



**PARCHMENT SCHOOL DISTRICT
BOARD OF EDUCATION
OPERATING PROCEDURES**

Mission Statement:

To ensure that all students are challenged to excel in their individual intellectual and social growth, while achieving those essential academic and interpersonal skills necessary to become a successful, contributing member of society.

Vision:

The Parchment School District, a premier district in Southwest Michigan, will value and nurture the talents and uniqueness of each student by challenging and engaging every learner's mind. In cooperation with families and the community, the District will create an environment for life-long learning preparing each student for future life challenges.

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In effective school systems, The Board of Education and the Superintendent cooperate and work in partnership. The Board of Education is entrusted by its electors and required by the State of Michigan to act as the corporate policy making body for the school district, The Superintendent and staff provide, through Board of Education action, the leadership to cause Board policies to be implemented. Therefore, The Parchment School District Board of Education and Superintendent cooperate and work in partnership to enact and implement Board of Education policy.

The Parchment School District Board of Education adopts these guidelines as Standard Operating Procedures to effectively communicate with staff and members of the district.

CODE OF ETHICS

As members of the Parchment School District Board of Education, we realize that to be the most effective advocates for children, we, as a Board, must function as a team and at all times treat each other and the people we serve with the utmost courtesy, dignity, respect and professionalism. Should we, for whatever reason, fail to follow these guidelines, we ask that our fellow Board members call it to our attention. Should that occur, we pledge to accept the feedback without anger or retribution, and to renew our efforts to follow this code of Conduct and Board Operating Procedures. We shall promote the best interests of the school district as a whole, and, to that end, we shall adhere to the following education and ethical standards found in Board By-Law 0144.2.

Policy 0144.2: As members of the Board of Education, Board members will strive to improve public education and to that end we will:

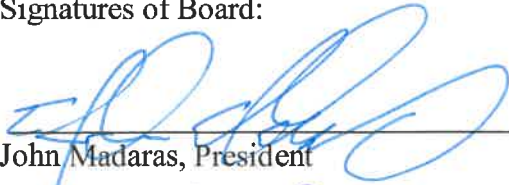
- A. Remember always that our first and greatest concern must be for the educational welfare of the students;
- B. Attend all regularly scheduled Board meetings insofar as possible, and become informed concerning the issues to be considered at those meetings;
- C. Recognize that we should endeavor to make policy decisions only after full discussion at publicly held Board meetings;
- D. Render all decisions based on the available facts and independent judgment and refuse to surrender that judgment to individuals or special interest groups;
- E. Encourage the free expression of opinion among Board members;
- F. Encourage Board members to be receptive to input from students, staff, and the community;
- G. Work with the other Board members to establish effective Board policies and to delegate authority for the administration of the District to the Superintendent;
- H. Communicate to other Board members and the Superintendent expressions of public reaction to Board policies and school programs;
- I. Inform ourselves about current educational issues by individual study and through participation in programs providing needed information, such as those sponsored by the Michigan Association of School Boards and the National School Boards Associations;

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- J. Support the employment of those persons best qualified to serve as school staff, and insist on a regular and impartial evaluation of all staff;
- K. Avoid being placed in a position of conflict of interest, and refrain from using our Board positions for personal and/or partisan gain;
- L. Take no private action that will compromise the Board or administration, and respect the confidentiality of information that is privileged;

Code of Ethics and Board Operating Procedures

Signatures of Board:



John Madaras, President



Dodi Leckie, Vice-President



Michelle Ammon, Treasurer



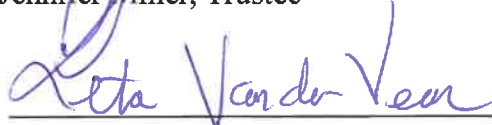
Cheryl Balmer, Secretary



Jennifer Miller, Trustee



Annette Sorensen, Trustee



Leta Vander Veen, Trustee

**PARCHMENT SCHOOL DISTRICT BOARD OF EDUCATION
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1.0 PURPOSE

- 1.1 The Board of Education Bylaws are rules defined by the Board for its own governance. The Board Operating Procedures contained herein provide clarification to Board Bylaws and describe how Bylaws are to be implemented by the Board. Where a conflict exists between Board Bylaws and Board Operating Procedures, Board Bylaws and Board Policy govern.

2.0 COMMUNICATIONS

2.1 Board member Questions About the Agenda

- A. To help ensure accurate/clarifying information, questions or requests will be addressed through the Board President or Superintendent preferably by noon on the day of the Board meeting.
- B. Items placed before the Board for action should include enough support information so clarifications are minimal.

2.2 Board Member Communication with Each Other Between Board Meetings:

Board members shall not deliberate outside board meetings. Board members are to follow the spirit and letter of the Open Meetings Act. E-mails are a great one-way tool. However, replies, round-robin discussions or two-way communications are not allowed.

2.3 Board Member Requests for Information Other Than Agenda Items

- A. Individual Board Members, acting within their official capacity, shall have the right to seek information from the District. The request for information shall be made to the Board President, Superintendent or another person designated by the Superintendent. An oral report with appropriate documents may be used for delivery of such information as determined by the Board President or Superintendent. The information will be shared with all Board members.
- B. Directives to the Administration to prepare reports shall be by request through the Board President.

2.4 Citizen Request/Complaint to Individual Board Members

- A. The Board member who is presented with a request or complaint outside the Board meeting shall receive enough information in order to be able to understand the nature of the request or complaint.
- B. The Board member then should refer the citizen to the appropriate person/chain of command as appropriate; See Appendix A (Chain of Command w/school phone numbers)
- C. The Board member should not become individually and personally involved in the request or complaint.

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- D. The Board member should remind the citizen of their role and that as a Board member they must remain impartial in the event the situation comes before the Board.
 - E. The Board member should notify the Superintendent as soon as possible of potentially significant requests or complaints. If the concern is about the Superintendent, then the complaint shall be addressed to the Board President.
 - F. The Superintendent will ensure that the citizen is contacted in a timely manner. The Board member shall be notified of the disposition of the issue by the Superintendent – ensuring the Board member knows the issue has been dealt with.

2.5 Employees Request/Complaint to individual Board Members

- A. The Board member should hear the employee request or complaint to be sure they understand the nature of the complaint.
- B. The Board member then should refer the employee to the appropriate person/chain of command as appropriate. (Appendix A)
- C. The Board member should not become individually and personally involved in the request or complaint.
- D. The Board member should remind the employee of their role and that as a Board member they must remain impartial in the event the situation comes before the Board.
- E. The Board member should notify the superintendent as soon as possible of potentially significant requests or complaints. If the concern is about the Superintendent, then the complaint shall be addressed to the Board President.
- F. The Superintendent will ensure that the employee’s request/concern is addressed in a timely manner. The Board member shall be notified of the disposition of the issue by the Superintendent.

2.6 Public Expression of Board Members or President

Board By-Law 0143.1:

The Board President or his/her designee shall function as the official spokesperson for the Board.

From time-to-time, however, individual Board members make public statements on school matters:

- A. to local media;
- B. to local officials and/or State officials.

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Sometimes the statements imply, or the readers (listeners) infer, that the opinions expressed or statements made are the official positions of the Board. The misunderstandings that can result from these incidents can embarrass both the member and the Board. Therefore, Board members should, when writing or speaking on school matters to the media, legislators, and other officials, make it clear that their views do not necessarily reflect the views of the Board or of their colleagues on the Board.

This bylaw shall apply to all statements and/or writings by individual Board members not explicitly sanctioned by a majority of its members, except as follows:

- A. correspondence, such as legislative proposals, when the Board member has received official guidance from the Board on the matters discussed in the letter
- B. routine, not for publication, correspondence of the Superintendent and other Board employees
- C. routine “thank you” letters of the Board
- D. statements by Board members on nonschool matters (providing the statements do not identify the author as a member of the Board)
- E. personal statements not intended for publication

2.7 Board member communication with the community

- A. The Board will communicate with the community through public hearings, Board meetings and regular publications.
- B. In order to become informed and responsive to the community, Board members are encouraged to discuss issues that come before the Board with individual members of the community. When speaking to members of the community, Board members are to clearly differentiate when they are expressing their opinion and when they are discussing action the Board has taken.

2.8 Administration communications with Board members

- A. The Superintendent will exercise his/her best judgment and discretion to determine when information should be shared with Board members based on the specific situation.
- B. The following are three types of communications with board members:
 - 1. Crisis / Emergency situation – Phone call to each Board member
Ex: Student / Staff Emergency or Emergency vehicle on site
 - 2. Very important but not crisis – Email to each Board member i.e. ambulance called, but not crisis situation; or death of former student
 - 3. Not urgent or not in the media – Board Packet/RECAP
 - a. In the case of an emergency or crisis, the Superintendent or his designee will provide the following six pieces of information: What, Where, When, Who, Action taken and a public statement for the Board members.
 - b. Phone calls will be placed in the following order: President, VP, Secretary, Treasurer and Trustees.
 - c. The Superintendent or his/her designee will provide updates and resolution as practicable.

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C. Board members requests for information from Superintendent:

1. Under normal circumstances, Superintendent will comply with request in a timely manner.
2. If in the Superintendent's judgment the release of the information is ill advised, the Superintendent will first notify requesting Board member of his/her opinion and attempt to resolve the matter.
3. If the Board member still wants information, the Superintendent and Board President will endeavor to resolve the issue.

2.9 Community communications directly to a Board member.

- A. This does not apply to casual conversations with community members.
- B. If applicable, the Board member shall contact the Board President about the issue.
 1. To determine if other Board members and/or the administration received the communication.
 2. To confirm the relevant facts.
 3. To discuss the individual Board member's potential response.
 4. The Board President will inform all Board members.
- C. Only written communications will be reported during the "Communications" portion of Board meetings. Emails, phone calls and personal conversations will not be reported.

2.10 Community member request for privacy in communications.

- A. The Board encourages openness in all community communications.
- B. Any community member who requests privacy in communications should not expect a response.
- C. Any response may be subject to public disclosure in the future.

3.0 MEETINGS

3.1 Developing the Board Meeting Agenda

3.1.1 Who can place items on agenda and the guidelines:

- A. Agendas and supporting documentation are created by the Board President and Superintendent and delivered to the Board no later than three (3) business days prior to a regular board meeting. The agenda and supporting documentation shall be delivered to board members no later than three business days before a special meeting, if possible, but no later than 18 hours before a special board meeting.
- B. Board members must request in writing or verbally to the Board President or Superintendent, at least seven (7) days prior to the Board meeting, any item they desire to have placed on the agenda. A verbal request will be followed up by written request or e-mail.

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- C. The Board President and Superintendent shall include on the agenda all approved Board Member requested agenda items that have been submitted in a timely manner according to Board operating procedures.
- D. Any agenda item considered for a closed meeting shall state the reason(s) permitted under the appropriate section(s) of the Open Meetings Act.

3.1.2 Items that are exceptions to being heard in open session:

- A. All personnel issues unless an exception under the Michigan Open Meetings Act applies. *Public Act 267 of 1976; Section MCL 15.263*

Sec. 8 (a) – To consider dismissal, suspension or discipline or hear complaints, or personnel evaluation of public officer, employee, staff or agent, if the named person requests a closed hearing.

Sec. 8 (b) – To consider dismissal, suspension or discipline of a student in the school district if student is attending and if the student’s parent or guardian requests a closed hearing.

Sec. 8 (c) – For strategy and negotiation sessions connected with the negotiation of collective bargaining agreement.

Sec. 8 (d) – To consider purchase or lease of real property up to the time an option to purchase or lease is obtained.

Sec. 8 (e) – Permits a school board to consult with its attorney regarding trial or settlement strategy in connection with specific pending litigation, but only if an open meeting would have a detrimental financial effect on the litigating or settlement position of the public body.

Sec. 8 (f) – To review and consider contents of an application for employment or appointment to a public office if the candidate requests that the application remain confidential. However all interviews shall be held in an open meeting pursuant to this act.

Sec. 8 (g) – Partisan caucuses of members of the state legislature.

Sec. 8 (h) – To consider material exempt from discussion or disclosure by state or federal statute.

Sec. 8 (i) – For a compliance conference conducted by the department of commerce as stipulated, before a complaint is issued.

- B. Anything that could violate an individual’s right to privacy. *Open Meetings Act, Public Act 267 of 1976; Section MCL 15.263*

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3.1.3 Use of Consent Agenda:

- A. When the agenda is prepared, the Superintendent shall determine items, if any, that qualify to be placed on the consent agenda. A consent agenda shall include items of a routine and/or recurring nature grouped together under one action item. For each item listed as part of a consent agenda, the Board shall be furnished with background material. All such items shall be acted upon by one vote without separate discussion, unless a Board member requests that an item be withdrawn for individual consideration. The remaining items shall be adopted under a single motion and vote.

Content items typically included but not limited to:

1. All routine items
2. Shared Service Agreements
3. Budget Amendments
4. Insurance contracts
5. Association memberships
6. Routine expenditures
7. Updates of Board Policy
8. Routine personnel items
9. Routine bid considerations
10. Items recommended by the Superintendent

3.1.4 Work Session / Special meeting Agenda Outline:

- A. Call Meeting to Order
- B. Roll Call of the Board
- C. Adoption of the Agenda
- D. Opportunity for Comments From the Audience on Agenda Items
- E. Discussion Items
- F. Action Items – if indicated
- G. Second Opportunity for Public Comment/Statement
- H. Other
- I. Adjournment

3.1.5 Regular Board meeting Agenda Outline:

ROUTINE

- A. Call Meeting to Order
- B. Roll Call of the Board
- C. Introduction of Visitors

CONSENT AGENDA

- A. Adoption of the Agenda
- B. Approval of the Minutes
- C. Approval of Personnel Matters
- D. Approval of Bills

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HEARINGS AND CORRESPONDENCE

- A. Communications
- B. Recognitions

Opportunity for questions or comments from the audience regarding agenda items. (The Board requests that comments per individual be kept to less than five minutes.)

INFORMATION

- A. Committee Reports
- B. Building Reports – to include progress toward School Improvement and District Goals
- C. Project Status Updates
- D. Superintendent’s Report
- E. Other Special Reports
 - Curriculum Reports – to include progress toward School Improvement and District Goals

BUSINESS AGENDA

- A. Action Items

Opportunity for Comments from the Audience and Board Members Regarding Non-Agenda Items. (The Board requests that comments per individual be kept to less than five minutes.)

PREVIOUS BOARD MEETING FOLLOW-UP

FUTURE ITEMS FOR CONSIDERATION

ADJOURNMENT

3.1.6 Annual Calendar of Board Agenda Items

The annual Board meeting agenda calendar shall be prepared by the Administration, in cooperation with Board Members, set by the Board at its annual organization meeting and made available to the public. The calendar will include an August (mid-year)

- \ Superintendent Report on progress toward District Goals. It will also include a Summative Superintendent Evaluation in November or December each year.

3.2 Board member Preparation for Meetings

- A. All meeting participants must be prepared to address items on the agenda.
 - 1. Board members will read agenda packet materials before the meeting.
- B. Board members may ask agenda item related questions of the Board President, Superintendent or designee before the meeting.
- C. Board members are not precluded from asking relevant questions about agenda items during meetings. However, the right to question should not serve as an excuse for lack of preparation.

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- D. In preparing for meetings, Board members should consider the following for items placed on the Consent and Business agendas:
1. The action requested
 2. The relationship of the action to the Board goals
 3. The funding source and impact on the budget, if any
 4. Changes in personnel required due to the action requested

3.3 Board member participation and conduct during meetings

- A. Any time four or more Board members are gathered together to discuss school business it is considered a meeting (quorum).
- B. In addition to the following procedures, at all times, Board members shall adhere to the Board Code of Ethics.
1. The President has the responsibility to keep discussion on the motion/item under consideration and shall halt any discussion that does not apply to the business at hand. The President shall not permit any discussion deemed derogatory or ridicule of another person.
 2. During public comment section of a meeting's agenda, Board members shall not respond to any comments made, but may request the Superintendent seek additional clarification during his/her discussion (comments) to prepare a response for the Board.
 3. The Board President will respond to the citizens:
 - a. Thank them
 - b. Direct them to the appropriate person(s) to address their concern
 - c. Request they fill out the information card so the Superintendent can follow-up

3.3.1 Board response to persons addressing the Board

- A. Board members shall hear comments.
- B. The Board President may direct administration to investigate item(s) and report back to the Board.
- C. Board members shall not respond or enter into discussion with the audience during the meeting as:
1. Items on the agenda will be discussed as appropriate and scheduled on the agenda;
 2. Items not on the agenda do not permit Board members to respond or discuss except to make factual statements or refer to Board policy.
 3. The Presiding Officer may exercise discretion in allowing patron comments beyond the time allotted for the open forum.
 4. Board members may request that the Board President extend the Open Forum times set out in this policy.

3.3.2 Board Meeting Protocol

- A. Board members will comply with all legal and local policy regarding the execution of Board meetings.
- B. Board members will maintain professional and courteous behavior throughout the meeting even during emotionally charged discussions over complex issues.
- C. Board members will demonstrate respect to fellow Board members and public participants through the following behavior:
 - 1. Listen and treat each other with respect
 - 2. Be cordial when disagreeing.
 - 3. Say what needs to be said as briefly and clearly as possible.
 - 4. Direct comments solely to the business under deliberation.
 - 5. Members should be acknowledged by the Board President prior to speaking.
 - 6. Support hearing the voice of all Board members on each agenda item that is being discussed and refrain from dominating the conversation.
 - 7. Refrain from condescending or critical comments to members of the staff, public, or Board.
 - 8. Focus on issues, not people or personalities.
 - 9. Courteously accept other viewpoints and Board votes, which were not supported by self.
 - 10. Seek solutions and reasonable compromises or consensus when there are differences of opinions.
 - 11. Make decisions in the context of what is best for all students in the district.
 - 12. Avoid immediate decisions and votes and possible shorter-term solutions when the issue calls for more discussion, understanding, and a more in depth approach or solution to the issue (except in emergency situations).
 - 13. Be willing to publicly apologize to staff, patrons, or Board members if behavior is inappropriate or disruptive to the progress of the meeting.
 - 14. Attempt always to have dialogue (multiple perspectives) rather than simple discussions (yes or no decisions).
 - 15. Electronic devices shall not be used during meetings. As a courtesy to others, electronic devices will be set in a non-audible mode during Board meetings. Emergency situations warrant exceptions.

3.3.3 Public Participation at Board Meetings:

- A. A person may address the Board during the public comment portion of the meeting, on an agenda or non-agenda item. It is recommended that anyone wanting to address the board complete a note card located inside the Board meeting room and give the card to the Board Secretary. The card will allow for timely feedback as needed. The Board President will invite citizens from the audience to the podium to speak. Each speaker is limited to five (5) minutes.

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Board By-Law 0167.3:

The presiding officer shall be guided by the following rules:

- a) Public participation shall be permitted at a time as determined by the presiding officer.
- b) Anyone with concerns related to the operation of the schools or to matters within the authority of the Board may participate during the public portion of a meeting.
- c) Participants must be recognized by the presiding officer and will be requested to preface their comments by an announcement of their name, address and/or group affiliation, if and when appropriate.
- d) Each statement made by a participant shall be limited to five (5) minutes duration.
 1. If there are a large number of speakers, the presiding officer may limit time to three (3) minute duration.
 2. Time will be monitored by a designated Board trustee.
- e) No participant may speak more than once on the same topic unless all others who wish to speak on that topic have been heard.
- f) Participants shall direct all comments to the Board and not to staff or other participants.
- g) All statements shall be directed to the presiding officer; no person may address or question Board members individually.
- h) The presiding officer may:
 1. Have the ability to ask for a group to designate a speaker(s)
 2. Prohibit public comments which are frivolous, repetitive, or harassing;
 3. Interrupt, warn, or terminate a participant's statement when the statement is too lengthy, personally directed, abusive, obscene, or irrelevant;
 4. Request any individual to leave the meeting when that person behaves in a manner that is disruptive to the orderly conduct of the meeting;
 5. Request the assistance of law enforcement officers in the removal of a disorderly person when that person's conduct interferes with the orderly progress of the meeting;
 6. Call for a recess or an adjournment to another time when the lack of public decorum so interferes with the orderly conduct of the meeting as to warrant such action;
 7. Waive these rules.
- i) The portion of the meeting during which the participation of the public is invited shall be limited to thirty (30) minutes, unless extended by a vote of the Board.

3.3.4 Discussion of Employee/Student Issues:

- A. The Board will not encourage or actively participate with negative comments about individual employees or students in public session.

3.3.5 Discussion of Motions:

- A. All discussions shall be directed solely to the business currently under deliberation.
- B. The Presiding Officer has the responsibility to keep the discussion to the motion at hand and shall halt discussions that do not apply to the business currently before the Board.
- C. A Board member shall be recognized by the Presiding Officer prior to giving comments.

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3.4 Board member participation in discussion, Debate and Voting:

- A. The Board President will vote on all action items. All Board Members will vote on all action items. A Board Member shall not abstain from voting except in the case of a legal conflict of interest publicly defined by the Board Member and so determined by the Board and Revised School Code Sections
- B. The Board President may make motions, second motions and enter into debate on all agenda items.
- C. In case of a less than unanimous vote, the Board will support the majority decision and go forward in harmony. The Board acknowledges when there is less than a unanimous vote, Board members have a difference of opinion.

The Board speaks through its actions. Board members are not expected to change their opinion because of a Board action. When in discussion, Board members will clearly state when they are expressing their opinion and shall acknowledge the Board action. Once the Board takes action, the Board moves forward and does not further debate the action.

- D. A motion will be deemed passed when a majority of the elected Board votes in the affirmative *i.e.* four of seven elected members. Conversely, if less than a majority vote in affirmative, the motion will fail.
- E. Roll call votes are required when:
 - 1. Board member requests
 - 2. Purchase of property
 - 3. Approve contracts
 - 4. Resolution requires roll call
 - 5. Approval of policy

3.5 Board member responses to inquiries about Closed Sessions

Under the provisions of the Open Meetings Act, information from a closed session shall not be disclosed by any Board Member.

4.0 BOARD ORIENTATION

At a mutually agreeable time, prior to the first board packet delivery, the board president or superintendent (or the superintendent's designee) will meet with new board members to review board operating procedures and present information necessary to new board members. See Board By-Law 0142.7 – Orientation. Attending Michigan Association of School Board (MASB) New Board Member CBA's (classes) is recommended.

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APPENDIX 'A'

Chain of Command

Bus Driver / Bus Aide



Transportation Director
269.488.1091 / 574.217.1868



Asst. Superintendent
269.488.1065 / 269.492.8256



Superintendent
269.488.1055 / 269.251.5424



Board of Education
John Madaras - 269.345.7795
Dodi Leckie - 269.743.8073
Cheryl Balmer - 269.381.4845
Michelle Ammon - 269.382.3192
Jennifer Miller - 269.330.9299
Annette Sorenson - 269.207.5348
Leta Vander Veen - 269.420.6307

Coach /Assistant Coach



Athletic Director
269.488.1111 / 269.330.2409



Principal
* See building office numbers below



Superintendent
269.488.1055 / 269.377.4123



Board of Education
John Madaras - 269.345.7795
Dodi Leckie - 269.743.8073
Cheryl Balmer - 269.381.4845
Michelle Ammon - 269.382.3192
Jennifer Miller - 269.330.9299
Annette Sorenson - 269.207.5348
Leta Vander Veen - 269.420.6307

Aides - Teacher - Secretary



Asst. Principal or Principal
* See building office numbers below



Superintendent
269.488.1055 / 269.377.4123



Board of Education
John Madaras - 269.345.7795
Dodi Leckie - 269.743.8073
Cheryl Balmer - 269.381.4845
Michelle Ammon - 269.382.3192
Jennifer Miller - 269.330.9299
Annette Sorenson - 269.207.5348
Leta Vander Veen - 269.420.6307

*** District Principal Office Numbers**

High School - 269.488.1100
Middle School - 269.488.1200
Central Elem. - 269.488.1000
Northwood El. - 269.488.1300
North Elem. - 269.488.1400
Barclay Hills - 269.488.1470