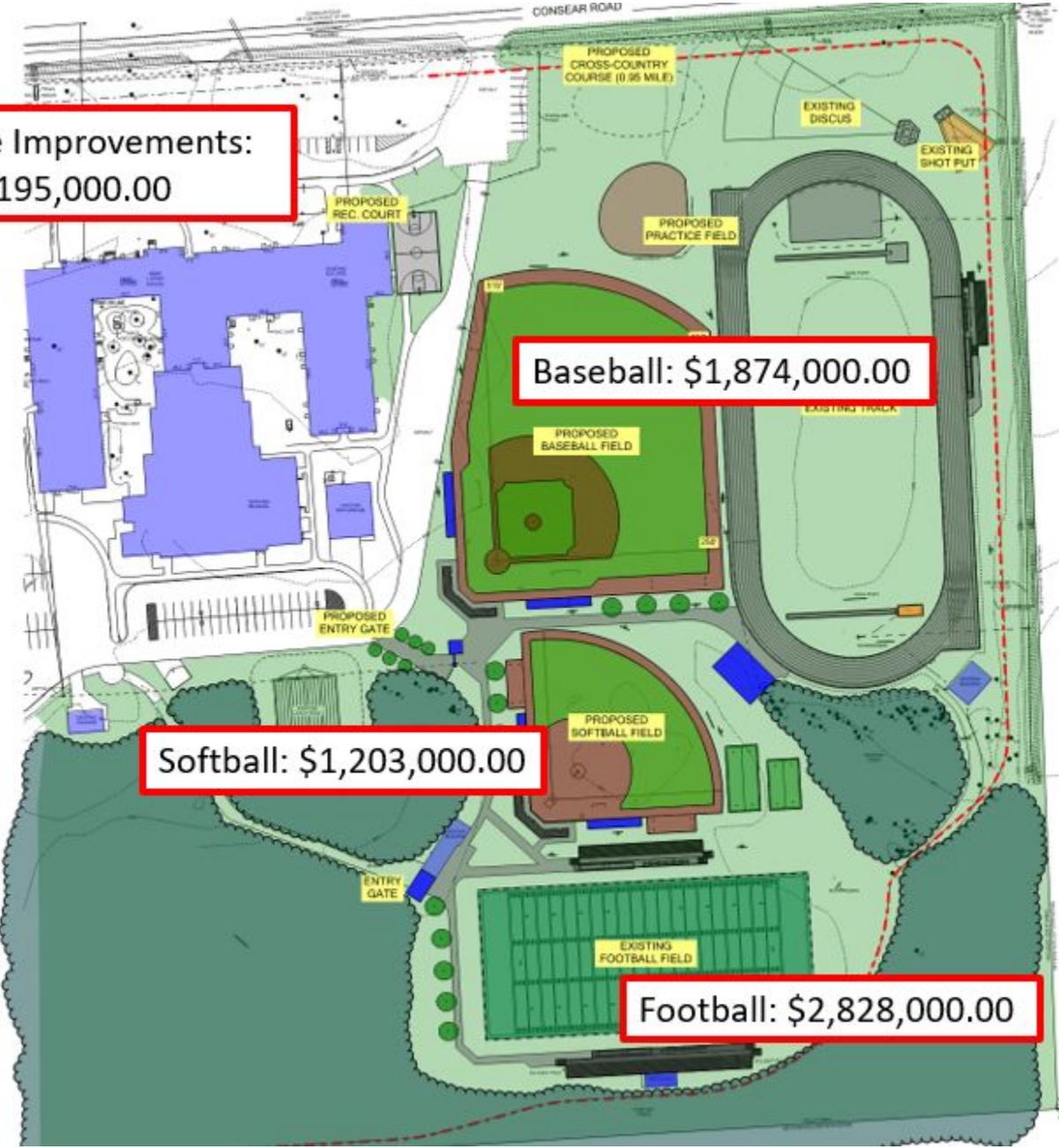
- Turf Football Field
- Visitor Bleacher
- Relocated Baseball & Softball
- Practice Field
- Reinvented Concessions/Ticketing
- Cross Country Track
- Dedicated Bleacher Pavement
- Accessible Surfaces
- Restroom Facilities
- Site Drainage Mitigation

Site Improvements:  
\$1,195,000.00

Baseball: \$1,874,000.00

Softball: \$1,203,000.00

Football: \$2,828,000.00



Estimated Athletics Cost

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# NEXT STEPS

1. January 2024 - Review/revise elementary and athletic complex documents and budgeting as needed.
2. January 2024-February 2024 - Community Steering Committee decides on final scope
3. February 2024/March 2024 - Recommendation to the Board of Education

## What do you think?

We want to hear from you?

- Is this something you can get behind and support?
  - If so, why?
  - If no, why?
  - If maybe, is there something more you need to make a decision?

# WELL, HOW DID WE DO?



1. Update from October's Strategic Planning Stakeholder Meetings.
2. Share feedback and interest regarding the scope and costs associated with a possible elementary and athletic bond project.
3. Understand next steps as we consider solutions to stabilize enrollment, lower class sizes, and address athletic complex needs.

Thank  
You