Proposed Services
Facility Utilization Study
(BID #10-1129)

Prepared For:

Walled Lake Consolidated Schools

November 29, 2010
November 29, 2010

Ms. Linda Newton
Walled Lake Consolidated Schools
820 Ladd Road, Building D
Walled Lake, MI 48390

Dear Ms. Newton:

Plante Moran CRESA (PMC) in conjunction with Michigan Leadership Institute (MLI) and TMP Architecture (TMP) are pleased to submit this proposal to the Walled Lake Consolidated School District (WLCS) in response to your request for Facility Utilization Study - Bid #10-1129. Our team understands this request is intended to provide a comprehensive look and critical assessment of the efficiency and effectiveness of the current and proposed District’s configuration and facility utilization and recommend actions to more effectively and efficiently utilize District resources without compromising the equity of programs or building environment for the students, teachers or community.

In order to develop an appropriate strategy and action for moving forward, the PMC / MLI / TMP Team expects to work closely with the District to ensure that this process meets the District AND the community’s needs. We welcome the opportunity to be a valued partner in this most important effort.

We believe our team is extremely qualified to serve you on this critical initiative. The project team brings extensive knowledge to this engagement and experience gained working with many clients. We also offer the following benefits:

- **An experienced team who provides recommendations to school districts in the areas of enrollment, facility, curriculum and operations consulting.** As your advisor, the PMC / MLI / TMP Team is well recognized throughout Michigan as leading providers of independent and objective advice relating to enrollment, facility usage, curriculum, and operational considerations. We are currently working with the following districts to in reviewing their enrollment, facility construction or renovation, and/or operations.

  - Berkeley School District
  - Birmingham Public Schools
  - Bloomfield Public Schools
  - Cassopolis Public Schools
  - Detroit Public Schools
  - DeWitt Public Schools
  - Farmington Public Schools
  - Lincoln Consolidated Schools
  - Milan Area Schools
  - Onsted Community Schools
  - Saline Area Schools
  - Van Buren Public Schools
  - Ypsilanti Public Schools
  - Warren Consolidated Schools
  - Waterford School District
  - West Bloomfield School District

- *highlighted districts indicates mutual clients of the PMC / MLI / TMP Team*
A strong PMC / MLI / TMP Team with a proven track record with Walled Lake Consolidated Schools and surrounding Southeast Michigan districts.

- PMC's familiarity with Walled Lake Consolidated Schools pupil enrollment through previous projection study assignments
- MLI's firsthand experience with educational programming and facility planning by former top-level administrators in suburban Oakland County school districts.
- TMP's familiarity and longstanding commitment to Walled Lake Consolidated Schools with its 50 year history as a leading educational planning and design firm.
- Extensive resources with access to over 40 staff who specialize in K-12 work who are able to assist in the process
- Recognized leadership in assisting K-12 school districts

We believe that based upon these experiences and the quality of our proposed team we are well qualified to assist Walled Lake Consolidated Schools on this project. We are looking forward to the opportunity to continue building on our relationship with the District. Please feel free to contact me at 248-223-3316 with any questions. Once again, thank you for the opportunity to present our qualifications on this important project.

Very truly yours,

PLANTE MORAN CRESA  Michigan Leadership Institute  TMP Architecture

Paul Wills, AIA, LEED AP  Kathleen Booher  Stephen Smith, AIA
Partner  Regional President  Senior Vice President, COO
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Firm Information

Plante Moran CRESA

Plante Moran CRESA, LLC (PMC) is an independent fully integrated real estate consulting firm with a dedicated government practice. PMC is affiliated with Plante & Moran, PLLC (Est. 1924), the 11th largest certified public accounting and business advisory firm in the nation, as well as CRESA Partners (Est. 1993), the largest Real Estate Tenant Representation firm in the nation. The four partners who lead PMC are Bill Lichwall, Greg VanKirk, Tom Chen and Paul Wills.

PMC’s multidisciplinary team includes planners, enrollment specialist, architects, engineers, construction experts, project managers, CPA’s and real estate professionals. Our focus is to provide independent advice to our clients in the areas of real estate facility utilization, bond planning, project feasibility, strategic planning, design and construction oversight and project administration in the K-12 sector.

As a trusted advisor and the owner’s advocate, we help our clients manage all of the details for major capital projects. PMC is completely independent. This means we act exclusively in your interests with an unbiased view, and our focus is always on maximizing project value, minimizing the owner’s risk and ensuring the following service:

- Unbiased owner’s representation
- Program Management expertise specific to your project needs
- Dedicated resources with multidisciplinary backgrounds
- Value analysis of all project elements
- Mitigation of risk thru proven program management processes
- Efficient use of staff time as it pertains to key decision making
- Essentially, we become a seamless extension of your staff

PMC has successfully managed multiple complex Owner’s programs similar to Walled Lake Consolidated Schools. Our completed project résumé includes various educational, governmental, financial and healthcare clients.

For over fifteen years we have successfully advocated as the Owner’s trusted advisor. Our proven leadership approach fosters team work, partnership and collaboration that ultimately ensures your project will be a complete success.
The Michigan Leadership Institute

The Michigan Leadership Institute (MLI) is a privately-held corporation providing consultant services to Michigan school districts, intermediate school districts, charter schools, parochial schools, municipalities, hospitals and other non-profit organizations. Founded in 1998, Michigan Leadership Institute has provided a range of services to its clients across the state including: executive searches, dynamic planning, facilities utilization recommendations, governance workshops, plan of entry consultation, executive coaching, operations/program review, facilitated evaluation, labor relations support, and other customized products. The focus for all Michigan Leadership work is the deployment, development and support of leadership.

Michigan Leadership Institute has built a reputation of successfully meeting client needs working from a base of expertise, integrity and customization. This success has been marked by our capacity for listening to client needs, understanding the political environment of public education and proactively managing community response to change. MLI services are delivered by regional presidents with a total of 127 years of combined experience as local district or ISD superintendents, much of this service in southeast Michigan’s suburban school systems. This longevity of service contributes to MLI’s proficiency in assisting districts with planning issues associated with periods of population growth or decline. Our regional presidents work collaboratively to support MLI client needs and work outside their regions when their particular backgrounds best suit the project. Also, MLI also engages consulting specialists, recognized for their career expertise, to support projects where the specialist’s experience adds further value to the team.

To best serve the Walled Lake Consolidated Schools, these MLI professionals will provide dedicated leadership to the project team:

**President/CEO and Regional President for Southeast Michigan - Dr. Michael Wilmot** served 18 years as Superintendent of Garden City Schools; 18 years total Superintendent experience; Ed.D. Wayne State University.

**Regional President for South Central Michigan - Dr. E. Kathleen Booher** served 5-1/2 years as Superintendent of Berkley School District; 8 years total Superintendent experience; Ed.D. Rutgers University.

**Education Specialist - Nancy M. Davis** is the former Assistant Superintendent for Academic Services in Novi Community Schools, Ms. Davis serves as Education Specialist on this project. Ms. Davis’ dual masters degrees were awarded in Public Relations and Journalism by Central Michigan University and in Educational Systems Design and Administration by Michigan State University.
TMP Architecture

TMP is a professional firm of creatively focused individuals who specialize in the design and implementation of educational facilities. Expertise in learning environments for all facets of education is reinforced by emphasis on client service, project value and innovative solutions.

Throughout its 50-year history, TMP has gained wide recognition for its design of outstanding, award-winning educational facilities. The firm has completed over 5000 projects for primary and secondary school clients. Services provided have included bond issue studies, programming, planning, new facilities design, interior design, remodeling design and engineering. The firm’s success in serving educational clients can be attributed to its staff’s sensitivity and understanding of the unique requirements and needs of the students, faculty and administrators who use these facilities.

TMP is a Michigan corporation with ownership by the 6 board members, 2 Vice Presidents, 11 Principals, 12 Senior Associates and 6 Associates.

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<th>Name</th>
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<td>President</td>
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The PMC / MLI / TMP Team acknowledges the proposed time line and have the resources to complete this study.
Project Understanding

Walled Lake Consolidated Schools seeks the assistance of a consultant to conduct a school District configuration and facilities use study. This study will identify, justify and recommend actions to more effectively and efficiently utilize District resources while reducing District expenses. The intended result of this study is to create maximum opportunities for student achievement by delivering the best instructional program possible within the District’s financial resources. This study will include a review of the District’s grade level and school configurations including the general instructional program, This review will also require examination of student pupil enrollment projections, facilities, and transportation. Additionally, the District seeks to obtain input from the community as it relates to this study.

Project Approach

To fulfill the intended purpose of this project, the following approach is suggested:

1. **Formation of a Core Project Team**
   The first step in the process is for the District to form a Core Project Team that can act as the main point of contact for the consultant during the project. This team should consist of 9-12 members, including the Superintendent and/or Assistant Superintendent; one or two Board members; the chief District administrators for curriculum/instruction, facilities, transportation, and community relations; one building principal, one teacher and one community representative. Substitutes or additions may be considered as deemed appropriate to the Core Project Team’s purpose.

2. **Project Initiation**
   A meeting will be conducted with the school district to finalize project scope, approach, deliverables and timeline.

3. **Initial Public Input Sessions**
   Early in this project there will be several facilitated public input sessions. These sessions will be developed to accomplish the following:
   
   1. Explain the purpose of the study and relevant demographic trends, student enrollment patterns and financial resources of the District
   2. Gather input from the different stakeholder groups on what is important to them in the district.

These meetings will be structured and facilitated in a manner to encourage meaningful and orderly input. The consultant proposes three (3) general public meetings intended to engage parents and teachers, as well as other community members, through PTSA’s. In addition, the consultant will meet with a focus group of representatives of local government and business. Additional meetings may be scheduled if deemed appropriate by the Project Core Team and consultant and the project schedule permits (at an agreed amount).
4. Review of Pupil Enrollment Projections

The consultant will review the pupil enrollment projections and discuss the challenges being faced by the district. From our preliminary evaluation of the predictions it would appear that the district currently has a larger population of students in grades 6 to 12 than it does in grades K-5.

As the current student population moves through the system, a key objective will be to understand how this changing demographic will impact the need and use of district resources; how this is defined will impact the timing of proposed changes within the district. A primary focus will be on enrollment in grades K-5 but is will also be necessary to consider the current and future impacts on grades 6 -12.

Finally, the consultant will identify general enrollment trends within the larger regional context as a means to identify and confirm that the challenges facing the WLCS are not unique.

5. Review of District Curriculum Issues

The essential role of a school district is to provide students with a successful educational experience. The best way to provide this experience can vary based on the needs of students and resources of the district. As part of our evaluation, the consultant will work with the Core Project Team to review the current instructional program and elementary grade level configuration and identify, where possible, options for modification.

The primary focus will be on the K-5 program, but it will also be necessary to consider linkages to the grades 6-12 program in order to understand and identify teaching and physical resources that may be available to all students within the district.

6. Facility Review

Student achievement is the primary objective of a school district; however, the facilities available to the district are integral to the total educational experience. The condition of the school facilities and their amenities has a direct impact on the learning experience of students.

The consultant will focus the review on both the current condition of the district’s K-5 facilities and on the educational adequacy of the components. Using standard benchmarks and establishing an optimum “kit-of-parts” that fulfills the curriculum needs of the elementary school program, objective reviews will be made of the infrastructure and program adequacy.

In addition to elementary schools, the CEC, ESC, Operations Facility, Outdoor Education Center and Twin Sun will also be reviewed and an understanding of the middle school and high school facilities will be acquired in order to provide meaningful context for the review. The facility review will consider the following:

- Building condition and future capital costs
- Teaching stations
- Educational adequacy
- Operational adequacy
- Operational Costs
- Sites and geographical location
7. **Presentation of Preliminary Concepts to Core Project Team**
   The consultant will present preliminary concepts to the core project team. These concepts will address the following:
   - Student enrollment
   - Facility condition, including Educational Adequacy
   - Reallocation of resources within the district to meet future needs of the district

   It is anticipated that there will be a consensus-based alternative reached through collaborative meetings that the district can continue to pursue from this update.

8. **Staffing Needs**
   Based on the alternatives selected by the Core Project Team, a staffing evaluation will be performed to identify the number of staff needed in the following areas:
   - Administrative/Clerical
   - Classroom and other teaching assignments
   - Other Staff Support
     - Custodial
     - Paraprofessional
     - Noon hour
     - Food Service

9. **Operational Concerns**
   Working with the district’s administration and department heads. An evaluation of possible changes in the operations of transportation, food service and custodial costs will be considered for each alternative.

10. **Report to the Core Project Team**
    At the conclusion of the staffing and operations evaluation, an update report will be presented to the Core Project Team to provide costs and approach for the two alternatives.

11. **Presentation to School Board**
    A public presentation will be made to the Board of Education to discuss the consensus-based alternative that the district could pursue in making change. The purpose of this meeting will be to inform the Board of its alternatives, but also to obtain reaction as to which direction the public would like to see the district pursue. This presentation will be designed to assist the community in accepting that change may be necessary but also to provide them with a means for offering their perspectives to the Board. This presentation to the Board before the public will be facilitated in a manner that provides for public input in a meaningful and orderly manner.

12. **Final Report**
    A final report will be prepared that documents the project objectives, approach, findings and justification for the recommendations outlined within the document.
Team Members

A key to any project’s success is the team assigned to the engagement. The PMC / MLI / TMP Team has a diverse and comprehensive team that is ready to assist WLCS with its Facility Utilization Study.

Résumés of our key members are included in this section.

Organizational Chart

The following chart summarizes the resources that will be employed by the PMC / MLI / TMP Team throughout the project lifecycle. The following pages contain detailed summaries of each team member’s background and expertise.
Core Project Team

Paul R. Wills, AIA, LEED AP
Partner – Plante Moran CRESA

Paul R. Wills, AIA, LEED AP has a diverse background with over 18 years experience in the design and construction fields with emphasis in the public sector.

**Background:**
Paul began his career designing site improvement projects, new land developments and feasibility studies. He also worked on-site as a project surveyor and field superintendent where he supervised and managed various K-12 and High Education construction contracts.

While Paul was employed with Barton Malow, he worked on preliminary programming, developing schematic and design development drawings and presentation models, producing construction contracts documents and construction administration for education clients.

In 2002 Paul joined Plante Moran CRESA and is very effective in assisting clients with defining the parameters of a project and the delivery method that best meets the owner’s needs, assisting with selection of design and construction team members, working with legal counsel to develop favorable contracts and monitoring project progress from pre-planning through completion.

Paul has worked on successful school bond initiatives and projects worth over $513 million. In addition to his educational sector experience, he has assisted numerous public sector clients across Michigan and Ohio on over 100 facility projects involving building assessments, conceptual programming, bonding approval and building construction for school facilities, municipal offices, law enforcement, fire and EMS, libraries, courts, recreation centers and DPW facilities.

**Education:**

**Associations and Certifications:**
He is a member of the American Institute of Architects and is certified by the National Council of Architectural Registration Boards. Paul is a LEED accredited professional. (Leadership in Energy and Environmental Design)

paul.wills@plantemoran.com | (248) 223-3316
David I. Asker
Vice President – Plante Moran CRESA

Drawing from over two decades of experience working with public sector clients, David provides valuable insight to municipalities, libraries, courts and school districts during facility planning and implementation. His areas of expertise include project feasibility, operational efficiencies, technology and project financing consulting.

David's understanding of how organizations operate and how they function within space provides his clients with a unique perspective to maximize operational efficiency in their current and/or proposed projects, while seeking to minimize costs. David gained tremendous insight into municipal operations and development as a project manager at a regional civil engineering and an urban planning firm working with communities in Southeastern Michigan.

David’s broad experience has delivered solutions to a variety of environments. He has worked with more than 100 municipalities, 50 school districts, 11 district courts, the Michigan Supreme Court, 30 counties, multiple police departments, the Archdiocese of Detroit, the State of Michigan Economic Development Corporation and the Ohio Lottery Commission.

He is currently working with multiple professional associations to address the needs of government as it relates to physical space and the impact on operations.

David received a Bachelor’s degree in Civil Engineering from Villanova University, a Master’s in Urban Planning, and a Master’s in Business Administration from Wayne State University. David is a member of the SEMCOG Community Economic Development Committee and Leadership Oakland (18th Class). He participates as a corporate member of the Michigan Municipal League, Michigan Townships Association, Michigan School Business Officials, Michigan Library Association and Southeast Michigan Police Chief Association.

david.asker@plantemoran.com | (248) 223-3413
Gregory P. VanKirk, CPA
Partner – Plante Moran CRESA

Gregory VanKirk, CPA is a partner at Plante Moran CRESA and is responsible for the schools public sector practice with extensive focus and dedication to K-12 schools in Michigan. His expertise involves providing sophisticated council surrounding areas such as strategic planning, project management services, and bond planning. He directly manages an experienced team of architects, engineers, project managers, former school superintendents, attorneys, real estate brokers, and accountants.

Greg has recently managed fully integrated teams of professionals on K-12 projects ranging size from $25 million to $150 million

Background:
Greg’s broad professional background, including accounting, tax, finance and consulting provides his clients with highly technical expertise concerning strategic real estate opportunities. Current assignments include the development and implementation of municipal and school district campus facility plans that range in scope of ten to one hundred fifty million dollars. As a result, he has and continues to participate in numerous public presentations to provide information and seek consensus with decision making bodies.

Greg began his professional career in the accounting field with Plante & Moran, PLLC in 1992. His client responsibilities included managing audit and tax engagements for manufacturing companies, municipal and not-for-profit organizations.

Education:
Greg received his Bachelor of Arts degree in Accounting from Michigan State University.

Certifications:
He is a Certified Public Accountant and holds a Michigan and Ohio Real Estate Broker’s License.

greg.vankirk@plantemoran.com | (248) 223-3395
E. Kathleen Booher, Ed.D.
Regional President for South-Central Michigan – Michigan Leadership Institute

Dr. E. Kathleen Booher was invited to become a regional president with the Michigan Leadership Institute in 2008. She began this position following an extensive career in education, both K-12 and higher education, and in private consulting and professional association leadership.

Throughout her thirty-eight year career, she has enjoyed the opportunity to serve successfully in varied and diverse roles including middle and high school classroom teacher, teacher educator, and assistant superintendent for instruction. Beginning in 1994, Dr. Booher served as Superintendent of the Berkley School District and, later, Plymouth-Canton Community Schools, and, finally, as Interim Superintendent for Airport Community Schools in Carleton. Throughout her school leadership service, she has developed and facilitated successful planning projects of varying scope with extensive staff and community involvement.

In the late 1970’s and 1980’s, Kathleen Booher was a strong contributor to higher education and teacher education, serving as an adjunct instructor at Rutgers University and a summer institute facilitator for the New Jersey Writing Project. She also taught full time in the College of Education at Old Dominion University in Norfolk, Virginia. For several years in the 1980’s, she formed her own business, working as a communication consultant to corporations in the greater New York Metropolitan Area.

Dr. Booher has been active in professional and community service roles. She has served on the governing council of the Michigan Association of School Administrators and as the state chairperson for the North Central Association. She served on the executive committees of both the Oakland and Wayne County Superintendent Associations. In addition, she was a founding board member of the Tri-County Alliance for Public Education (TCA), the organization representing the 86 school superintendents of Wayne, Oakland and Macomb Counties, serving in all elected officer roles. In 2003, the executive board of the TCA selected Dr. Booher to become the organization’s first Executive Director, a role she carried out through 2006.

Dr. Booher has been a frequent invited speaker and conference presenter throughout her career, has written a weekly newspaper column on education, and has published articles in several journals and collections, including a case study in the book entitled The American School Superintendent. She has been recognized for her career accomplishments by various groups including a “Special Tribute” from the Michigan House of Representatives in 2000 and a nomination for the Athena Award in 2001.

She earned a Doctor of Education degree from Rutgers University in New Jersey and Master of Arts in Education and Bachelor of Science degrees from Western Michigan University.

(989) 471-2686 | P.O. Box 62, Ossineke, MI 49766-0062
Nancy M. Davis, M.A.
Education Specialist – Michigan Leadership Institute

Nancy Davis brings an impressive background in education leadership in Michigan to the MLI team. She has made a significant positive impact on the school districts and other organizations she has served through her expertise in educational planning, communication and marketing. In her role as Assistant Superintendent for Academic Services in Novi Community Schools, Ms. Davis supervised K-12 educational programming and led the district’s long range planning project.

Throughout her thirty-seven year career, she has had the opportunity to contribute to the success of various educational organizations through her service as classroom teacher and administrator, curriculum director, REMC director, assistant superintendent, and as the first “Principal” of the Michigan Virtual High School. Ms. Davis has worked at all levels of public education in Michigan, including local districts, intermediate school districts, and the Michigan Department of Education (MDE). She was also tapped to serve as a Vice President of Business Development for an educational company in sales and marketing.

In the late 1980s, she was selected to lead the first School Improvement Office in the MDE and was instrumental in crafting the legislation resulting in Public Act 25, calling for school improvement, accreditation and core curriculum in all districts. Throughout the 1990s and beyond, Ms. Davis has led workshops in grants management, school change, technology integration and leadership. She has served on numerous boards, holding the role of President in Michigan ASCD and the new statewide chapter of Phi Delta Kappa, as well as the statewide REMC Association. Her work includes assisting with the development of two innovative leadership programs, LEADing the Future, and MiLIFE, funded with grants from the Bill & Melinda Gates Foundation and Microsoft. She has served as team member and chairperson on numerous NCA committees in the state.

Outside of education, she has been involved with the Lansing Sister Cities Commission and was recently invited to join the Lansing Woman’s Club (est. 1874). She has written for various publications in educational leadership and change, and currently provides editorial comment and opinion on a weekly basis to the Lansing State Journal.

She earned a Master of Arts degree in Educational Administration and Systems Design from Michigan State University, a Master of Arts degree in Journalism and Public Relations from Central Michigan University, and a Bachelor of Science degree in Secondary Education from Central Michigan University.

(989) 471-2686 | P.O. Box 62, Ossineke, MI 49766-0062
Facility Review Team

John Castellana, FAIA, REFP
Chairman of the Board

Throughout John’s 38 year career, he has concentrated his efforts on the planning and design of educational facilities. His personal involvement with schools includes the development of educational specifications, planning, program development and design. As TMP’s in-house Educational Planner, he oversees the conceptual development for virtually all school projects our firm is involved with.

John’s professional experience and personal interest in the educational field have provided him with the unique ability to recognize the needs and concerns of children, faculty and administrators, and translate those needs into successful design solutions. He believes in an interactive approach, where numerous ideas and options are evaluated together, with you, before a final decision is made.

John’s expertise in school planning and design is also evidenced by his impressive national and international credentials, including his memberships in numerous professional organizations. Presently, John is the American representative of the International Union of Architects Working Group on Educational Facilities. He has been a featured speaker in The Netherlands, Germany, Argentina, England and Portugal and hosted and organized the 1998 meeting of the International Working Group at Cranbrook. John was honored as the 2000 Detroit Chapter AIA Gold Medal Award Winner recognizing his exceptional design talents and commitment to educational planning and design.

John has worked with the following school districts during his career:

- Walled Lake Consol. Schools, MI
- Ann Arbor Public Schools, MI
- Whitmore Lake Schools, MI
- Haslett Public Schools, MI
- Holt Public Schools, MI
- Battle Creek Public Schools, MI
- Birmingham Public Schools, MI
- Dearborn Public Schools, MI
- West Bloomfield Schools, MI
- Detroit Public Schools, MI
- Berkley Public Schools, MI
- Avondale Public Schools, MI
- Muskegon Heights Schools, MI
- Portage Public Schools, MI
- Pinckney Community Schools, MI
- Saline Area Schools, MI
- Tecumseh Public Schools, MI
- Plymouth-Canton Schools, MI
- Sunnyside Unified Schools, AZ
- Traverse City Area Schools, MI
- Lake Local Schools, OH
- Tucson Unified School District, AZ
- Amphitheater Unified Schools, AZ
- Yuma Union HS District, AZ
- Moore Public Schools, OK
- Natrona Schools, WY
- Desert Torah Academy, NV
- Michigan City Area Schools, IN
- McHenry School District, IL
- Homewood Schools, IL
- Penta Career Center, OH
- Oregon Local Schools, OH
- Westerville City Schools, OH
- Perkins Local Schools, OH
- Old Fort Local Schools, OH
- Evergreen Local Schools, OH
- Swanton Local Schools, OH
- Olentangy Local Schools, OH
- New Albany Plain Local Schools, OH
- Columbus City Schools, OH
- Fort Lupton Schools, CO
- Wauseon Exempt. Vill. Schools, OH
Facility Review Team

Stephen E. Smith, AIA
Senior Vice President

**Project Role**
Project Director/Manager

Steve, a Senior Vice President with the firm, has 31 years of architectural experience, 27 of which have been with TMP. He has been involved with various K-12 projects including many years in Project Management roles with Walled Lake Consolidated Schools projects.

Steve’s project experience includes:

**Walled Lake Consolidated Schools, MI**
- New Walled Lake Northern High School
- Central High School Add./Remod.
- Western High School Add./Remod.
- Outdoor Education Center Addition/Remodeling
- 2004 Bond Issue Program
- 1996 Bond Issue Program
- 1993 Bond Issue Program
- 1989 Bond Issue Program

**Dearborn Public Schools, MI**
- 2001 Bond Issue Study
- 1999 Bond Issue Study
- 1991 Bond Issue Program
- Ten Eyke Administration Resource Center Study
- O.L. Smith Middle School Remod.
- William Ford Elementary School
- Miller Elementary School
- Oakman Elementary School Add./Remodeling
- Adult Education Ctr. Improvements
- Henry Ford Elementary School Annex
- Ten Eyke Administration Resource Center Study

**Bloomfield Hills Schools, MI**
- High School Facilities Analysis
- Wing Lake Developmental Center

**Livonia Public Schools, MI**
- Stevenson High School Addition/Remodeling
- Franklin High School Add./Remod.
- 1992 Bond Issue Program
- Webster Elementary School Addition/Remodeling
- Livonia Career Center Remodeling

**Pinckney Community Schools, MI**
- New High School

**Father Gabriel Richard High School, MI**
- New High School Schematic Design

**Saginaw Township Community Schools, MI**
- Facility Analysis
- Bond Issue Program

**West Bloomfield Township, MI**
- Addition/Renovation to Main Library
- West Acres Branch Addition
- Main Library Design Study
- Study to Expand/Upgrade Existing Library Facilities

**City of Birmingham, MI**
- Baldwin Public Library Renovation

**City of Rochester Hills, MI**
- New Public Library
- Site Feasibility Study for New Library

**Monroe County Library System, MI**
- Dorsch Branch Library Restoration
- Ellis Reference & Information Center Remodeling
- Ellis Reference Library Feasibility Study
- Mary K. Daume Library Services Center Remodeling

**City of Brighton, MI**
- New District Library
- Library Site/Feasibility Study

**City of Westland, MI**
- New Public Library

**City of Northville, MI**
- New District Library

**Independence Township, MI**
- Library Addition

**City of Southfield, MI**
- New Public Library Construction Administration
Facility Review Team

Robin Vargyas

**Education**
Bachelor of Science/Architecture, Lawrence Technological University, 1996

**Affiliations**
Michigan Parks & Recreation Association

**Project Role**
Study Team

Robin has 12 years of architectural experience. Since joining TMP in 2000, she has served in architectural and management roles for several of our educational clients. She is an adept communicator and has proven to be excellent at coordination complex projects. Robin worked closely with Steve Smith on the Dearborn Public Schools work in the same roles that are proposed for Walled Lake Consolidated Schools.

Robin’s professional experience includes the following projects:

**Walled Lake Consolidated Schools, MI**
- Paving Projects - Phase 1 & 2
- Art Room Remodeling of 11 Buildings

**Dearborn Public Schools, MI**
- Dearborn High School Add./Remod.
- Edsel Ford High School Add./Remod.
- Fordson High School Add./Remod.
- Portable Classroom Additions
- New Salina Elementary School
- Salina Middle School Addition/Remodeling
- Salina Middle School Conversion
- Woodworth Middle School Locker Room Remodeling
- High School Grandstands Remod.
- Edsel Ford High School Concession Stand Addition
- Admin Service Center TV Studio Remodeling
- International Studies Academy Masterplan
- District Wide Technology Electrical Upgrades
- District Wide Head End Remodeling
- District Wide Database Upgrade

**Holt Public Schools, MI**
- New Holt High School

**Anchor Bay School District, MI**
- New Anchor Bay High School

**Farmington Public Schools, MI**
*Indicates projects completed while with another A/E firm
- Farmington High School Track Renovation
- Harrison High School Track Renovation

**Melvindale-Northern Allen Park, MI**
- New Elementary School

**Saginaw Public Schools, MI**
- Stone Elementary Addition / Remodeling
- Herig Elementary Addition / Remodeling
- Kempton Elementary Addition / Remodeling
- New Loomis Elementary School

**Birmingham Public Schools, MI**
- *Seaholm High School Artificial Turf Installation
- *Groves High School Artificial Turf Installation
- Traffic & Parking Study for Seaholm High School & Midvale Center
- 2003 Bond Issue Program

**Hartland Consolidated Schools, MI**
- Boiler Replacement

**Taylor School District, Taylor, MI**
- Truman High School Track Renovation
- Kennedy High School Track Renovation

**Trenton Public Schools, Michigan**
- Trenton High School Track
- Monguacon Middle School

**Port Huron School District, MI**
- Port Huron High School Track
- Port Huron Northern High School

**Pontiac School District, Michigan**
- Pontiac Northern High School Track
- Wisner Stadium Track
- Kennedy Elementary School Playground

**Troy School District, Michigan**
- Athens High School Football Field & Tennis Courts

*Indicates projects completed while with another A/E firm*
Plante Moran CRESA (PMC) has been engaged as the owner’s representative for the district’s $10 million bond program which passed in November, 2009. The bond funds will be used to renovate and upgrade eight schools and construct classroom additions at the elementary schools. The renovations include new roofs, windows, interior upgrades, site improvements, and technology upgrades. The improvements will address ADA compliance issues. To date, PMC has identified approximately $800,000 worth of potential savings within the projects included in the bond.

PMC is currently engaged by Jackson Public Schools district to act as owner’s representative for their $16.6 million bond program. This project is focused on the renovation of 14 of the district’s facilities including athletic fields, acquiring busses, and technology. Specifically regarding facilities, the project involves replacing roofs, flooring, ventilation and additions among other critical needs for the district.

PMC conducted pre-bond planning services for a $35 million bond proposal that passed on the May 2010 ballot. PMC performed assessments of the district’s nine (9) facilities including: Lincoln High School and Middle School as well as four elementary schools, an alternative education facility, transportation building, and maintenance facility. This detailed study provided the district an independent assessment of the existing condition and future improvement needs and costs for each facility based on critical needs, differed maintenance, facility enhancements, and safety and health issues.

PMC has been engaged as the owner’s representative for a $49 million bond program approved by voters in February 2009. Milan Area Schools is the first district in the State of Michigan to receive Build America Bond funding. PMC will assist Milan in major renovations, technology upgrades and refurbishing of a high school, two middle schools, and two elementary schools in addition to the construction of a new transportation facility. To date, PMC has identified approximately $1.2 million worth of potential savings within the project.

PMC was engaged by Saline Area Schools in 2009 to conduct facilities assessment for the district and assist in the submission for the American Recovery and Reinvestment Act – Qualified School Construction Bond loan program. PMC is in the process of updating the School District’s facility improvement plan for selected facilities and generate a revised implementation strategy based on curriculum goals and budget in anticipation of a February 2011 election.
After failing two previous bond elections, the $79 million bond for Belleville High School was approved by voters in November, 2008. VBPS engaged PMC to provide owner representation services to implement the program. The awarding of federal funds saved the district an estimated $12 million in interest payments. By conducting a student demographic analysis, PMC worked with the District and was able to right-size the facility freeing up funds to invest $2 million into technology upgrades.

PMC has been engaged by WCS to act as owner’s representative for its $65 million bond program. PMC helped WCS assess their facilities and successfully guided them through the bond application process, notably taking advantage of the American Recovery and Reinvestment Act. As a result, WCS was awarded the opportunity to utilize two economic stimulus programs. The bonds will be utilized for critical needs, including roofs, parking lots, and HVAC, as well as technology upgrades throughout the district.

PMC was engaged by the Waterford School District to conduct a review of their facilities’ study. PMC has extensive experience in creating facilities studies for K-12 school districts; auditing an existing study by a third party was a successful endeavor. This detailed study provided the district an independent assessment of the existing condition and future improvement needs and costs of each facility based on critical needs, differed maintenance, facility enhancements, and safety and health issues.

PMC conducted pre-bond planning services for a $49 million bond proposal that passed on the August 2007 ballot. PMC assisted the district in preparing a feasibility assessment and consulting to determine methods to improve their 14 facilities and implement upgrades in technology and transportation. PMC assisted the district in determining the appropriate bond amounts, project priority, and delivery methods for each project. To date, PMC has identified approximately $2,700,000 worth of potential savings within the projects included in the bond.

PMC’s enrollment projections have been 98% accurate to date. This proprietary formula that takes into account live births, population data and demographic trends combined with the pupil survival rate (continued enrollment between grades). Projections are provided using three cohort methods: 6 year survival, 2 year survival, and the average so that districts may utilize the information most applicable to their school district.
### Michigan Leadership Institute - Planning Services References

<table>
<thead>
<tr>
<th>School District</th>
<th>Superintendent</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waterford School District</td>
<td>Rob Neu, Superintendent</td>
<td>248 682-7800</td>
</tr>
<tr>
<td></td>
<td>Tom Wiseman, Interim Superintendent</td>
<td></td>
</tr>
<tr>
<td><strong>Novi Community Schools</strong></td>
<td>Peter Dion, Superintendent</td>
<td>248 449-1200</td>
</tr>
<tr>
<td><strong>West Bloomfield School District</strong></td>
<td>Gary Faber, Superintendent</td>
<td>248 865-6420</td>
</tr>
<tr>
<td><strong>Dexter Community Schools</strong></td>
<td>Evelyn Shirk, Superintendent</td>
<td>734 424-4100</td>
</tr>
<tr>
<td><strong>Holly Area Schools</strong></td>
<td>Kent Barnes, Superintendent</td>
<td>248 328-3100</td>
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<tr>
<td><strong>Livingston Educational Service Agency</strong></td>
<td>Scott Menzel, Superintendent</td>
<td>517 546-5550</td>
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<tr>
<td><strong>Brandywine Community Schools</strong></td>
<td>Gary Rider, Superintendent</td>
<td>269 684-7150</td>
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<tr>
<td><strong>Bay De Noc Community College</strong></td>
<td>Laura Coleman, President</td>
<td>906 786-5802</td>
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<tr>
<td><strong>Willow Run Community Schools</strong></td>
<td>Douglas Bennett, Superintendent</td>
<td>734 961-6310</td>
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<tr>
<td><strong>Forest Hills Public Schools</strong></td>
<td>Michael Washburn, Superintendent</td>
<td>616 493-8800</td>
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<tr>
<td><strong>Battle Creek Public Schools</strong></td>
<td>Charles Coleman, Superintendent</td>
<td>616 965-9500</td>
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<tr>
<td><strong>Harper Woods Community Schools</strong></td>
<td>Dan Danosky, Superintendent</td>
<td>313 839-1296</td>
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<tr>
<td><strong>Bellaire Public Schools</strong></td>
<td>Barb Atkins, former Superintendent</td>
<td>231 533-9177</td>
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<tr>
<td><strong>Michigan Community College Association</strong></td>
<td>Mike Wahl, Director, MCC Virtual Learning Collaborative</td>
<td>517 372-4350</td>
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<tr>
<td><strong>W. K. Kellogg Foundation</strong></td>
<td>Dr. Gail McClure, Director</td>
<td>616 969-2636</td>
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<tr>
<td><strong>Chippewa Valley Schools</strong></td>
<td>Patricia Kennedy, Superintendent</td>
<td>586 723-2000</td>
</tr>
<tr>
<td><strong>Whitmore Lake Public Schools</strong></td>
<td>Scott Menzel, Superintendent</td>
<td>734 449-4464</td>
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<tr>
<td><strong>Crawford AuSable Schools</strong></td>
<td>Milli Haug, Superintendent</td>
<td>989 344-3500</td>
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Michigan Leadership Institute - Planning Services References

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<tr>
<th>Muskegon Community College</th>
<th>Lakewood Community Schools</th>
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<tr>
<td>Dr. Frank Marczak, President</td>
<td>Gunnard Johnson, Superintendent</td>
</tr>
<tr>
<td>Phone: 231-773-9131</td>
<td>Phone: 616 374-8043</td>
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<tr>
<td>Grand Rapids Catholic Secondary Schools</td>
<td>Montcalm Community College</td>
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<tr>
<td>Brian Annable, Director</td>
<td>Don Burns, President</td>
</tr>
<tr>
<td>Phone: 616 243-0491</td>
<td>Phone: 989 328-2111</td>
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<tr>
<td>NEMCSA Head Start</td>
<td>Muskegon Heights Public Schools</td>
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<tr>
<td>Linda McGillis</td>
<td>Ed Beverly, Superintendent</td>
</tr>
<tr>
<td>Phone: 989 893-5564</td>
<td>Phone: 231 830-3200</td>
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<tr>
<td>Redford Union Schools</td>
<td>Brighton Area Schools</td>
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<tr>
<td>Brian Motter, Superintendent</td>
<td>Dave Pruneau, Superintendent</td>
</tr>
<tr>
<td>Phone: 313 592-3300</td>
<td>Phone: 810 229-1450</td>
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<tr>
<td>Lake Shore Community Schools</td>
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<tr>
<td>Brian Annable, Superintendent</td>
<td>Tom Caldwell, Superintendent</td>
</tr>
<tr>
<td>Phone: 586 285-8480</td>
<td>Phone: 989 739-0300</td>
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<tr>
<td>Bath Community School District</td>
<td>Chippewa Valley Schools*</td>
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<tr>
<td>Susan Bolton, Superintendent</td>
<td>Mark Deldin, Superintendent</td>
</tr>
<tr>
<td>Phone: 517 641-6721</td>
<td>Phone: 586 723-2000</td>
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<tr>
<td>South Lyon Community Schools*</td>
<td>JKL Bawheting Anishnabe PSA*</td>
</tr>
<tr>
<td>Bill Pearson, Superintendent</td>
<td>Susan Palmer, Superintendent</td>
</tr>
<tr>
<td>Phone: 248 573-8127</td>
<td>Phone: 906 635-5055</td>
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<tr>
<td>Garden City Public Schools*</td>
<td>Warren Consolidated Schools*</td>
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<tr>
<td>Michelle Cline, Superintendent</td>
<td>Robert Livernois, Superintendent</td>
</tr>
<tr>
<td>Phone: 734 762-8300</td>
<td>Phone: 586 825-2400</td>
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*Customized Planning Projects

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## TMP Architecture Client References

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<thead>
<tr>
<th>Allegan Public Schools</th>
<th>Anchor Bay School District</th>
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<tr>
<td>550 Fifth St. Allegan, MI 49010</td>
<td>5201 County Line Rd. Casco, MI 48064</td>
</tr>
<tr>
<td>Mr. Kevin Harness, Superintendent</td>
<td>Mr. Leonard Woodside Superintendent</td>
</tr>
<tr>
<td>(269) 673-5431</td>
<td>(586) 725-2861</td>
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<th>Ann Arbor Public Schools</th>
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<td>2555 S State St. Ann Arbor, MI 48106</td>
<td>2940 Waukegan St Auburn Hills, MI 48326</td>
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<tr>
<td>Mr. Randy Trent, Dir., Environmental &amp; Utility Srvs</td>
<td>Mr. George C. Heitsch, Superintendent</td>
</tr>
<tr>
<td>(734) 994-2230</td>
<td>(248) 852-4411</td>
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<th>Battle Creek Public Schools</th>
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<td>3 Van Buren St Battle Crk, MI 49017</td>
<td>14700 W Lincoln Oak Park, MI 48237</td>
</tr>
<tr>
<td>Dr. Linda Hicks, Superintendent</td>
<td>Mr. Michael Simeck, Superintendent</td>
</tr>
<tr>
<td>(269) 965-9500</td>
<td>(248) 837-8004</td>
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<td>550 W Merrill St. Birmingham, MI 48009</td>
<td>4175 Andover Rd. Bloomfield Hills, MI 48302</td>
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<tr>
<td>Ms. Lisa Martinico, Exec Dir., Technology Services</td>
<td>Mr. Brian Goby, Director of Physical Plant Facilities</td>
</tr>
<tr>
<td>(248) 203-3000</td>
<td>(248) 341-5400</td>
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<td>20629 Annapolis St. Dearborn Heights, MI 48125</td>
<td>7321 2nd Ave FL 14 Detroit, MI 48202</td>
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<tr>
<td>Mr. Jeffrey Bartold, Superintendent</td>
<td>Mr. Mark Schrupp, Capital Improvements</td>
</tr>
<tr>
<td>(313) 278-1900</td>
<td>(313) 873-7450</td>
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<td>15115 Deerfield Ave. Eastpointe, MI 48021</td>
<td>32500 Shiawassee Rd Farmington, MI 48336</td>
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<tr>
<td>Mr. Kerry Weishaupt, Maintenance/ Operations</td>
<td>Ms. Cheryl Cannon, Exec Dir., Operational Services</td>
</tr>
<tr>
<td>(586) 445-4000</td>
<td>(248) 489-3300</td>
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<tr>
<td>2920 Burdette Ferndale, MI 48220</td>
<td>7677 Sharpe Road Fowlerville, MI 48836</td>
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<tr>
<td>Mr. Gary Meier, Superintendent</td>
<td>Richard Heinrich, Superintendent</td>
</tr>
<tr>
<td>(248) 586-8652</td>
<td>(517) 223-6000</td>
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<td>1333 Radcliff St Garden City, MI 48135</td>
<td>9525 Highland Rd Howell, MI 48843</td>
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<tr>
<td>Ms. Michelle Cline, Superintendent</td>
<td>Mr. Scott Bacon, Asst. Superintendent of Operations</td>
</tr>
<tr>
<td>(734) 762-8300</td>
<td>(810) 626-2120</td>
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<th>Haslett Public Schools</th>
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<tr>
<td>5593 Fanklin St Haslett, MI 48840</td>
<td>5780 W Holt Rd. Holt, MI 48842</td>
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<tr>
<td>Mr. Michael Duda, Superintendent</td>
<td>Mr. Johnny A. Scott, Superintendent</td>
</tr>
<tr>
<td>(517) 339-8242</td>
<td>(517) 694-0401</td>
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## TMP Architecture Client References

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<tr>
<th>School Name</th>
<th>Address</th>
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<tr>
<td>L’anse Creuse Public Schools</td>
<td>36727 Jefferson Ave Harrison Township, MI 48045</td>
<td>Dr. DiAnne Pellerin, Superintendent</td>
<td>(586) 783-6300</td>
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<tr>
<td>Melvindale-Northern Allen Park Schools</td>
<td>18530 Prospect St. Melvindale, MI 48122</td>
<td>Ms. Michelle Mancine, Asst. Superintendent</td>
<td>(313) 389-3324</td>
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<tr>
<td>Onsted Community Schools</td>
<td>10109 Slee Rd Onsted, MI 49265</td>
<td>Mr. Mark Haag, Superintendent</td>
<td>(517) 467-2174</td>
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<tr>
<td>Portage Public Schools</td>
<td>8111 S Westnedge Portage, MI 49002</td>
<td>Mr. Tom Noverr, Assistant Superintendent</td>
<td>(269) 323-5182</td>
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<tr>
<td>Saginaw Township Schools</td>
<td>3465 N Center Rd. Saginaw, MI 48608</td>
<td>Dr. Jerry Seese, Superintendent</td>
<td>(989) 797-1800</td>
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<tr>
<td>South Redford Public Schools</td>
<td>26141 Schoolcraft Redford, MI 48239</td>
<td>Mr. Bill Weber, former Superintendent</td>
<td>(313) 418-0775</td>
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<tr>
<td>Utica Community Schools</td>
<td>11303 Greendale Dr. Sterling Hts, MI 48312</td>
<td>Mr. Mark Davey, Assistant Superintendent</td>
<td>(586) 797-1000</td>
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<tr>
<td>Wayne-Westland Community Schools</td>
<td>36745 Marquette Westland, MI 48185</td>
<td>Dr. Greg Baracy, Superintendent</td>
<td>(734) 419-2000</td>
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<tr>
<td>Whitmore Lake Public Schools</td>
<td>8845 Main St. Whitmore Lake, MI 48189</td>
<td>Mr. Tom DeKeyser, Principal</td>
<td>(734) 449-4464</td>
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<tr>
<td>Mayville Community Schools</td>
<td>6250 Fulton St. Mayville, MI 48744</td>
<td>Mr. Robert Hiiter, Director of Maintenance</td>
<td>(989) 843-6115</td>
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<tr>
<td>Meridian Public Schools</td>
<td>3361 N M 30 Sanford, MI 48657</td>
<td>Mr. Douglas Filmore, Superintendent</td>
<td>(989) 687-3206</td>
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<tr>
<td>Plymouth-Canton Community Schools</td>
<td>454 S Harvey St. Plymouth, MI 48170</td>
<td>Ms. Patty Brand, Asst Superintendent, Business Services</td>
<td>(734) 416-2701</td>
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<tr>
<td>Saginaw City School District</td>
<td>550 Millard St. Saginaw, MI 48607</td>
<td>Mr. Dan LaPan, Executive Director of Facilities</td>
<td>(989) 399-6500</td>
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<tr>
<td>Saline Area Schools</td>
<td>200 N Ann Arbor St. Saline, MI 48176</td>
<td>Mr. Scott Graden, Superintendent</td>
<td>(734) 429-8000</td>
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<tr>
<td>Tecumseh Public Schools</td>
<td>212 N Ottawa St. Tecumseh, MI 49286</td>
<td>Mr. Michael Gilpin, Facility Manager</td>
<td>(517) 423-8070</td>
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<td>Walled Lake Schools</td>
<td>850 Ladd Rd Bldg D Walled Lake, MI 48390</td>
<td>Mr. Bill Chatfield, Director of Operations</td>
<td>(248) 956-3060</td>
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<tr>
<td>West Bloomfield Schools</td>
<td>5810 Commerce Rd. West Bloomfield, MI 48324</td>
<td>Ms. JoAnn Andrees, Superintendent</td>
<td>(248) 865-6485</td>
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## Project Schedule

The elapsed time to successfully complete this project is based on the timeline provided in the RFP. We understand that WLCS would like this study to begin as of the date a Notice to Proceed (NTP) is issued and we are prepared to begin project activities immediately upon approval and complete the assignment by April 14th, 2011.

The following chart is a project schedule identifying when each Phase and critical work plan steps will be completed and when deliverables will be provided.

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<tr>
<th>PHASE</th>
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<tr>
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<td>PROJECTION ORIENTATION &amp; DISCOVERY</td>
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<td>1. Core Project Team Formation</td>
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<td>2. Project Initiation</td>
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<tr>
<td>3. Data Collection &amp; Review</td>
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<td>II</td>
<td>ORGANIZATIONAL REVIEW INITIAL EVALUATION</td>
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<td>3. Department Interviews</td>
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<td>5. Benchmarking</td>
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<tr>
<td>6. Analyze &amp; Identify Key Issues &amp; Opportunities</td>
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<td>III</td>
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<td>1. Visioning Session</td>
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<td>2. Process Improvement Review</td>
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<td>3. Follow-up Data Collection</td>
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<tr>
<td>1. Develop Recommendations &amp; Cost Benefit Analysis</td>
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<td>4. Publish Final Report</td>
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