

**Lynchburg City School Board  
Regular Meeting  
November 13, 2012**

**BOARD  
MEMBERS  
PRESENT:**

Charles B. White, Chairman  
Trenay L. Tweedy, Vice Chairman  
Mary Ann H. Barker  
Albert L. Billingsly  
Regina T. Dolan-Sewell  
Jennifer R. Poore  
Katie K. Snyder  
J. Marie Waller  
Thomas H. Webb  
Sara B. Natour, Student Representative for E. C. Glass High School  
Tiani O. Pannell, Student Representative for Heritage High School

**BOARD  
MEMBERS  
ABSENT:**

None

**ADMINISTRATION  
PRESENT:**

Scott S. Brabrand, Superintendent  
William A. Coleman, Jr., Assistant Superintendent of Curriculum and Instruction  
Ben W. Copeland, Assistant Superintendent of Operations and Administration  
Anthony E. Beckles, Sr., Chief Financial Officer  
Jason J. Ferguson, Director of Transportation  
Steven L. Gatzke, Director of Facilities and Maintenance  
Marie F. Gee, Director of Personnel  
Kevin M. Latham, Director of Secondary Education  
Gloria C. Preston, Director of Student Services and Alternative Education  
Michael K. Rudder, Director of Elementary School  
Wendie L. Sullivan, Clerk/Recording Secretary

**MEDIA  
PRESENT:**

Jessie Pounds, *The News & Advance*

**Agenda  
Items:**

- A-1. Public Comments
- B-1. American Education Week: November 11 – 17, 2012
- B-2. School Improvement Plan: Perrymont Elementary School
- C. Consent Agenda
- D. Student Representative Comments
- E-1. Early College Scholars Program
- E-2. Safe Routes to School
- F-1. Central Virginia Governor's School for Science and Technology: 2012-13 Budget
- F-2. Legislative Positions: 2012-13
- F-3. Fund Balance Recommendations: 2011-12
- F-4. Capital Improvement Plan: 2014-2022
- F-5. Special Education Annual Plan/Part B Flow-through Application and Section 619 Preschool Grant Applications 2012-13
- F-6. Academic Calendar: 2013-14
- F-7. Pauline F. Maloney STEP with Links Program: 2012-13
- G. Superintendent's Comments
- H. Board Comments
- I. Informational Items
- J. Adjournment

The Lynchburg City School Board met for its regular meeting at 5:30 p.m. in the Board Room at the School Administration Building. Mr. White opened the meeting and requested that those in attendance stand and recite *The Pledge of Allegiance*.

Upon MOTION by Mrs. Barker, SECONDED by Mr. Webb, the school board moved item F-8. Central Virginia Governor's School for Science and Technology 2012-13 Budget to first under new business and deleted items

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F-3. Juvenile Detention Center Education Program Budget: 2012-13 and F-4. Central Virginia Child Development Clinic Budget: 2012-13.

Yes Votes: Mr. White, Mrs. Tweedy, Mrs. Barker, Mr. Billingsly, Dr. Dolan-Sewell, Ms. Poore, Ms. Snyder, Ms. Waller, Mr. Webb

No Votes: None

Abstentions: None

**A-1. Public Comments**

In accordance with School Board Policy 1-41: Public Participation, the school board welcomes requests and comments as established in the guidelines within that policy. Individuals who wish to speak before the school board shall have an opportunity to do so at this time.

There were no individuals who wished to speak before the school board.

**B-1. American Education Week: November 11 – 17, 2012**

In 1921, the National Education Association representative assembly in Des Moines, Iowa, called for the designation of one week each year to be designated to public education awareness. The resolution called for an educational week to be observed in all communities once a year to inform the public of the accomplishments and needs of public schools and to secure the support of the public in meeting those needs. This resolution stemmed from the fact that in 1919, 25 percent of the country's World War I draftees were illiterate, and nine percent were physically unfit. The first observance of American Education Week occurred December 4-10, 1921, with the NEA and American Legion as cosponsors.

This year marks the 91st Annual American Education Week (AEW) spotlights the importance of providing every child in the United States with a quality public education from kindergarten through college and the need for everyone to do his or her part in making public schools great. This year, AEW will be celebrated November 11 – 17, 2012. The weeklong celebration spotlights the different people who are critical in building great public schools for the nation's K-12 students. Celebration days include:

- Monday – November 12, 2012: Kick Off Day
- Tuesday – November 13, 2012: Get to Know Your School Day
- Wednesday – November 14, 2012: Education Support Professionals Day
- Thursday – November 15, 2012: Educator for a Day
- Friday – November 16, 2012: Substitute Educators Day

The event's theme, "Great Public Schools for Every Student," reflects the National Education Association's calling upon America to provide students with quality public schools so that they can grow, prosper, and achieve in the 21<sup>st</sup> Century.

Mrs. Cindy A. Babb provided information to the school board about the various activities and events that would be occurring at each school throughout the week.

**B-2. School Improvement Plan: Perrymont Elementary School**

The superintendent has directed each school within the school division to form a School Improvement Planning Team that will develop school improvement plans that identify areas for growth and improvement specific to their students' academic, behavioral, and cultural needs. During this presentation, Mrs. Karen S. Nelson, principal at Perrymont Elementary School, and members of her staff reviewed each section of the school improvement plan and outlined the various goals and strategies in place for achievement, behavior, and culture.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "A," FOR A COPY OF THE SCHOOL IMPROVEMENT PLAN FOR PERRYMONT ELEMENTARY SCHOOL.)

**C. Consent Agenda**

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Upon MOTION by Mr. Billingsly, SECONDED by Mrs. Snyder, the school board approved the school board meeting minutes for September 18, 2012 (Regular Meeting), the personnel report for the period October 16 – November 13, 2012, and the request for religious exemption.

Yes Votes: Mr. White, Mrs. Tweedy, Mrs. Barker, Mr. Billingsly, Dr. Dolan-Sewell, Ms. Poore, Ms. Snyder, Ms. Waller, Mr. Webb

No Votes: None

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Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT “B,” FOR A COPY OF THE CONSENT AGENDA ITEMS.)

**D. Student Representative Comments**

Miss Sara B. Natour, student representative for E. C. Glass High School, and Miss Tiani Pannell, student representative for Heritage High School, provided comments about the events and activities occurring at their schools.

Mrs. Tweedy left at 6:44 p.m.

**E-1. Early College Scholars Program**

In September 2012, the school board approved the concept of offering an Early College Scholars program in collaboration with Central Virginia Community College (CVCC) to qualified student beginning in fall semester of 2013. Students enrolled in the Early College Scholars program for their junior and senior years of high school will earn an Associate of Arts and Science degree from CVCC as well as their high school diplomas.

Representatives from the two high schools and members of the Department of Curriculum and Instruction met with representatives of CVCC to develop guidelines for the implementation of the Early College Scholars program.

Tonight’s presentation provided specific details regarding the implementation of the Early College Scholars program, including the recommendation that families will be responsible for tuition costs. That information is as follows:

**Curriculum:**

- All students will complete the same courses.
- All students’ daily schedules will be the same.

**JUNIOR YEAR**

| Course Number             | Course Title                              | Credits        |                 |
|---------------------------|---|----------------|-----------------|
|                           |   | First Semester | Second Semester |
| English 111-112           | College Composition                       | 3              | 3               |
| History 121-122           | United States History I – II              | 3              | 3               |
| Math 163                  | Pre-Calculus I                            | 3              |                 |
| Math 271                  | Applied Calculus I                        |                | 3               |
| Biology 101-102           | General Biology I – II                    | 4              | 4               |
| Communication Studies 100 | Principals of Public Speaking             | 3              |                 |
| Health 110                | Concepts of Personal and Community Health |                | 3               |
| Student Development 100   | College Success Skills                    | 1              |                 |
| <b>Total Credits</b>      |   | <b>17</b>      | <b>16</b>       |

**SENIOR YEAR**

| Course Number              | Course Title                                       | Credits        |                 |
|----------------------------|--|----------------|-----------------|
|                            |  | First Semester | Second Semester |
| English 241-242            | Survey of American Literature I – II               | 3              | 3               |
| Political Science 211-212  | US Government I – II                               | 3              | 3               |
| Information Technology 115 | Introduction to Computer Applications and Concepts | 3              |                 |
| Math 164                   | Pre-Calculus II                                    | 3              |                 |
| Math 240                   | Statistics   |                | 3               |
| Psychology 230             | Developmental Psychology                           |                | 3               |
| Spanish 101-102            | Beginning Spanish I – II                           | 4              | 4               |
| <b>Total Credits</b>       |  | <b>16</b>      | <b>16</b>       |

**Selection Process:**

- Ideally, each cohort will consist of 24 students.
- CVCC application procedures will be followed.

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- A selection rubric based on current high school GPA, scores on the CVCC Compass assessment in mathematics and English, teacher recommendations, attendance history, and the general quality of the application packet will be used to rank all applicants.
  - CVCC officials will assess and rank the applications.
- Of the 24 students, eight slots will be reserved for the top eight applicants from each high school (16 total). The final eight slots will be filled by the remaining top eight applicants regardless of high school.

**Tuition and Books**

- Currently, CVCC tuition rates are \$129.50 per credit hour (\$117.00 per credit hour + \$12.50 per hour for technology fee).
- \$4,273.50 – Junior year tuition (33 hours x \$129.50)
  - \$4,144.00 – Senior year tuition (32 hours x \$129.50)
  - \$8,417.50 – Associate of Arts and Science degree (65 hours x \$129.50)
  - For a cohort of 24 students, total tuition for completion of the two-year program based on current rates of \$202,020.00.
- Estimating textbook costs is a less-exact process.
- A conservative estimated cost is \$500 per student year.
  - For a cohort of 24 students, estimated textbook cost is \$12,000 per year.
  - LCS officials will work with CVCC officials to use the same textbooks for consecutive cohorts.
- CVCC officials are currently researching a plan to provide some level of tuition support for students eligible for free/reduced lunch.

**Transportation and Daily Schedule:**

- All classes will be held on the Lynchburg campus of CVCC.
- Classes will be scheduled per the traditional college weekly schedule (three hours per week for a three-hour credit course, etc.)
- Students in need of transportation will ride a school bus to their high school campus and then be transported by shuttle bus to CVCC.
- CVCC classes will begin at 8:00 a.m. and conclude by 1:00 p.m.
- A shuttle bus will return students to their high school campus in time for seventh period.
- Students may choose to complete an elective class during seventh period.
- Students will return to campus in time either to participate in after-school activities or to ride the bus home.

**Academic Year Calendar:**

- Early College Scholar students will follow the CVCC calendar for all Early College courses, including observing the same holidays and academic breaks (fall, semester, and spring).
- If CVCC is closed for inclement weather, cohort students do not report to CVCC.
- The academic year for CVCC will begin August 19, 2013.

**Reporting Attendance:**

- CVCC official will report daily attendance of cohort student using the email attendance procedures established for parents to submit excuses.

**Daily High School Announcements:**

- CVCC Early College Scholar teaching staff as well as Early College Scholar students will receive daily announcements through the same email blast currently used to send announcements to parents.

This information will be shared through meetings at school with 10th grade students and meetings at Central Virginia Community College with parents and students.

The school board will consider action on this item at the next school board meeting.

**E-2. Safe Routes to School**

The partnership between Region 2000, the City of Lynchburg, and the Lynchburg City Schools has yielded three grants for construction related to Safe Routes to School (SRTS): Dearington Elementary School for Innovation, Thomas C. Miller Elementary School for Innovation, and Perrymont Elementary School. The City is pursuing additional construction grants for the four remaining pilot schools: Paul Munro Elementary School, Robert S. Payne Elementary School, William Marvin Bass Elementary School, and Linkhorne Elementary School.

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In the coming months, LCS will be applying for a VDOT SRTS Non-Construction Application for implementing SRST programmatic activities. Part of that application will require a letter of support from the school board. The school administration asks that the school board authorize the chairman to submit a letter of support on the school board's behalf and authorize the superintendent to sign documents as necessary for the grant process.

The school board will consider action on this item at the next school board meeting.

**F-1. Central Virginia Governor's School for Science and Technology: 2012-13 Budget**

The Lynchburg City School Board serves as fiscal agent for the Central Virginia Governor's School for Science and Technology. The governing board of the school has approved its 2012-13 operating budget in the amount of \$928,083, which represents a decrease of \$11,368.20 over the prior year budget of \$939,451.20. All funds expended at the school are totally reimbursable from participating school divisions and state funds as listed on the attached budget. School divisions supporting this program are Amherst County Schools, Appomattox County Schools, Bedford County Schools, Campbell County Schools and Lynchburg City Schools.

Provided below is the financial impact summary for the Lynchburg City Schools:

|                    | 2011-12   | 2012-13   |
|--------------------|-----------|-----------|
| Student Tuition    | \$4,200   | \$4,200   |
| Number of Students | 32        | 32        |
| Total Tuition      | \$134,400 | \$134,400 |

Total tuition is budgeted to remain the same at \$4,200 per student.

Dr. Stephen C. Smith, director of the Central Virginia Governor's School for Science and Technology, was present to provide information to the school board about the potential for additional slots that might be available for Lynchburg City Schools students at CVGS beginning as soon as next fall.

Upon MOTION by Dr. Dolan-Sewell, SECONDED by Mr. Billingsly, the school board authorized the school administration to act as fiscal agent for the Central Virginia Governor's School for Science and Technology and to administer its 2012-13 budget in the amount of \$928,083.

Yes Votes: Mr. White, Mrs. Barker, Mr. Billingsly, Dr. Dolan-Sewell, Ms. Poore, Ms. Snyder, Ms. Waller, Mr. Webb

No Votes: None

Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "C," FOR A COPY OF THE 2012-13 BUDGET.)

**F-2. Legislative Positions: 2012-13**

The Lynchburg City School Board approved its legislative positions for 2011-12 on November 1, 2011. Those positions appear as an attachment to this agenda report. Also, the Virginia School Boards Association's Delegate Assembly Handbook, which includes VSBA's legislative positions have been provided to the school board for review. The school board will review these and make any possible revisions to the Lynchburg City School Board's legislative positions for 2012-13. Once approved, the positions will be forwarded to area legislators.

The school board will consider action on this item at the next school board meeting.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "D," FOR A COPY OF THE LEGISLATIVE POSITIONS FOR 2012-13.)

Dr. Dolan-Sewell left at 8:01 p.m.

**F-3. Fund Balance Recommendations: 2011-12**

The fund balance for the 2011-12 school year is \$2,138,086. The school administration has discussed possible uses for those funds and recommends the following:

|   |           |
|---|-----------|
| Replenish Health Insurance Reserve                          | \$300,000 |
| Allot Unspent Textbook Funds for 2012 to Textbook Reserve   | \$372,862 |
| Capital Improvement Projects: 2012-13                       | \$975,000 |
| Purchase IP Phones for All Facilities/Schools               | \$149,825 |
| Establish Special Education Disproportional Penalty Reserve | \$321,000 |

- The return of the health insurance reserve is due to funding that was used in FY2011 to help offset the increase in health care costs. Returning these funds to the reserve will restore the reserve bank to \$1,000,000.
- In FY2012, the school division received textbook funds in the amount of \$461,694. During the year, \$88,832 of these funds were spent on textbooks. These funds can only be spent on textbooks, and any unexpected funds are to be carried forward to the next fiscal year.
- The city approved the school division's 2012-13 Capital Improvement Plan in the amount of \$975,000; however, funding was never received. Since schools are in need of improvements, funds have been set aside for those expenditures.
- The telephone systems in most of the schools and facilities are outdated and in need of replacement. The new telephone system will be digital and integrated with the computer network. The total cost to replace all phone systems is \$161,000.
- The Virginia Department of Education uses a two-step analysis to determine disproportionate representation of racial groups in special education. The VDOE compares the percentage of each racial group in the general population in a school division to the percentage in special education and applies a five percent tolerance range in determining disproportionate representation. When a racial group's percentage in special education is larger than the percentage of that group in the general population, disproportionality may be an area of concern. In addition to disproportionality in the overall special education population, disproportionality may be identified within specific disability categories. If the ratio of students in special education programs is "disproportional" beyond the acceptable threshold set by VDOE, the school division will be required to set aside 15 percent of its federal special education VIB and 619 funding to provide non-special education n Coordinated Early Intervening Services (CEIS). Although the most recent analysis did not result in a requirement to set aside 15 percent of the federal special education funding, the school division is at-risk for this requirement. The school administration will know after the December 1 child count report is completed if 15 percent of the federal special education dollars is required to be set aside. The reserve is to set aside funds to pay for the CEIS, which are not budgeted in the operating budget.

Should the school division not need to use the reserve for special education disproportionality penalty, the school board can redistribute those funds to another area.

The school board will consider action on this item at the next school board meeting.

#### **F-4. Capital Improvement Plan: 2014-2022**

The attached spreadsheet contains a draft capital improvement plan for FY 2014 to 2022. This draft will be refined and become the submission to the city for capital improvement projects for FY 2014-2018. The city administration has requested the school division's CIP package by November 21, 2012.

The Capital Improvement Plan for 2014-18 includes the addition of gymnasiums to elementary schools, upgrades to all playgrounds, the complete renovation of three elementary schools, electrical service upgrades for many of the schools, renovation/replacement of tennis courts, chiller and HVAC replacements, as well as the architectural and design phase for Heritage High School.

The school board will consider action on this item at the next school board meeting.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "E," FOR A COPY OF THE CAPITAL IMPROVEMENT PLAN FOR 2014-2022.)

#### **F-5. Special Education Annual Plan/Part B Flow-through Application and Section 619 Preschool Grant Applications: 2012-13**

The Annual Special Education Plan is a formal agreement between the local school board and the Virginia Board of Education for the implementation of state and federal laws and regulations related to services mandated for students with disabilities. Accordingly, the disbursement of funds to the school division is contingent upon school board approval of the plan.

On May 1, 2012, the Lynchburg City Schools submitted the Special Education Annual Plan Part B Flow-through and Section 619 Preschool Grant application to the Virginia Department of Education

Lynchburg City Schools received notification \$2,082,585.00 was awarded in Special Education Flow-through funds for the 2012-2013 school year. This amount reflects a \$60,581.00 decrease in funds for the year. Funds provide salaries and staff development activities focused on addressing the unique needs of student with disabilities.

The Lynchburg City Schools also received notification that \$61,856.00 was awarded for the Section 619 Preschool Funds for the 2012-2013 school year. This amount reflects a \$158.00 decrease in funds for the year. This funding will be used to support the Hutcherson Early Learning Program as the staff provides special education and related services to preschool children (ages 2-5) who have been determined eligible for special

education services. Funds provide adaptive equipment, computers, diagnostic services, inclusion support, salaries, instructional materials, teacher stipends, and child-find activities.

The school board will consider this item for action at the next school board meeting.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "F," FOR A COPY OF THE SPECIAL EDUCATION ANNUAL PLAN/PART B FLOW-THROUGH APPLICATION AND SECTION 1619 PRESCHOOL GRANT APPLICATIONS FOR 2012-13.)

#### **F-6. Academic Calendar: 2013-14**

In previous discussions about the school calendar, the school administration has been asked to consider an academic calendar that is more like William Marvin Bass' extended-year calendar. Through discussions with a division-level calendar committee as well as with all principals, a calendar has been developed that includes one of the distinguishing features of the William Marvin Bass calendar. The proposed 2013-14 calendar, presented for discussion included three weeks of intersession, during which time students will receive more timely intervention and support and opportunities for enrichment.

Included in the presentation were the following discussion points:

- Effects of intersession on academic interventions and support, including elementary summer school
- Effects of intersession on the beginning of the school year
- Effects of intersession on teachers and support personnel
- Effects of intersession on opportunities for enrichment

The calendar, which was presented as a concept for school board discussion, provided information about what a different calendar for 2013-14 might look like. This calendar was not to be considered for action. For a number of years, the school board and members of the community have asked if there was a way to implement a calendar like the one used at William Marvin Bass Elementary School. The calendar presented is built around providing intervention services rather than providing remediation, and offers those services without going to a year-round calendar.

On November 2, 2012, a calendar committee comprised of representatives from elementary, middle, and high schools, and from the departments of personnel, transportation, finance, and curriculum and instruction met to discuss a variety of calendar options. The consensus of the committee was to move forward with the draft presented to the school board. This draft was also presented to principals at their November 5 meeting prior to being presented to the school board.

The calendar contains three intersession weeks, one at the end of the first and third nine-week grading periods and one prior to the administration of the SOL writing test, which is completed by all fifth, eighth, and twelfth grade students. The intersession weeks could also be call intervention weeks as students whose progress in the nine weeks as determined by a variety of indicators such as teacher grades, benchmark assessments, and the previous year's SOL tests would be invited to attend four-hour sessions, Monday through Friday, focusing on math and reading at the elementary level. At the middle and high school level, intervention weeks could be spent in whatever subject areas determined by the schools. For two of the weeks, intervention comes at the end of a grading period and not in the summer; therefore, one of the key concepts of the Bass calendar is captured in that students are engaged in intervention over content from the last nine weeks and not spending 20-22 days covering a year's worth of content in July remedial summer school. Additionally, the design is that students, with the additional time provided through these interventions, will be successful during the regular school year and will not be in need of remediation or retention.

Staff members would work the entire month of August, and the first nine-week grading period would occur in October, which is when the first intervention week would occur. Students not invited to attend the intervention week are not required to attend school. In November and December, students will receive the traditional Thanksgiving and winter breaks. The second intervention week could be moved to February so that student can prepare for the SOL writing assessment. In March, the intervention week occurs at the end of the third nine-week grading period; however, April presents a problem due to spring break. SOL testing would occur in May, and the first week of June could be used for testing retakes.

The school division would continue to offer summer school in order to provide high school students an opportunity to make up credits for graduation. SOL Academies would also be offered to students who do not pass end-of-course SOL tests.

The school administration requests suggestions and feedback regarding this concept.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "G," FOR A COPY OF THE CALENDAR PRESENTED.)

#### **F-7. Pauline F. Maloney STEP with Links Program: 2012-13 Budget**

The Lynchburg City School Board serves as fiscal agent for the Pauline F. Maloney STEP with Links program. The organization's governing board has approved its 2012-13 operating budget in the amount of \$43,732, which represents an increase of \$600.00 over the 2011-12 fiscal year.

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The Pauline F. Maloney STEP with Links program enhances academic and cultural development of minority students who are in the sixth grade and is sponsored by the Links, Inc., a national organization of professional women. The program is funded entirely through donations. Lynchburg City Schools contributes \$10,000 annually to this program.

The 2012-13 budget appeared as an attachment to the agenda report.

Upon MOTION by Mr. Billingsly, SECONDED by Ms. Waller, the school board authorized the school administration to act as fiscal agent for the Pauline F. Maloney STEP with Links Program and to administer the 2012-13 budget in the amount of \$43, 732.

Yes Votes: Mr. White, Mrs. Barker, Mr. Billingsly, Ms. Poore, Ms. Snyder, Ms. Waller, Mr. Webb

No Votes: None

Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF NOVEMBER 13, 2012, EXHIBIT "H," FOR A COPY OF THE PAULINE F. MALONEY STEP WITH LINKS PROGRAM BUDGET FOR 2012-13.)

**G. Superintendent's Comments**

Over the last six months, the school administration and others have worked to provide all of the information, tools, and transparency needed to take a good school division and make it great. Dr. Brabrand feels this is what the school board wanted and needed to take the school division to the next level.

Kevin Latham led Project Launchburg arranging for all sophomores to visit college campuses in the Lynchburg area. Students visited one college campus in the morning, had lunch, and then visited their second choice in the afternoon. Over 95 percent of sophomores participated in this project.

**H. Board Comments**

None

**I. Informational Items**

Next School Board Meeting: Tuesday, November 27, 2012, 5:30 p.m., Board Room, School Administration Building

**J. Adjournment**

The meeting adjourned at 9:02 p.m.

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Charles B. White, Chairman

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Wendie L. Sullivan, Clerk

(SCHOOL BOARD DOCUMENT FILES ARE LOCATED IN THE DEPARTMENT FOR FINANCE AT THE SCHOOL ADMINISTRATION BUILDING.)