



PLYMOUTH-CANTON
COMMUNITY SCHOOLS

GLOBALLY FOCUSED. LOCALLY CONNECTED.

**454 S. Harvey
Plymouth, Michigan**

**This meeting of the Board of Education is held in public for the purpose of conducting the
School District's business and is not to be considered a public community meeting.**

There is a time for public participation during the meeting, indicated in the agenda as Citizens' Comments.

Comment cards must be submitted before the first Citizens' Comment Section begins per district policy #0167.3

Regular Meeting - Tuesday, September 22, 2026 - 7 p.m.

2026-2027 Meeting Calendar

[Calendar of Board Meetings 2026-2027 \(p. 3\)](#)

Call The Meeting to Order

- o Roll Call
- o Pledge of Allegiance

A. Adoption of Agenda/Approval of Consent Agenda

Action Item #27-09-11

1. Human Resources

New Hires

[New Hires \(p. 5\)](#)

Leaves and Resignations

[Leaves and Resignations \(p. 18\)](#)

2. Approval of Minutes

[Regular Meeting Minutes - September 8, 2026 \(p. 19\)](#)

3. Out-of-Country Field Trips

[Out of Country Field Trips \(p. 23\)](#)

B. Celebrating Success

Pioneer Middle School E-Sports Team Students

Presenter: Member Christenson

C. Board Committee Reports/Action

1. President's Report

2. Student Performance & Achievement Committee (SPA)-Judy Westra

Next Meeting: Wednesday, October 7, 2026 - 5 p.m.

3. Policy Committee-Aamina Ahmed

Next Meeting: Tuesday, October 27, 2026 - 5:30 p.m.

4. Finance and Operations Committee-Patrick Kehoe & Joe Tollefson

Next Meeting: Thursday, October 8, 2026 - 5 p.m.

5. Student Voice in Action Committee (SVA)-Anupam Sidhu

Next Meeting: Monday, September 28, 2026 - 4:30 p.m.

D. Superintendent's Report

E. Citizens' Comments (30 minutes)

F. Citizens' Comments Overflow (if necessary)

G. Action Items/Discussion

Action Item #27-09-12: Consider Approval of a Resolution to Appoint MASB Voting Delegates at the 2026 Assembly (First and Final Reading)

[Resolution - Voting Delegate MASB 2026 \(p. 24\)](#)

Action Item #27-09-13: Consider Approval of Resolution to Establish a Sinking Fund for District Capital Improvements (First and Final Reading)

[Resolution-Sinking Fund Millage May 2027 Election \(p. 25\)](#)

[Economic Outlook Update & Impact \(p. 28\)](#)

H. Follow-up Board Questions

None

I. Adjournment

District Vision: P-CCS will deliver an innovative educational experience which propels each student to excellence.

District Mission: P-CCS will develop capable, involved citizens who recognize that they are citizens of the world, use critical thinking skills, and are lifelong learners.

E.J. McClendon Educational Center
454 S. Harvey, Plymouth, MI 48170

Meeting of the Board of Education 2026-2027

(subject to change)

DATE	TIME	MEETING TOPIC	LOCATION
September 22, 2026	5:30 p.m.	Special Meeting – Closed Session	E.J. McClendon Center
September 22, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
September 28, 2026	5:30 p.m.	Special Meeting	E.J. McClendon Center
October 8, 2026	5 p.m.	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
October 13, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
October 22, 2026	5 p.m.,	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
October 27, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
November 5, 2026	5 p.m.	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
November 10, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
November 19, 2026	5 p.m.	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
November 24, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
December 3, 2026	5 p.m.	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
December 8, 2026	7 p.m.	Regular Meeting	E.J. McClendon Center
December 17, 2026	5 p.m.	Committee of the Whole (Finance and Operations Committee)	E.J. McClendon Center
January 12, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
January 26, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
February 9, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
February 23, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
March 9, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
March 23, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
April 13, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
April 27, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
May 11, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
May 25, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center

June 8, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center
June 22, 2027	7 p.m.	Regular Meeting	E.J. McClendon Center

Regular meetings of the Board of Education of the Plymouth-Canton Community Schools, Wayne and Washtenaw Counties, Michigan, shall be held on the second and fourth Tuesdays of each month. Exceptions: There will be one meeting in July (Thursday, 7-9-26, at 6 pm) and one meeting in December (12-8-26). August meetings fall on the first and fourth Tuesday (8-4-26 and 8-25-26). All meetings will be at 7 p.m. (except as agreed herein) unless otherwise directed by a majority vote of the members.

The Board shall comply with Subtitle A of Title II of the Americans with Disabilities Act of 1990, being Public Law 101-336, 42 USC 12101 et. Seq. or successor law. Requests for reasonable accommodation to participate in the meeting may be made by calling Diane Robertson, Executive Assistant to the Superintendent, at 734-416-3048 for voice & TDD calls, or by email at diane.robertson@pccsk12.com, five days in advance of the meeting. Video recording of any open meeting is permitted with prior approval of the Superintendent. (9-18-26)

New Contracts

2026/27 School Year

NAME/POSITION/SCHOOL
CERTIFICATION

HIRE DATE
SALARY

DEGREE/UNIVERSITY
EXPERIENCE

JACOBSEN, ALEX
MATH
SALEM

09/09/2026

BA-Eastern Mich. Univ.
2.5 YRS ACADEMY,
2 YRS DEARBORN,
1 YR NAT'L HERITAGE ACAD

CERTIFICATE: STANDARD TEACHING CERTIFICATE: EXP: 06/30/2031 6-12 EX 6-12 BA

PURGAR, BRITTANY
(0.4) LANGUAGE ARTS
DISCOVERY

09/16/2026

BA-Central Mich. Univ.
MA-California,
2 YRS ROMULUS,
3 YRS DETROIT PUBLIC SCHOOLS,
6 YRS KANSAS

CERTIFICATE: STANDARD TEACHING CERTIFICATE: EXP: 06/30/2031 K-8 ZG K-8 BX K-8 RX

SLAKER, ALYSSA
OCCUPATIONAL THERAPY
SALEM/CANTON

09/15/2026

BA-Univ. of Mich. - Ann Arbor
MA-Grand Valley State Univ.
MA+30-Grand Valley State Univ.
1 YR ANN ARBOR SCHOOLS,
3 YRS ARBOR AUTISM CENTERS

CERTIFICATE: OCCUPATIONAL THERAPIST LIC: EXP: 10/21/2028 K-12 NU1

WAUGH, MEGHAN
NURSE
SMITH/BIRD

09/08/2026

BA-Arizona
MA-Arizona
5.5 YRS HOSPITALS

CERTIFICATE: SCHOOL NURSE CERTIFICATE (INTERIM): EXP: 06/30/2028 K-12 NY

MOTION:

AUTOMATICALLY ACCEPT AS PART OF THE CONSENT AGENDA ACTION.

"Move that the Board of Education approve the new hires as listed above."

MOVED _____ **SECONDED** _____ **VOTE** _____

MEMORANDUM

TO: Dr. Monica Merritt, Superintendent
Board of Education Members

FROM: Abdul Madyun
Chief Human Resource Officer

RE: Reagan Chuang

DATE: September 22, 2026

Attached is the resume of Reagan Chuang, who is being recommended for the Assistant Principal at Salem High School position. It is the consensus of the committee that Reagan Chuang be appointed to the position.

BOARD RESOLUTION

It was moved by _____ and seconded by _____ that the Board of Education approves the appointment of Reagan Chuang to the position of Assistant Principal of Salem High School.

Ayes _____ Nays _____

Reagan Chuang

SUMMARY STATEMENT

Proactive, adaptable, and detail-oriented curriculum specialist, teacher, coach, and aspiring administrator with extensive experience working in a diverse community of students and adults. Natural leader always looking for opportunities to grow personally and professionally. Strong interpersonal communication skills and work ethic.

PROFESSIONAL WORK EXPERIENCE

Math Curriculum and Instruction Specialist, June 2026 – Present

National Heritage Academies, Grand Rapids, MI

Supervisor: Sara Spear, (

- Served as the math specialist and support lead for six partner schools. Worked with Directors of School Quality and school deans to ensure best practices in math classrooms.
- Facilitated professional development sessions for new teacher training, back to school training, and at regional sessions.
- Collaborated as an in-person, virtual, and hybrid team to work on short-term and long-term projects and brainstorm new ideas for curriculum development.
- Worked with a team to rebuild math curriculum for grades 3-5, math assessments to be used in grades 9-12, and 150 Error Analysis Routines for teachers to use with students.

Administration Intern, December 2025 – August 2026

Michigan Association of Secondary School Principals - Arbor Preparatory High School, Ypsilanti, MI

Supervisor: Travis Batt,

- Met with administrators and other school leaders monthly to develop school improvement plans. Created goals to improve on math proficiency, standardized test performance, student engagement, and building culture.
- Met with students to address behavioral issues and apply restorative practices. Reduced overall number of suspensions and removals from class from previous years.
- Served as testing coordinator, planning and administering all standardized tests: WIDA, SAT, PSAT, AP, ACT Workkeys, WIN Readiness, MSTEP, and NWEA.
- Administered and analyzed staff and student perception surveys to improve overall culture and effectiveness of the building with the aim to improve staff and student retention.
- Led building communication on a daily basis with students, staff, and families.
- Audited student schedules to meet graduation requirements.
- Interviewed potential candidates and onboarded new staff.
- Completed teacher observations and held coaching sessions to increase student engagement, reinforce best practices, and improve student results.
- Administered safety drills in accordance with Michigan state laws.
- Attended IEP and 504 meetings with parents, students, and other administrators.

Senior Content Leader, September 2021 – June 2026

National Heritage Academies, Grand Rapids, MI

Supervisor: Barbara Owens,

- Worked with a small team to develop and roll out new Algebra I, Geometry, and Algebra II curriculum for a statewide network of nine high schools.
- Led regular professional development sessions for all math teachers in the network on best practices, pedagogy and curriculum.
- Led New Teacher Training at the beginning of each school year for multiple high schools.
- Regularly hosted teachers from other schools to observe classroom procedures, instruction, and best practices.
- Assisted teachers with assignment development, assessments, pedagogical approaches, and grading. Helped to implement more discovery and project-based learning across various subjects.

Math Teacher and Department Head, December 2017 – June 2026

National Heritage Academies - Arbor Preparatory High School, Ypsilanti, MI

Supervisor: Travis Batt,

- Taught math classes of all levels, from Pre-Algebra to AP Calculus AB and AP Statistics.
- Held weekly after-school office hours to help students on an individual or small group basis.
- Actively sought out opportunities for collaboration with other teachers within the district via email or video call.
- Used data-driven instructional practices to improve assessment results over the course of students' high school careers.

Alternative Certification Coach, November 2023 – June 2025

National Heritage Academies, Grand Rapids, MI

Supervisor: Corey Weiss,

- Coached new middle school and high school teachers in a virtual environment working towards passing the Michigan Test for Teacher Certification.
- Worked in small group and one-on-one coaching sessions to better teacher understanding of classroom practices as well as content.

EDUCATION

Path to Leadership: Administration Certification August 2026

Michigan Association of Secondary School Principals, Lansing, MI

Master of Arts in Secondary Education December 2017

Grand Canyon University, Phoenix, AZ

Bachelor of Science in Statistics December 2013

University of Michigan, Ann Arbor, MI

CERTIFICATIONS/ACHIEVEMENTS

School Administrator Certificate - Exp June 2031

Department of Education, Michigan

Standard Teaching Certificate, Secondary Mathematics [EX] - Exp June 2028

Department of Education, Michigan

2023 NHA Excellence in Teaching Award – Finalist

National Heritage Academies

MEMORANDUM

TO: Dr. Monica Merritt, Superintendent
Board of Education Members

FROM: Abdul Madyun
Chief Human Resource Officer

RE: Baljit Kaur

DATE: September 22, 2026

Attached is the resume of Baljit Kaur, who is being recommended for the Adult Education Supervisor at Starkweather Academy position. It is the consensus of the committee that Baljit Kaur be appointed to the position.

BOARD RESOLUTION

It was moved by _____ and seconded by _____ that the Board of Education approves the appointment of Baljit Kaur to the position of Adult Education Supervisor at Starkweather Academy.

Ayes _____ Nays _____

Baljit Kaur

PROFESSIONAL SUMMARY:

Enthusiastic educator with 18+ years experience fostering a cohesive student learning atmosphere.
Skilled at improving student learning, teacher satisfaction, and overall school performance.
Recognized as a creative leader and proficient educator able to develop innovative solutions to complex problems.

SPECIAL SKILLS:

- | | |
|--|---|
| ✓ Student Achievement | ✓ Data Team Coach/Analyst |
| ✓ Leadership/Development | ✓ Mentor Teacher |
| ✓ Administrative Oversight | ✓ School Improvement Member |
| ✓ School Culture | ✓ Department Head |
| ✓ Instructional Leadership | ✓ Curriculum Coordinator |
| ✓ Relationship Building-Students/Staff | ✓ Assessment Coordinator |
| ✓ Team Collaboration | ✓ Program Development and Implementation |
| ✓ Continuous Learning | ✓ Discipline (School Wide Behavior Team) |
| ✓ Technology Development | ✓ Classroom Evaluations |
| ✓ After School Program Development | ✓ Summer Enrichment Program Administrator |
| ✓ Multi-Tiered Support System (MTSS) | ✓ Staff Professional Development |
| ✓ Recruitment and Interviews | ✓ Schedule Coordination |
| ✓ Grant Writing | ✓ Positive and Problem Solver |

EDUCATION:

Doctorate of Education, Ed.D, Michigan State University, 2025-2028
Major-Educational Leadership

M.Sc., Touro College, NYC, 06/11
Major – Childhood Education and Special Education (1-6)

B.A., Hunter College, NYC, 01/06
Major 1 - Elementary Education
Major 2 - English Language Arts

New York State Professional Certification, 09/11
1-6 Childhood Education
1-6 Students with Disabilities

Michigan State Professional Certification, 03/12
Elementary K-5 All Subjects (K-8 self CC)

Michigan State School Administrator Certificate, K-12-2018

Plymouth Canton Community Schools Leadership Academy, 2017

TESOL Graduate Certificate, Eastern Michigan University, 09/18

AWARDS and HONORS:

Michigan Adult Education Unsung Hero Award-2026
NYS Spark Program - 2008
Hunter College SEEK Honors List - 2005/2006

EDUCATION EXPERIENCE:

Adult Education Supervisor-Plymouth Canton Community Schools-Plymouth, MI, 09/18-Present

- Supervise adult education program at Starkweather Academy
- Oversee GED, ABE, and ESL programs
- Supervise staff including teachers, building monitor and custodial staff
- Counsel and support students in career readiness
- Register, test, and place students in appropriate classes and programs

MultiLingual Learner Teacher-Plymouth Canton Community Schools-Canton, MI, 04/17-Present

- Teach multilingual learners at various proficiency levels (WIDA)
- Data driven instruction (WIDA, NWEA, and/or local assessments)
- Progress monitor students
- Collaborate with teachers and staff to successfully plan for students
- Connect with families and build positive relationships
- Experience working as an MLL teacher virtually (K-12)
- Utilize WIDA Can Do Descriptors and WIDA Framework in planning
- Experience in pull-out, push-in and co-teaching support

Adult ESL Instructor-Plymouth Canton Community Schools-Canton, MI, 09/17-06/18

- Provide instruction to beginner and intermediate level students
- Create appropriate leveled lessons for students
- Supervise EL paraprofessional and assign tasks
- Progress monitor, assess, and evaluate student data

English Language Learner Coordinator/Teacher-National Heritage Academies-Canton, MI and Taylor, MI, 11/16-03/17

- EL program coordinator at Taylor Exemplar Academy
- Assess and monitor students in EL program
- Differentiate instruction to meet all needs of students
- Experience and knowledge of WIDA, WAPT, and SIOP

Literacy/Math Interventionist-American Montessori Academy-Upper, Redford, MI, 12/14-11/16

- 100% student growth in ELA and Math grades 3-6
- Elementary and Middle school curriculum leadership and coordination
- Data Team Coach and Analyst
- Student Support Team and RTI
- Assessment Coordinator (Local and State Assessments)
- Handled the tasks of reviewing assessments to ensure sufficient availability of technological tools
- School Improvement Team Member
- Department Head for Title/At-Risk
- Human Resources committee member
- Extended Day Coordinator
- Summer Enrichment Program Administrator
- Strong communication skills and relationships with staff and students
- School Wide Behavior Team and Discipline
- Successful grant recipient and writer
- Observe supervise and evaluate teachers and staff to further school's vision of excellence
- Assist with curriculum development instructional strategies and lesson planning and oversee classroom activities creating an environment conducive to learning
- Facilitate professional development experiences for faculty to support excellence throughout the school
- Supervise daily operations of school and address areas of improvement

Literacy Interventionist-Stewart Performance Academy, Detroit, MI, 02/14-11/2014

- Literacy Specialist
- RTI committee member
- Mentor Teacher and Coach
- High student achievement success rate
- Worked with classroom teachers and other instructional staff members
- Managed and organized standardized and benchmark assessment data for data analysis
- Provided ongoing and timely feedback to students on their progress
- Coordinated literacy programs and activities
- Assisted with activities related to reading assessment of students

Teacher-First Grade, Detroit, MI, 09/13-02/14

- Teach first grade students in all subjects
- Adapted curriculum to fit student needs, provided individual and small-group instruction when necessary
- Developed lesson plans and class material – Combined instruction with demonstration to clearly communicate objectives to class
- Used a variety of classroom strategies: lecture, group discussion, inquiry, discovery, and more
- Assess students based on their needs and collect data
- Lead Teacher and Mentor

Academic Coach/Title 1 Teacher-Detroit, MI, 02/13-06/13

- Coach 2nd and 3rd grade students in ELA and Math
- Provide 1:1 and small group instruction
- Diagnosed curricular weaknesses of pupil through assessment and differentiated instruction
- Assisted the classroom teachers by identifying appropriate areas needed for development
- Enhanced instructional programs designed to support individual student needs
- Maintained regular communications with the parents and updated the progress of the students
- Developed and communicated curricular and instructional plans and objectives

Guest Teacher-PESG, Michigan, 04/12-01/13.

- Work as a per-diem substitute in community school districts

Summer School Teacher-ULA, Westland, MI, 07/12-08/12

- Teach Multi-Age level classroom from grades 1st to 7th
- Provide instruction in all subjects at all levels according to GLCE's

Gifted and Talented Teacher-Red Apple Child Development Center, Elmhurst, NY, 01/2007-01/2012

- Gifted and Talented program coordinator
- Head Teacher
- Read in class and taught reading, mathematics, science, art, language, citizenship, and music, all following the Board of Education syllabus
- Maintained pleasant learning atmosphere in class – Established and reinforced standards of behavior
- Kept progress notes and made reports; tracked academic and social development
- Assigned and graded homework and class work; prepared tests
- Taught interpersonal skills and resolved student problems by timely and sensitive conferral with parents/teachers/administration
- Successful student achievement and acceptance to elite schools
- Supervisor for assistants and other staff
- Curriculum development and coordination

MEMORANDUM

TO: Dr. Monica Merritt, Superintendent
Board of Education Members

FROM: Abdul Madyun
Chief Human Resource Officer

RE: Megan Markovich

DATE: September 22, 2026

Attached is the resume of Megan Markovich, who is being recommended for the P-CEP Records Specialist position. It is the consensus of the committee that Megan Markovich be appointed to the position.

BOARD RESOLUTION

It was moved by _____ and seconded by _____ that the Board of Education approves the appointment of Megan Markovich to the position of P-CEP Records Specialist.

Ayes _____ Nays _____

Megan Markovich

DIRECTOR OF BUSINESS DEVELOPMENT & PROJECT MANAGEMENT

Higher Education | Operational Strategy | Compliance & Institutional Growth

Strategic and collaborative leader with 15+ years of experience driving operational excellence, regulatory compliance, and cross-functional initiatives. Proven ability to design and implement scalable systems, lead multi-stakeholder projects, manage regulatory adherence, and support institutional growth objectives.

Experienced in aligning operational processes with organizational mission, improving financial oversight, strengthening internal controls, and fostering high-performing teams. Adept at navigating complex regulatory environments and leading change initiatives within structured institutions.

Plymouth-Canton Community Schools, — Pupil Accountant, Special Education

November 2023–Current

- ☐ Serves as a liaison between the district and the Special Education Department for pupil accounting reporting, specific to Special Education membership records, and auditing purposes.
- ☐ Maintains shared-time student information to meet funding, attendance, and transportation requirements..
- ☐ Ensures data is entered into the system, maintained, and coded in accordance with regulation and policies.

PROFESSIONAL EXPERIENCE

The Locale, LLC. – Michigan

Director of Business Development

September 2014 – Present

- Led strategic operational initiatives across multiple locations, ensuring compliance with state, federal, and local regulations.
 - Directed enterprise-wide payroll system implementation (PC Payroll to TOAST Payroll), managing project timelines, stakeholder communication, training, and compliance integration.
 - Developed and enforced internal controls and policies to reduce risk exposure and ensure audit readiness.
 - Managed payroll compliance, tax reporting, labor regulations, and COVID-related policy implementation in alignment with evolving government mandates.
 - Collaborated with leadership to establish structured performance management systems aligning staff objectives with organizational goals.
 - Designed and delivered training programs to administrative teams to strengthen compliance awareness and operational efficiency.
 - Oversaw budget-related payroll functions, reporting, and financial documentation to ensure transparency and accountability.
-

PCG Campbell – Dearborn, MI

Event Staffing Consultant | Project Manager

November 2010 – September 2014

- Managed end-to-end workforce projects including staffing strategy, onboarding, compliance documentation, payroll processing, and reporting.
 - Maintained oversight of 200+ contract employees, ensuring payroll accuracy, regulatory compliance, and adherence to institutional policies.
 - Partnered with management to implement training initiatives and professional development programs for staff.
 - Served as compliance and payroll liaison, resolving discrepancies and supporting audit documentation requests.
 - Coordinated structured performance review processes for 50+ employees to promote accountability and continuous improvement.
-

Forbes, LLC. – Troy, MI

Marketing Director – Special Events Staffing

May 2005 – November 2010

- Directed strategic planning and budget oversight for multi-million-dollar marketing initiatives.
 - Developed executive-level financial and operational reports to support data-driven decision-making.
 - Implemented onboarding and hiring process improvements to increase operational efficiency and reduce costs.
 - Led cross-functional teams to execute strategic initiatives while maintaining fiscal responsibility.
-

CORE COMPETENCIES FOR HIGHER EDUCATION

- Strategic Planning & Institutional Growth
 - Regulatory & Policy Compliance
 - Financial Oversight & Budget Coordination
 - Audit Preparation & Risk Mitigation
 - Cross-Department Collaboration
 - Change Management & System Implementation
 - Workforce Planning & Talent Development
 - Data Analysis & Performance Reporting
 - Process Improvement & Operational Efficiency
 - Stakeholder Engagement
-

KEY SKILLS

Regulatory Compliance & Due Diligence

Comprehensive understanding of state and federal labor regulations, reporting requirements, and policy adherence within structured environments.

Project & Operational Leadership

Experience leading multi-phase initiatives from planning through implementation while managing timelines, stakeholders, and institutional impact.

Change Management

Successfully implement new systems, policies, and compliance measures with minimal disruption.

Communication & Collaboration

Strong ability to work across departments, leadership teams, and external partners to achieve shared objectives.

Analytical & Financial Acumen

Data-driven approach to budgeting, reporting, and performance measurement.

2026/27 SCHOOL YEAR

NAME, ASSIGNMENT, DATE OF HIRE

REASON, EFFECTIVE DATE

LEAVES

VEZINA, ANASTACIA
ELEM. CLSRM.
MILLER
11/23/2020

Childcare Leave of Absence
effective August 25, 2026 through December 18, 2026

RESIGNATIONS

OPFERMANN, SCOTT
SOCIAL STUDIES
STARKWEATHER
03/11/2025

Resignation effective September 25, 2026.

MOTION:

AUTOMATICALLY ACCEPT AS PART OF THE CONSENT AGENDA ACTION.

"Move that the Board of Education approve the above Leaves, Resignations and Retirements as listed above."

PLYMOUTH-CANTON

COMMUNITY SCHOOLS

GLOBALLY FOCUSED. LOCALLY CONNECTED.

BOARD OF EDUCATION REGULAR MEETING MINUTES

September 8, 2026

The Board of Education of the Plymouth-Canton Community Schools, Wayne and Washtenaw Counties, Michigan, met in a Regular Meeting on Tuesday, September 8, 2026, at 7 p.m. at the E. J. McClendon Educational Center, 454 S. Harvey Street, Plymouth, Michigan, 48170.

President Sidhu called the Regular Meeting to order at 7 p.m. in the Boardroom.

Present: Members Ahmed, Kehoe, Sidhu, Tollefson, Vos, and Westra

Absent: Member Christenson

District Staff: Dr. Monica Merritt, Superintendent of Schools
Dr. Liz Vartanian-Gibbs - Assistant Superintendent of Student Services
Jill Minnick, Chief Finance and Operations Officer
Jen Curry, Chief Academic Officer
Diane Robertson, Executive Assistant to the Superintendent and the Board

Others Present: Krushna Modi, SVA Student Co-Chair

Krushna Modi led the Pledge of Allegiance.

A. Adoption of the Agenda/Approval of the Consent Agenda

Action Item #27-09-10: It was moved by Member Kehoe and seconded by Member Tollefson to adopt the agenda and the consent agenda as presented.

Ayes: Members Ahmed, Kehoe, Sidhu, Tollefson, Vos, and Westra

Nays: None

The motion was passed 6-0

New Hires

Brandt, Sarah	Elementary Classroom Miller	Effective 8-31-26
Brighton, Kelly	Elementary Classroom Miller	Effective 8-27-26
Brown, Kevione	Elementary Classroom Eriksson	Effective 8-31-26
Burling, Isabella	English Canton	Effective 8-27-26
Cook, Grace	Business Education Canton	Effective 8-31-26
Dantzer, Katherine	Elementary Classroom Hulsing	Effective 8-25-26
Dennison, Timothy	Elementary Classroom Field	Effective 8-31-26
Donahue, Jacqueline	Elementary Classroom Bentley	Effective 8-31-26
Hamilton, Mary	Elementary Classroom Bentley	Effective 8-31-26
Ickes, Rylie	Elementary Classroom Workman	Effective 8-25-26
Lewis, Patricia	Elementary Classroom Bentley	Effective 8-27-26
Lindsey, Yvonne	Elementary Classroom Field	Effective 8-25-26

Oatney, Peter	Math Salem	Effective 8-25-26
Page, Sydney	Social Studies Liberty/Bentley	Effective 8-31-26
Sassak, Emma	Elementary Classroom Bentley	Effective 8-25-26
Shropshire, Tamira	Social Worker Farrand	Effective 8-28-26

Leaves

Kaptanowsky, Brittany	Pre-K (GSRP) Canton	Childcare Leave of Absence Effective 8-25-26 through 1-14-27
Popp, Jacqueline	Language Arts (.40 READ 180 31a) Liberty	Childcare Leave of Absence Effective 8-24-26 through 11-16-26
Thompson, Ainsley	Speech Pathologist Salem	Childcare Leave of Absence Effective 8-25-26 through 12-4-26

Resignations

Beaulieu, Steven	English Canton	Resignation Effective 8-20-26
Minnick, Jill	Chief Finance & Operations Officer Administration Building	Resignation Effective 9-11-26

Minutes

The Board of Education Regular Meeting Minutes from August 25, 2026, were approved as presented. The Board of Education Special Meeting Minutes from August 25, 2026, were approved with a correction to the meeting start and end times.

B. Board Committee Reports/ActionPresident's Report – Anupam Chugh Sidhu

President Sidhu welcomed everyone back for the new school year and thanked staff members for their hard work in navigating recent weather-related challenges. She shared how much she enjoyed attending the district's Welcome Back Opening Day and thanked Board colleagues who attended as well. She also spoke about attending the Lincolnshire Village Tenant Association's back-to-school event with fellow Board members and thanked the community for sharing opportunities for Board engagement. In closing, she noted the Board workshop scheduled this evening following the regular meeting, and invited the community to attend.

Student Performance and Achievement Committee (SPA) – Judy Westra

Member Westra shared that the SPA Committee has not met since the last Board meeting. The next SPA Committee meeting is scheduled for Wednesday, September 9, 2026, at 5 p.m. in the Boardroom. Community members were encouraged to attend.

Policy Advisory Committee – Aamina Ahmed

Member Ahmed shared that the Policy Committee has not met since the last Board meeting. The next Policy Committee meeting is scheduled for Tuesday, September 22, 2026, at 5:30 p.m. in the Collaboration Conference Room. Community members are encouraged to attend.

Finance and Operations Committee - Patrick Kehoe and Joe Tollefson

Member Kehoe shared that the Finance and Operations Committee met on September 3, 2026, and discussed the Sinking Fund proposal. The committee explored potential dates and options for bringing the proposal back to voters, since it will not appear on the November 2026 ballot. The committee will discuss this topic further during this evening's workshop. The next F&O Committee Meeting is tentatively scheduled for Thursday, September 17, 2026, at 5 p.m. in the Boardroom. Community members are encouraged to attend.

Student Voice in Action Committee (SVA) – Anupam Sidhu

Krushna Modi, SVA Student Co-Chair, shared that the SVA Committee has not met since the last Board meeting. The next SVA Committee meeting is scheduled for Monday, September 28, 2026, at 4:30 p.m. at Pioneer Middle School. Everyone is welcome to attend.

C. Superintendent's Report

Superintendent Merritt reflected on the excitement of the new school year and welcomed back students and staff members. She shared highlights from her school visits and spoke about the well-attended open houses and parent nights. She thanked staff members for creating a positive start to the year and for navigating several early challenges, including HVAC issues, a tornado warning, and electrical outages, while keeping student safety and learning at the forefront.

She also shared that all three P-CEP high schools earned statewide and national recognition in U.S. News & World Report's 2026 Best High Schools rankings, placing among the top 50 in Michigan and top five percent nationally. All three also ranked among the nation's top 400 high schools for STEM education. She congratulated students and thanked the district's outstanding educators for their continued dedication.

Superintendent Merritt also highlighted the district's efforts to expand access to extracurricular activities through significantly reduced athletic pay-to-participate fees at both the high school and middle school levels. P-CCS is also increasing district support for athletics, clubs, performance groups, competitions, and other student activities.

Superintendent Merritt closed by sharing that NEA President Princess Moss will visit P-CCS to tour the P-CEP Innovation Hub and learn more about the district's work and Dynamic Plan. She highlighted the significance of the visit and the opportunity to showcase P-CCS's leadership and innovative work in education.

D. Citizens' Comments

- Rachel Hayes, Michelle Moustakas, and Debra Finkenbinder-Pepper spoke on the Sinking Fund and communication
- Karen Schmidt spoke on transportation recording technology

E. Remaining Citizens' Comments

None

F. Discussion

The Board discussed the MASB Delegate Assembly scheduled for October 15, 2026, during the Fall Leadership Conference. The district can have up to four voting delegates, and Members Sidhu, Vos, and Westra expressed interest in representing P-CCS. The Board will vote to confirm delegates at the meeting on September 22.

G. Follow-up Board Questions

None

H. Recess

President Sidhu called for a recess at 7:35 p.m. to transition into a Board workshop. The meeting was reconvened at 7:42 p.m.

Special Meeting – Workshop

Sinking Fund Discussion and Board Governance Document

The Board of Education and Superintendent Merritt met in a workshop to discuss next steps for the district's sinking fund proposal, which will not appear on the November 2026 ballot. The Board discussed the continued importance of pursuing a sinking fund and considered potential election dates in May, August, and November 2027, as well as options in 2028.

The Board reviewed the Epic MRA community survey results, received an economic outlook update from Finance and Operations Citizen Committee Member Peter Roderique, and evaluated the potential election dates, based on timing, economic conditions, election costs, and opportunities for community engagement. After considering these factors, the Board reached consensus to bring forward a resolution at the September 22 meeting to place the proposal on the May 4, 2027 ballot and highlighted the importance of ongoing community education and outreach leading up to the election.

The Board continued the workshop with a review of the Board Operating Manual. Board members reviewed each section, provided feedback, and discussed revisions as they worked toward a final updated document. The review included the Board's vision and core values, roles and responsibilities, officer and committee guidelines, meeting protocols, communications and ethics, and Board development. The revisions will be incorporated into an updated version of the manual for further review and finalization.

I. Adjournment

President Sidhu adjourned the Regular Meeting at 10:24 p.m.

Judy Westra
Secretary, Board of Education

Out-of-Contiguous United States Field Trips - September 22, 2026 Board of Education Meeting

Grade Levels	Building	Destination of Trip	Purpose	# of students	# of chaperones	Date of Student Performance and Achievement Committee Review
9-12	Plymouth	Belize	Work with a non-profit organization focused on helping communities around the world rise out of poverty. Students will engage in a community service project to improve health outcomes, enhance educational sites and develop local economies.	Approx 18	Approx 3	September 9, 2026

PLYMOUTH-CANTON COMMUNITY SCHOOLS
Plymouth, Michigan

TO: Members of the Board of Education
FROM: Dr. Monica L. Merritt, Superintendent
DATE: September 22, 2026
RE: **Consider Approval of Official Voting Delegates to Represent
the Board of Education at MASB's 2026 Delegate Assembly
(First and Final Reading)**

Recommended Resolution

It was moved by Member _____ and seconded by Member _____
to designate _____ to represent
Plymouth-Canton Community Schools at MASB's 2026 Delegate Assembly on
Thursday, October 15, 2026, and act as the district's official voting delegates.

Ayes: _____

Nays: _____

The Motion was _____

**PLYMOUTH-CANTON COMMUNITY SCHOOLS
COUNTIES OF WAYNE AND WASHTENAW
STATE OF MICHIGAN**

At a regular meeting of the Board of Education (the “Board”) of the Plymouth-Canton Community Schools, Counties of Wayne and Washtenaw, State of Michigan (the “School District”), held in the School District, on September 22, 2026, at 7:00 p.m., local time.

PRESENT: Members _____

ABSENT: Members _____

**RESOLUTION CERTIFYING A
BUILDING AND SITE SINKING FUND PROPOSAL**

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, the Board of the School District has determined that in order to improve, repair and secure its facilities and to purchase technology, student transportation vehicles, trucks and vans and parts, supplies and equipment for the maintenance of these vehicles it is necessary to ask the voters to approve a building and site sinking fund tax levy of 1.5 mills annually for a period of ten (10) years, being the years 2027 to 2036, inclusive, as described in the Building and Site Sinking Fund Proposal attached hereto as Exhibit A (the “Sinking Fund Proposal”);

WHEREAS, the School District desires to submit the Sinking Fund Proposal to the School District’s electors at an election to be held on May 4, 2027 (the “May Election Date”); and

WHEREAS, in order for the Sinking Fund Proposal to be submitted to the School District’s electors on the May Election Date, it is necessary for the Board to approve and certify the Sinking Fund Proposal to the Clerk of the County of Wayne, State of Michigan (the “School District Election Coordinator”), as required by the Michigan election laws, not later than 4:00 p.m. on February 9, 2027.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Sinking Fund Proposal attached hereto as Exhibit A, is hereby approved and certified to the School District Election Coordinator for submission to the School District’s electors on the May Election Date. The Secretary of the Board or the Superintendent of the School District, or either of their designees, are hereby authorized and directed to file this Resolution and/or complete any such forms, certificates or documents as may be required by the School District Election Coordinator to evidence the foregoing certification and/or submission by no later than 4:00 p.m. on February 9, 2027.

2. The School District Election Coordinator is hereby authorized and directed to: (a) post and publish notice of last day of registration and notice of election for the May Election Date; and (b) have prepared and printed ballots for submitting the Sinking Fund Proposal at the May Election Date, which ballots shall be in the form appearing in Exhibit A, or the Sinking Fund Proposal shall be stated as a proposal on the voting machines, which ballots may include other matters presented to the electorate on the same date.

3. All resolutions and parts of resolutions insofar as they conflict with the provisions of this Resolution be and the same hereby are rescinded.

AYES: Members _____

NAYS: Members _____

RESOLUTION DECLARED ADOPTED.

Judy Westra
Secretary, Board of Education

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the Board of Education of the Plymouth-Canton Community Schools, Counties of Wayne and Washtenaw, State of Michigan at a regular meeting held on September 22, 2026, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Judy Westra
Secretary, Board of Education

EXHIBIT A

OFFICIAL BALLOT

**PLYMOUTH-CANTON COMMUNITY SCHOOLS
COUNTIES OF WAYNE AND WASHTENAW
STATE OF MICHIGAN**

BUILDING AND SITE SINKING FUND PROPOSAL

This proposal, if approved by the electors, will authorize the School District to levy a building and site sinking fund millage, the proceeds of which will be used to make improvements and repairs to the School District's facilities, including security improvements and the acquisition or upgrading of technology, the acquisition of student transportation vehicles, trucks and vans and parts, supplies and equipment used for the maintenance of these vehicles. Pursuant to State law, the expenditure of the building and site sinking fund tax proceeds must be audited, and the proceeds cannot be used for teacher, administrator or employee salaries, maintenance or other operating expenses.

Shall the Plymouth-Canton Community Schools Counties of Wayne and Washtenaw, State of Michigan, be authorized to levy 1.5 mills (\$1.50 per \$1,000 of taxable valuation), for a period of ten (10) years, being the years 2027 to 2036, inclusive, to create a building and site sinking fund to be used for the construction or repair of school buildings, school security improvements, the acquisition or upgrading of technology, the acquisition of student transportation vehicles, trucks and vans and parts, supplies and equipment used for the maintenance of these vehicles and other purposes, to the extent permitted by law? This millage if approved and levied would provide estimated revenues to the School District of approximately \$13,751,482 during the 2027 calendar year.

YES ☐

NO ☐

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Economic Outlook Update and Impact on School Funding Ballot Issues



Prepared By Peter Roderique
P-CCS F&O Committee
September 8, 2026

Disclaimer: *Forecasts and opinions expressed in this document are those of the author and may not reflect the opinions of the F&O Committee, P-CCS Board of Education, or administration of Plymouth-Canton Community Schools*

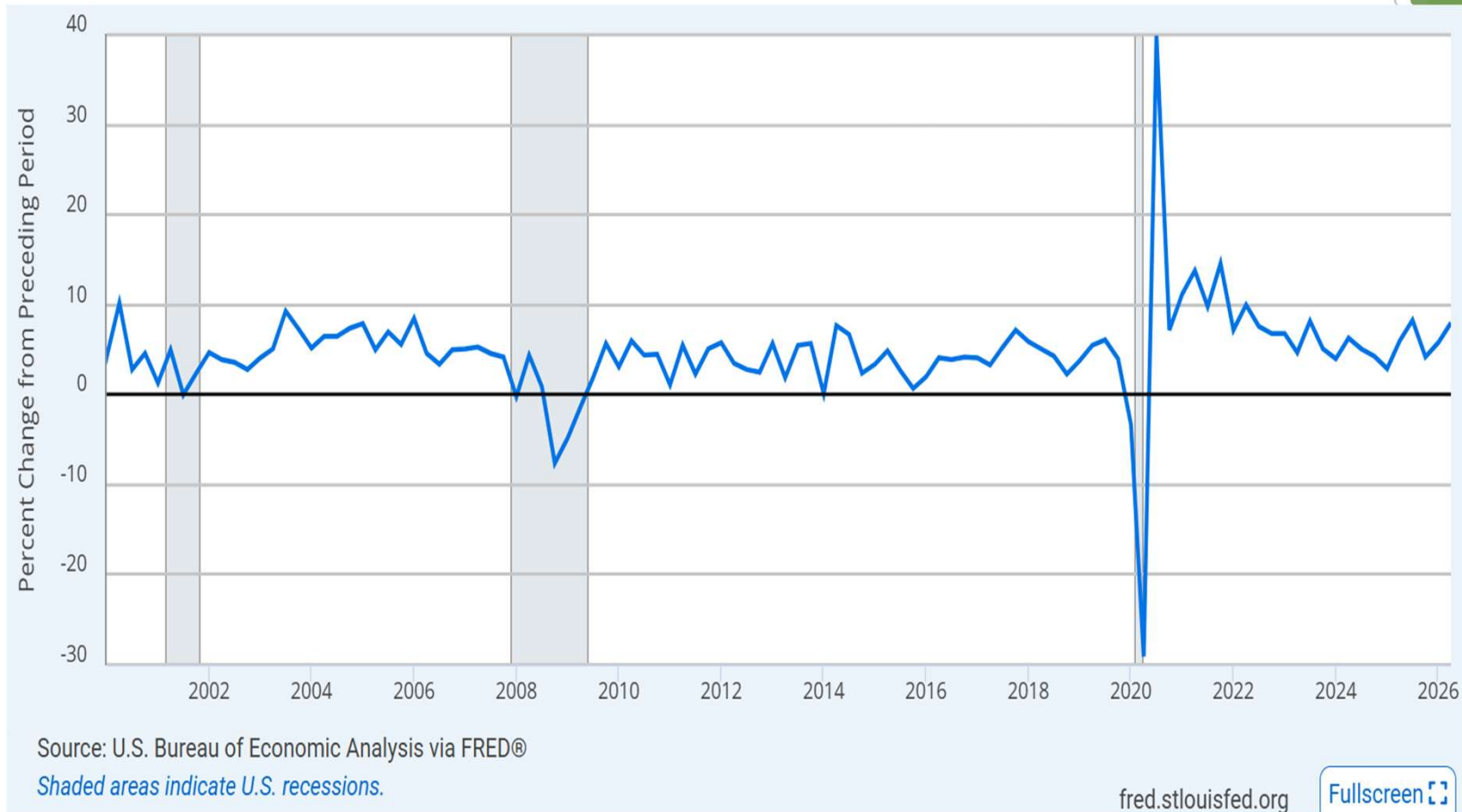
Background

- ▶ During preparations for the bond proposal in 2019, concerns of a looming economic recession raised questions about optimal timing for the ballot issue
- ▶ As the next bond issue or sinking fund proposal is on the horizon, an updated review of the economic outlook may help determine the recommended timing
- ▶ The purpose of this paper is to identify any economic concerns that may skew voter sentiment against a ballot proposal over the next 12-18 months



Macroeconomic Trends

U.S. Gross Domestic Product



- Two consecutive quarters of negative Real GDP growth constitute a recession
- Recent recessions have been driven by the dot com bubble, the mortgage crisis, and COVID

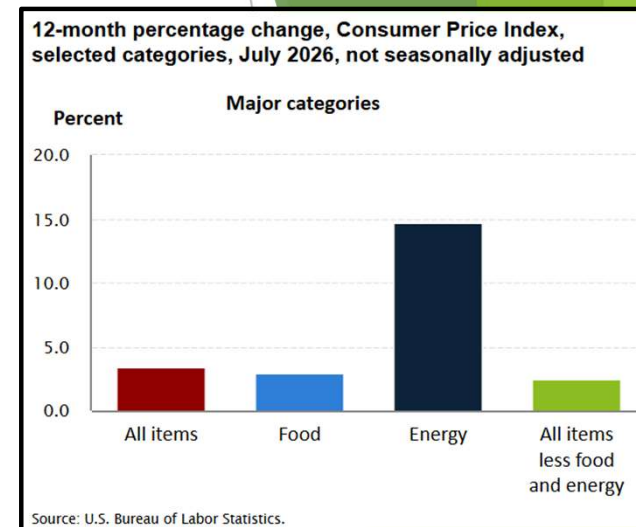
Consumer Price Index (Inflation)



Hover over chart to view data.

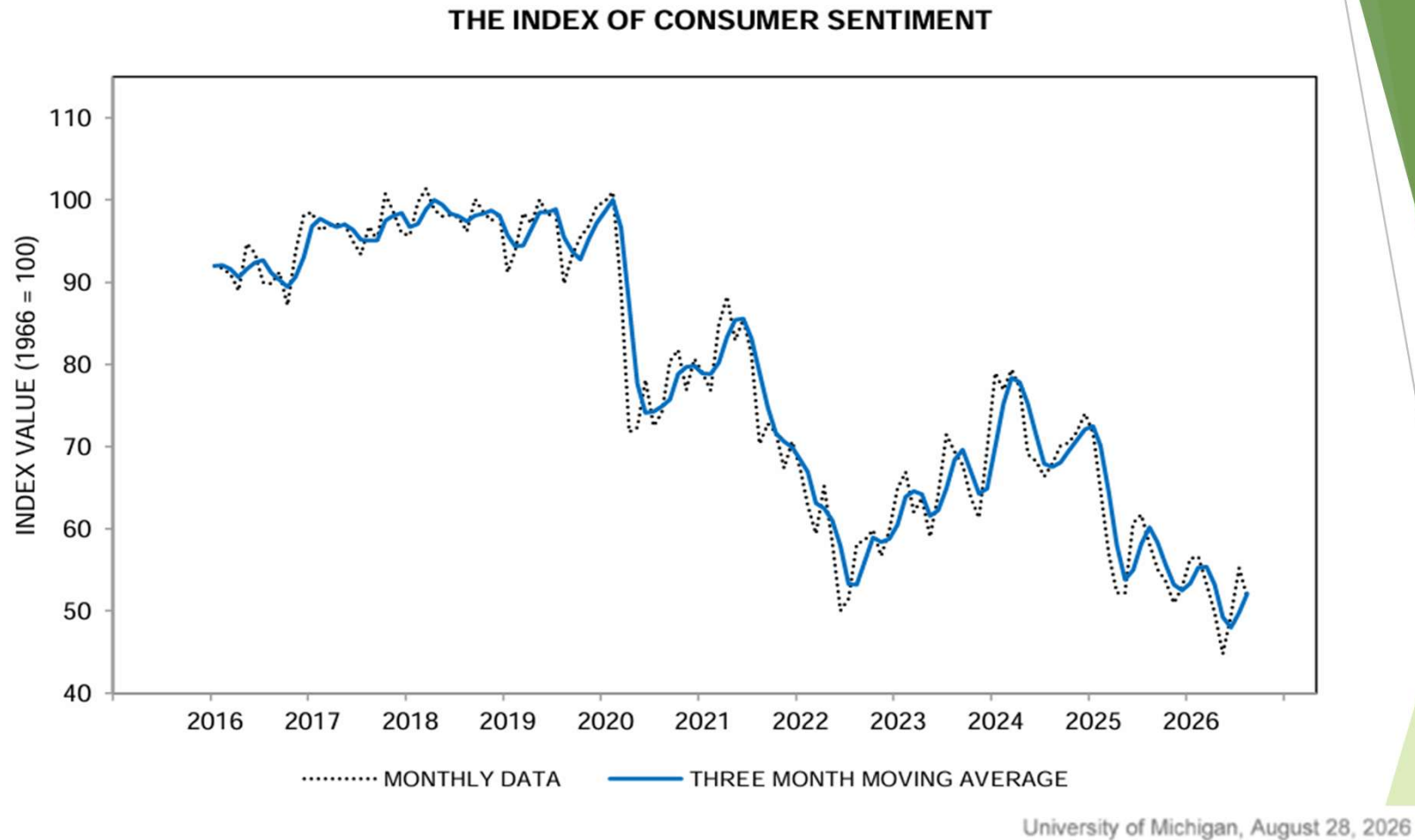
Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

Source: U.S. Bureau of Labor Statistics.



- Inflation has moderated in the 3-4% range; Midwest Region CPI is comparable at 3.5%
- Energy costs have shown the greatest increase over the past 12 months (inset chart)

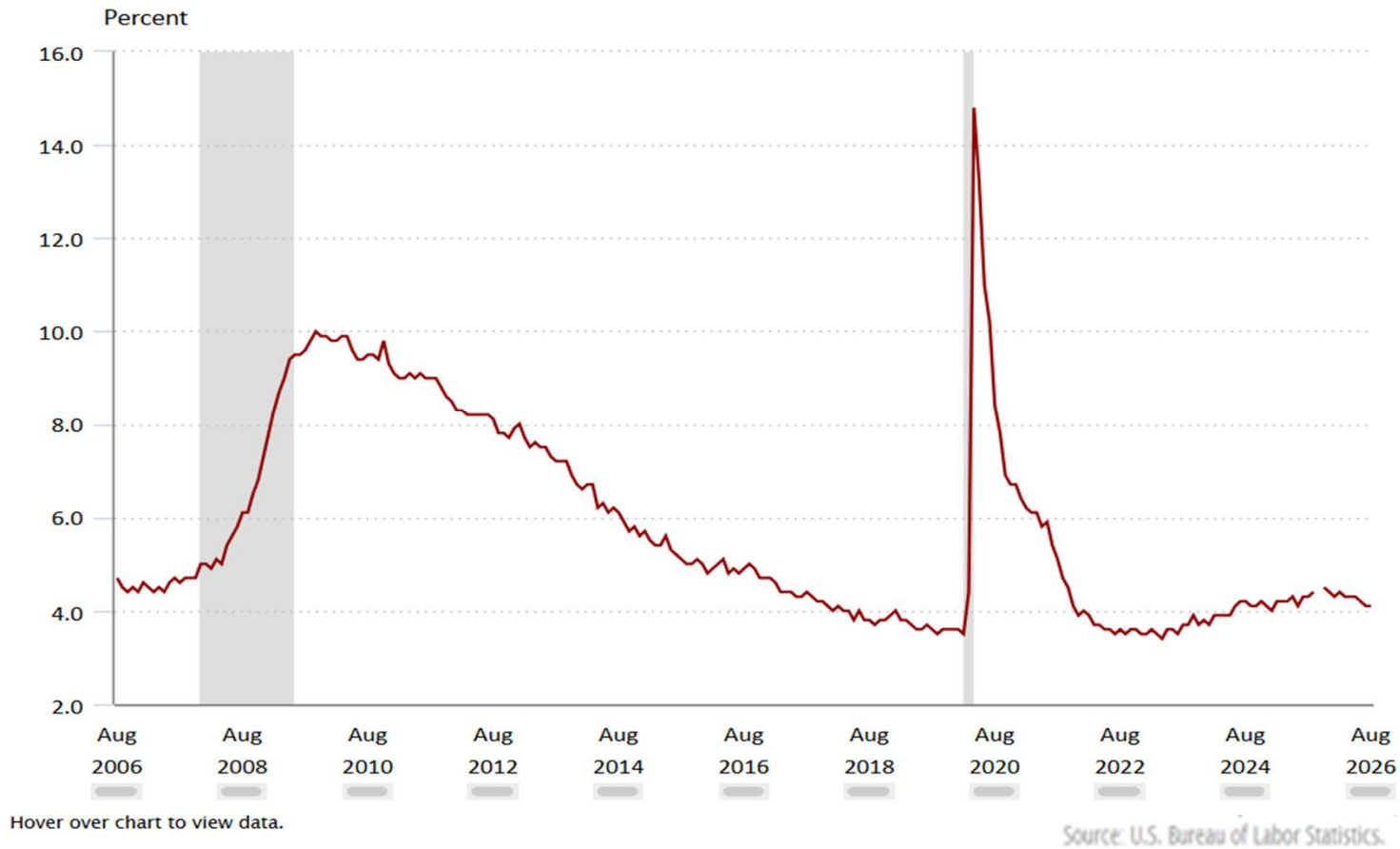
Consumer Sentiment



- Consumer sentiment has not recovered from the 2020 pandemic and recession
- Groups who are less-equipped to absorb increases in cost of living exhibit stronger decreases in sentiment

Unemployment Rate

Civilian unemployment rate, seasonally adjusted



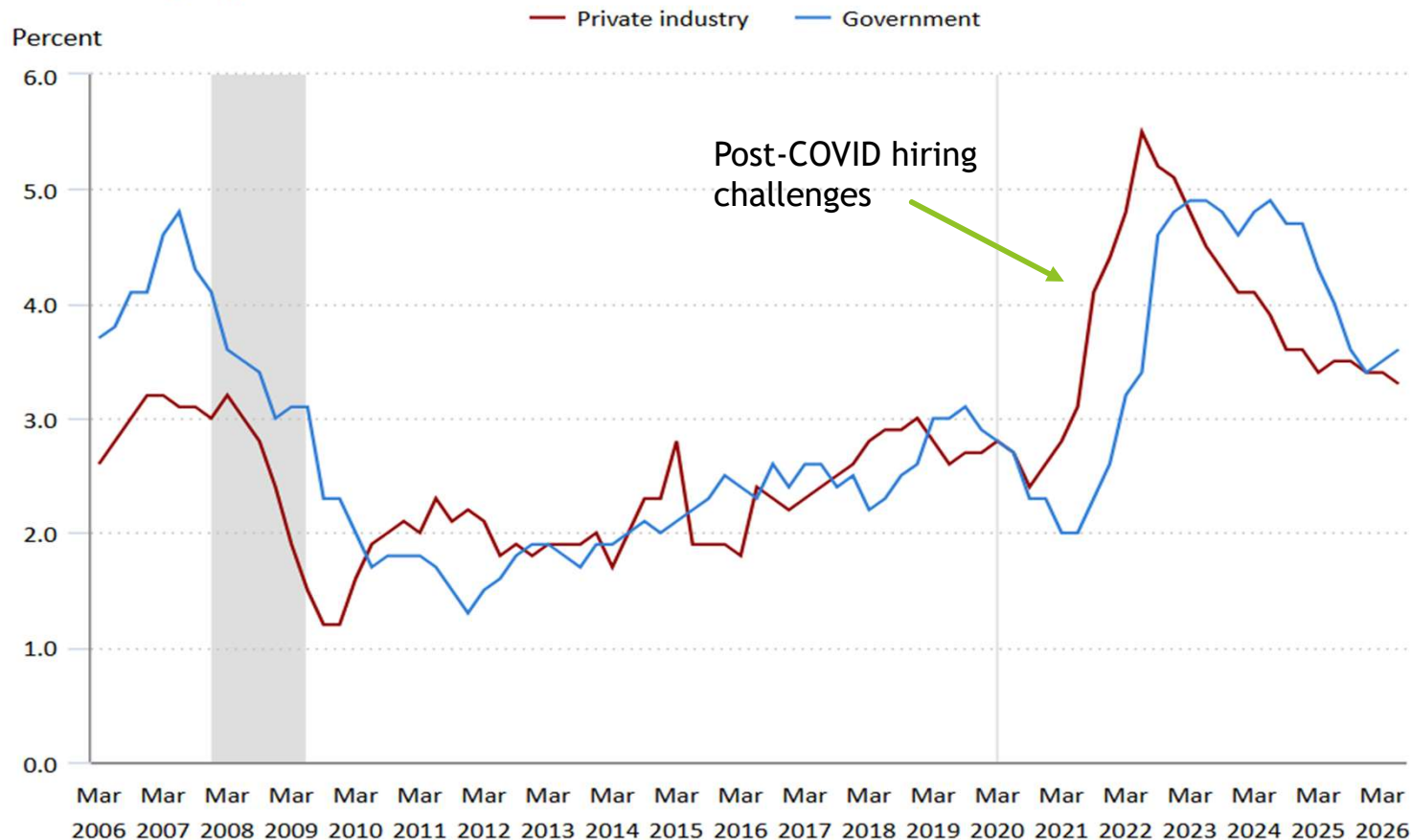
Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

- U.S. unemployment rates remain near 4%

Wage Growth

Compensation in private industry and state and local government, 12-month percent change, not seasonally adjusted



Hover over chart to view data.

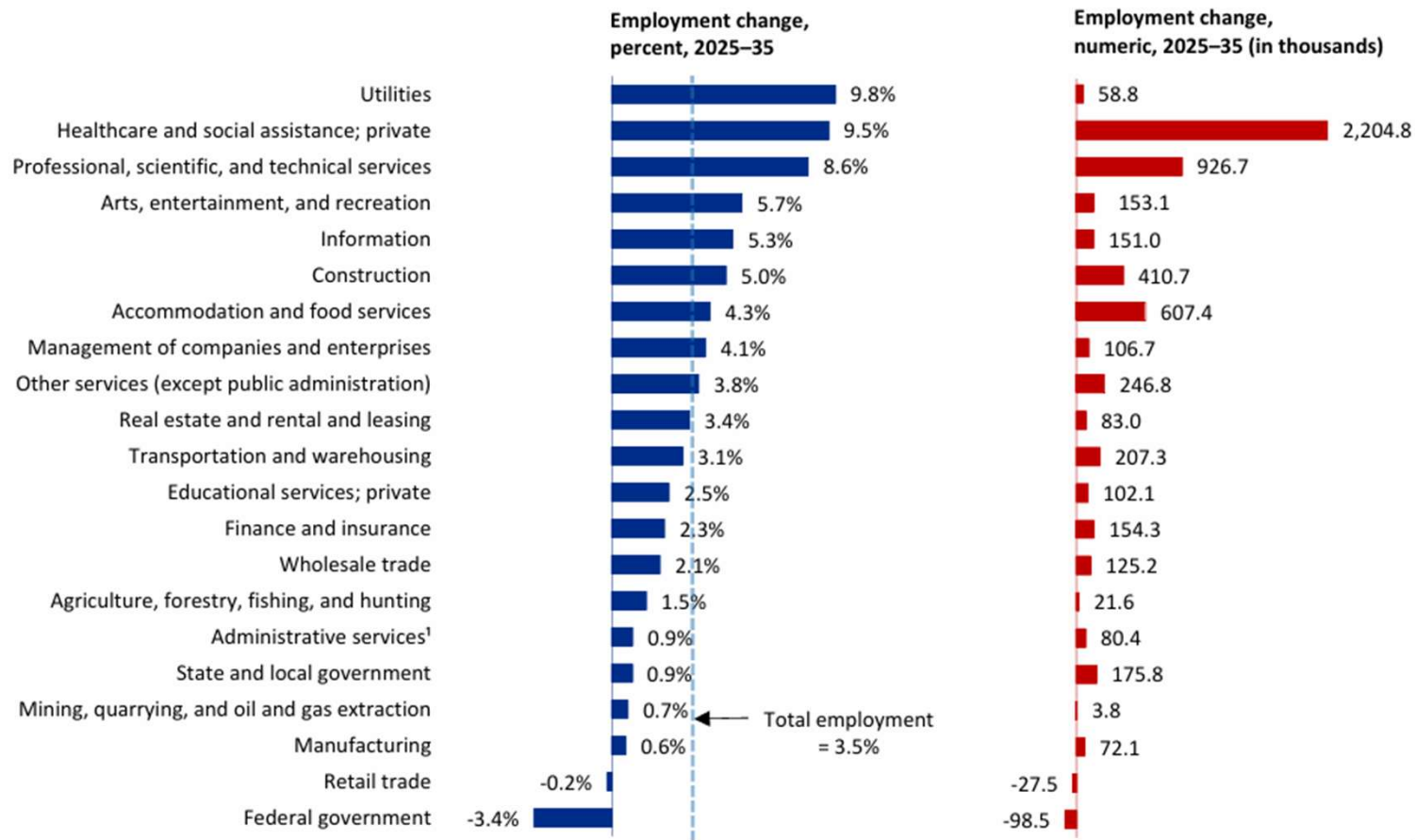
Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

Source: U.S. Bureau of Labor Statistics.

- Real wage growth is returning to historical trends near approximately 3%
- Wayne County wages increased 5.6% year-over-year

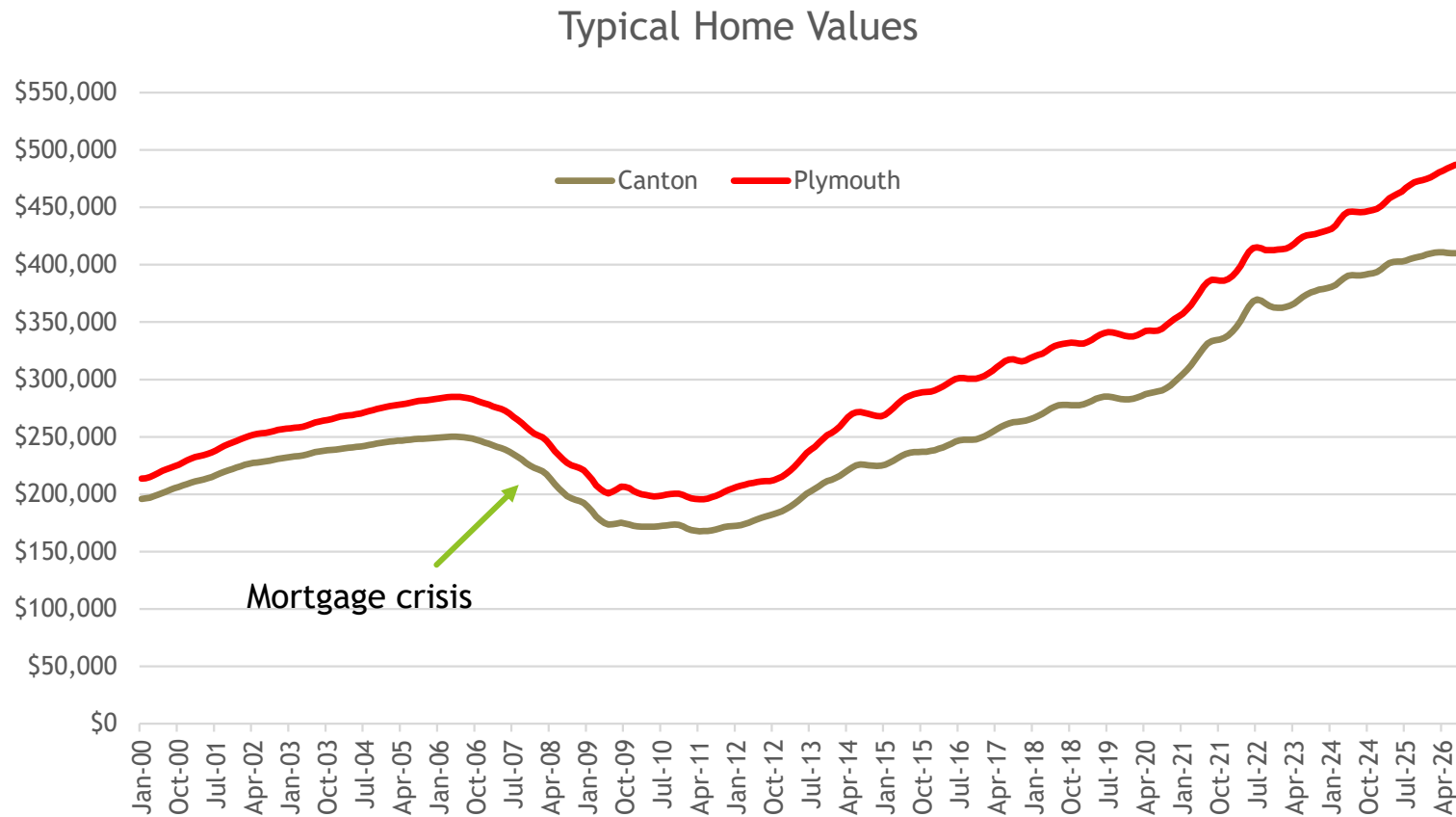
Employment by Occupational Groups

Chart 2. Employment change by major industry sector, projected 2025–2035



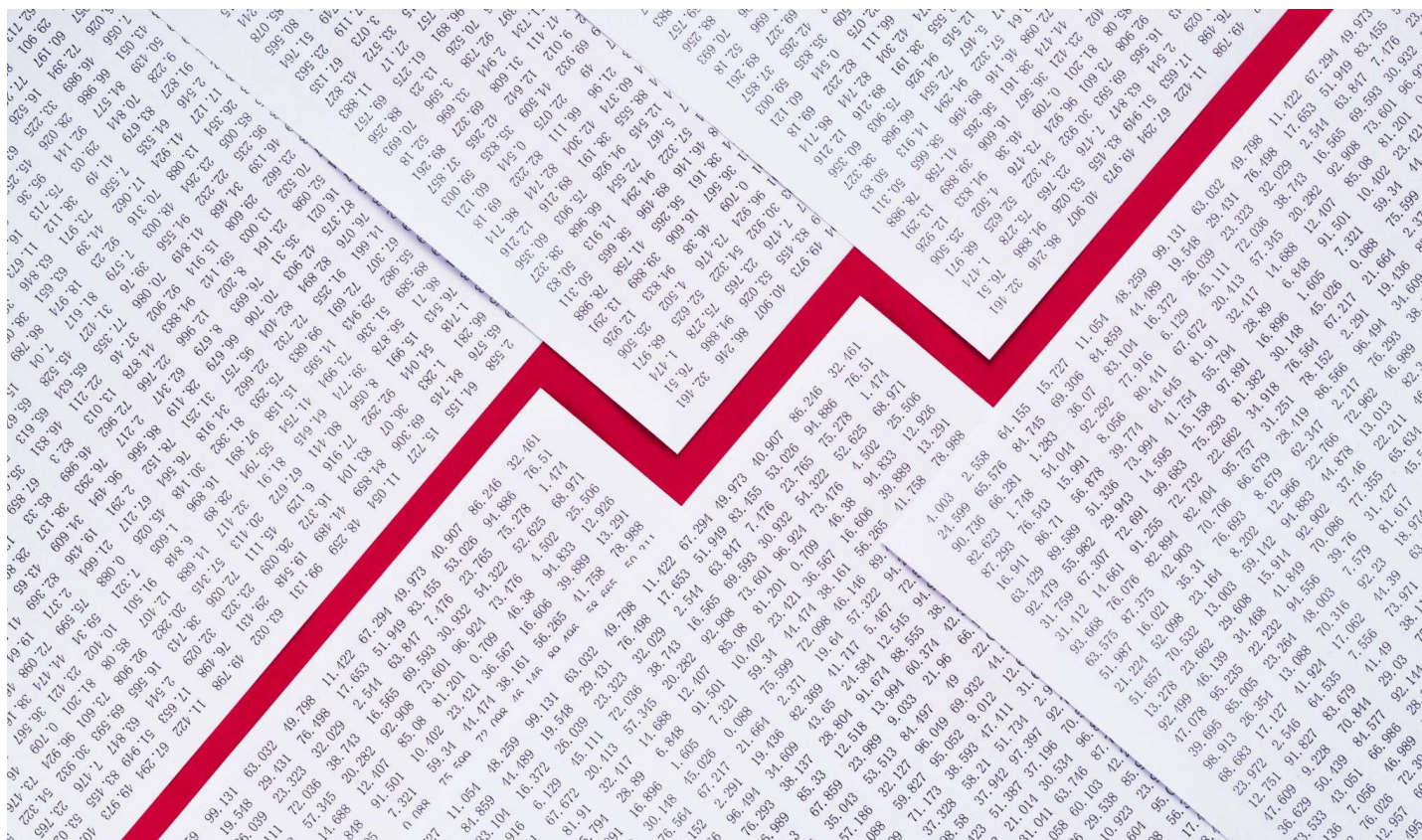
- Forecasted changes in employment by occupational groups support the need for innovative education

Local Home Prices



Source: Zillow Home Value

- Home prices for the local Plymouth-Canton area have steadily increased since the 2008 recession



Economic Forecasts and Risks

Economic Outlook for 2026: Original vs. Actual YTD

- ▶ Real GDP growth forecasts range from 1.8% to 2.6%
 - ▶ 1Q26 GDP growth 2.1%; 2Q26 GDP growth 1.5%
 - ▶ Tariffs and interest rates have curtailed investment
- ▶ Inflation is expected to average between 2.3% and 3.2%
 - ▶ Current CPI 3.4%, driven primarily by higher energy costs
- ▶ Unemployment forecasts all align around the 4.5% level
 - ▶ Through August, unemployment 4.1% due to stronger-than-expected hiring over the summer months
- ▶ Consumer spending slows year-over-year, and three of six expect increasing differences in spending by wage level
 - ▶ Personal consumption increased 3.4% with bifurcation by income class - top 50% of wage earners make up over 60% of spending
- ▶ AI-related spending is expected to continue with a low probability a bubble will occur in 2026
 - ▶ AI investment continues to drive business spending

Economic Outlook for 2027

- ▶ Formal 2027 forecasts are not yet publicly available; mid-year 2026 updates from Deloitte, E&Y, Goldman-Sachs, and TD were reviewed
- ▶ Real GDP growth is expected to decline marginally in 2027 due to trade policy, interest rates, and political uncertainty
- ▶ Inflation eases in late 2026 and into 2027 to about 2.6%
- ▶ Unemployment rate remains stable around the present 4.3%
- ▶ Consumer spending growth drops slightly to 2.8%, and the K-shaped bifurcation continues
- ▶ The conflict in the Middle East and related political issues are cited frequently as the biggest economic risk
- ▶ Stanford economist Gary Shilling forecasts a recession in the next 12 months due to lower consumer spending, elevated rates, energy costs, higher debt and lower savings rates

Risks to the Economic Forecast

▶ Political Events

- ▶ Ongoing conflict in the Middle East
- ▶ Resolution of health-care cost issue
- ▶ Tariffs and monetary policy uncertainty
- ▶ Outcome of mid-term elections

▶ Local Events

- ▶ Disproportionate economic impact of an event on local industry (i.e.: auto manufacturing)

▶ Other Events

- ▶ Pandemic



Ballot Issue Timing

Timing Considerations

- ▶ From an economic perspective, timing of a school funding ballot issue does not face disproportionate risks if held in early 2027; risk of recession increases in late 2027
- ▶ Delaying until the November 2028 presidential election is not recommended due to fears caused by negative partisan rhetoric and a likely pullback in AI expenditures
- ▶ Voters are exhibiting a growing mistrust of public officials, as seen in data center protests, Flock camera controversy, and rejection of several millage proposals in the August 2026 primary elections
- ▶ Introduction of a school funding proposal, especially a new mechanism such as a sinking fund, requires voter education in the months prior to an election
- ▶ Costs to P-CCS must be considered

Recommendation

- ▶ The P-CCS Board should consider timing of the next ballot proposal for Spring 2027
 - ▶ Completion of major PCEP projects and renovations at most middle and elementary schools will demonstrate proper stewardship by the District
 - ▶ Ongoing stress in the labor market will emphasize the need for innovative education to prepare students for future careers
 - ▶ Should voters reject a ballot proposal in Spring 2027, adequate time remains for a subsequent proposal prior to a forecasted reduction in the tax millage rate