

**Lynchburg City School Board  
Regular Meeting  
May 15, 2012**

**BOARD  
MEMBERS  
PRESENT:**

Charles B. White, Chairman  
Trenay L. Tweedy, Vice Chairman  
Mary Ann H. Barker  
Albert L. Billingsly  
Regina T. Dolan-Sewell  
Troy L. McHenry  
Jennifer R. Poore  
J. Marie Waller  
Joel A. Graham, Student Representative, E. C. Glass High School

**BOARD  
MEMBERS  
ABSENT:**

Keith R. Anderson  
Nick L. Comerford, Student Representative, Heritage High School

**ADMINISTRATION  
PRESENT:**

Scott S. Brabrand, Superintendent  
William A. Coleman, Jr., Assistant Superintendent of Curriculum and Instruction  
Anthony E. Beckles, Sr., Chief Financial Officer  
Steven L. Gatzke, Director of Facilities and Transportation  
Gloria C. Preston, Director of Student Services and Alternative Education  
Charles E. Dellinger, Supervisor of Instruction  
Pamela D. Smith-Johnson, Supervisor of Instruction  
Wendie L. Sullivan, Clerk/Recording Secretary

**MEDIA  
PRESENT:**

Jessie Pounds, *The News & Advance*

**Agenda  
Items:**

- A-1. Public Comments
- B-1. Academy of Fine Arts
- B-2. Department of Maintenance: Reorganization
- C-1. Finance Report
- D. Consent Agenda
- E. Student Representative Comments
- F-1. School Calendar: 2012-13
- F-2. Textbook Social Studies Adoption Recommendation: 2012-13
- F-3. No Child Left Behind Act Waiver: Public School Choice
- F-4. Superintendent's Evaluation Instrument
- G-1. Carl Perkins Funds: 2012-13
- G-2. Annual Personnel Report
- G-3. Administrative Regulation 6-8: School Day
- G-4. Request for Reallocation of Budget
- H. Superintendent's Comments
- I. Board Comments
- J-1. Notice of Closed Meeting
- J-2. Certification of Closed Meeting
- K. Informational Items
- L. 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. McHenry, the school board replaced item G-2. Annual Personnel Report with an updated version of that item.

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

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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. Academy of Fine Arts**

Mr. Ted Batt, exhibitions curator with the Academy of Fine Arts, provided highlights to the school board about the First Annual Lynchburg City Schools Youth Art Exhibit and Art Crawl held in March 2012. The event was hosted by the Academy of Fine Arts and Main Street businesses as part of the 2012 Celebrating Minds Wide Open Initiative: *Virginia Celebrates Children and the Arts*.

Mr. Batt also presented to the school board a catalogue of student artwork featured at the youth art exhibit and art crawl. The historic catalogue was made possible by a generous, anonymous donation. Each student artist will receive a personal copy of the catalogue. Also included in the catalogue are song lyrics written about select art work. Students from Robert S. Payne Elementary School and William Marvin Bass Elementary School wrote the lyrics while participating in the *Kids Out Loud Songwriters* program. Each school will receive a complimentary copy of the catalogue for its archives.

Members of the school board thanked Mr. Batt for the catalogue and for providing this opportunity to the students of the Lynchburg City Schools.

**B-2. Department of Maintenance: Reorganization**

Mr. Steven L. Gatzke, director of maintenance and transportation, provided a report regarding the reorganization of the department of maintenance. As part of this reorganization, five staff positions will be eliminated: the supervisor of environmental services; field coordinator of environmental services; warehouse clerk; deliveryman, and maintenance technician. Further, there have been cuts made to the budgets for maintenance service contracts, janitorial supplies, repair and maintenance supplies, machinery and equipment replacement, and furniture and fixtures. The department also expects savings in several utility areas due to new HVAC controls placed at four schools which will allow the school administration to reduce occupancy settings two hours daily, and the re-lamping of light fixtures will provide a 10 percent energy rebate for schools.

The reorganization of environmental services will cause responsibilities for those positions to be distributed among existing employees. The director of facilities and maintenance will assume responsibilities associated with regulatory compliance; the assistant director of facilities will assume warehouse services; and the supervisor of building maintenance will assume custodial services. The custodians at each school will be supervised by the principal/building administrator. The total savings for this reorganization is approximately \$648,601.

Mr. Gatzke also provided the school board with an update of the school division's capital improvement projects which include the replacement of roof sections at Paul Laurence Dunbar Middle School for Innovation, Thomas C. Miller Elementary School for Innovation, and Linkhorne Elementary School; the installation of air conditioning in the gymnasium at Paul Laurence Dunbar Middle School for Innovation; the installation of HVAC control systems at Bedford Hills Elementary School, Linkhorne Elementary School; Paul Munro Elementary School, and Sandusky Elementary School, and the window replacement at Bedford Hills Elementary School and Paul Munro Elementary School.

**C-1. Finance Report**

The school administration, in accordance with the 2011-12 school's operating budget, authorized, approved, and processed the necessary payments through April 30, 2012. The school administration certifies that the amounts approved are within budgetary limits and revenue.

The operating fund expenditure report summarizes the payments made through April 30, 2012, for the operating fund.

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Total Operating Fund Budget	\$75,705,953.00
Return of Fund Balance	\$ 1,692,695.00
Use of Lease Purchase Funds	\$ 35,852.79
Insurance Proceeds – HHS	\$ 87,359.85
Designation of Prior Year Encumbrances	\$ 15,616.00
Adjusted Budget	\$77,537,476.64

Through April 30, 2012	
Actual Revenue Received	\$ 54,713,543.22
Actual Expenditures	\$ 54,289,115.75
Actual Encumbered	\$ 18,508,833.74

Percent of Budget Received	70.56%
Percent of Budget Used, excluding encumbrances	70.02%
As of 04/30/12 – 10 months	83.33%

The revenue and expenditure reports detailed the transactions recorded through April 30, 2012. All reports appeared as attachments to the agenda report.

Also attached to the agenda report were the revised revenues and expenditures for the 2012-13 school operating budget. Included in the revised budget is the five percent hold safe for employee compensation so that they will not be negatively affected by the VRS contribution. The school administration requests that the school board approve this revised budget.

Mr. Beckles explained that the interim field work has been completed by the auditors, and there were no major issues discovered; therefore, there will be no interim audit report. The auditors will be back on August 20 to begin final field work for year ended June 30, 2012. The school administration will prepare the complete financial statements this year thereby reducing auditing costs.

Upon MOTION by Mr. McHenry, SECONDED by Mr. Billingsly, the school board approved the revised 2012-13 School Operating Budget.

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

No Votes: None

Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT "A," FOR A COPY OF THE FINANCE REPORT.)

**D. Consent Agenda**

Upon MOTION by Mr. McHenry, SECONDED by Mr. Billingsly, the school board approved the personnel report for the period May 1 – 15, 2012; School Board Policy 2-16: Community Involvement/Volunteers; Administrative Regulation 2-16: PTA/PTO Meeting Schedule; and the request for reallocation of budget.

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

No Votes: None

Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT "B," FOR A COPY OF THE CONSENT AGENDA ITEMS.)

**E. Student Representative Comments**

Mr. Joel A. Graham, student representative for E. C. Glass High School, provided comments about the events and activities occurring at his school.

**F-1. School Calendar: 2012-13**

At its May 1, 2012, meeting, the school board approved the exam schedule for the 2012-13 school year. With the approval of that schedule, the school administration has finalized the informational items that appear on the reverse sides of the calendars for the school division and for William Marvin Bass Elementary School. Those

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calendars appeared as attachments to the agenda report and provided as informational items to the school board.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT “C,” FOR A COPY OF THE CALENDARS 2012-13 FOR THE LYNCHBURG CITY SCHOOLS AND WILLIAM MARVIN BASS ELEMENTARY SCHOOL.)

**F-2. Textbook Social Studies Adoption Recommendation: 2012-13**

At its January 24, 2012, meeting the Lynchburg City School Board approved textbook recommendations for the adoption of K-12 social studies textbooks. After school board approval, members of the school administration conducted two additional meetings (Secondary Leadership Team and a meeting with principals and secondary social studies department chairpersons) to ensure teachers supported the purchase of textbooks. As a result of these discussions, the school administration will not purchase textbooks for students in grades 6-11. With the development of pacing guides, teachers feel they will have the materials and support they need. The exception to this decision at the secondary level is twelfth grade government. Because of the need to update government facts based on election results, court decisions, and current events, government teachers are in need of new materials and access to updated information. Teachers at the other secondary grade levels prefer to use the existing materials as the school division moves forward with its technology initiative in anticipation of future innovative opportunities.

With these changes, the funding designated for the purchase of these social studies textbooks will be placed in the textbook reserve account. The purchase of social studies materials in grades K-5 and grade 12 will move forward.

Electronic devices will be purchased for 150 students for a pilot project. A wireless infrastructure must be in place before the school administration can implement this program division wide. The pilot program will exist in small sections throughout the school division. Funding for this project will come from funds set aside for textbook purchases.

The school board will consider this item for action at the June 5, 2012, school board meeting.

**F-3. No Child Left Behind Act Waiver: Public School Choice**

On February 28, 2012, the Virginia Department of Education submitted a request to the United States Department of Education for waivers from certain requirements outlined in what was formerly known as the No Child Left Behind Act. If these waiver requests are approved, schools in the Commonwealth of Virginia will no longer be required to offer public school choice.

In anticipation of approval of the waiver, Lynchburg City Schools has developed procedures to implement the elimination of the public school choice requirement.

1. Students currently participating in public school choice will be allowed to complete their elementary program in the school of choice with the school division providing transportation at no charge. Upon completion of the elementary program, the student must attend the middle school for which the child's residence is zoned.
2. Students currently participating in public school choice may return to their zoned school at any time. Once the decision has been made for the student to return to the base school, public school choice options will be forfeited.
3. Siblings of students currently attending a school of choice will not be eligible to attend the school of choice and must attend the zoned school or be eligible for placement outside of the zoned school according to existing School Board Policy. Older siblings may return to the zoned school as outlined above.
4. Students new to Lynchburg City Schools for 2012-2013 will not be eligible for public school choice options.

This entire plan is contingent upon the state receiving the waiver. If the school division is still under the orders of NCLB, supplemental school services will be offered rather than school choice. The only two schools who would not be in school choice next year are William Marvin Bass Elementary School and Thomas C. Miller Elementary School for Innovation, and they do not have the capacity to enroll additional students.

Transportation for students for school choice is \$115,000, which is paid for by Title I funds. This is based on per pupil costs and extra miles to transport students. The school administration would like to offer this to parents as a one-year solution until the resolution of the waiver is known.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT “D,” FOR A COPY OF THE SUPPORTING DOCUMENT.)

**F-4. Superintendent's Evaluation Instrument**

On October 19, 2010, the school board established a Superintendent's Evaluation Tool Committee to review the current superintendent evaluation instrument. During this process, the committee gathered information from the Virginia School Boards Association and other school divisions in the state and across the country regarding superintendent evaluation instruments and processes. Using this information, the committee identified areas for improvement in the existing instrument and added components that would assist in goal setting, timeline, accountability, and advocacy.

The evaluation instrument contains three parts: performance standards, superintendent's goals, and a 360-degree evaluation. Each part contains standards with performance indicators which provide descriptors of what to look for when evaluating the superintendent.

A draft copy of the new evaluation instrument has been presented to the superintendent for his review. During this presentation, the school board and the superintendent had the opportunity to make further recommendations for revisions to the evaluation instrument. Dr. Brabrand indicated that he had reviewed the document, and if he has suggestions for changed, he will convey them to the school board prior to the next school board meeting.

**G-1. Carl Perkins Funds: 2012-13**

The Lynchburg City Schools' application for Career-Technical Funds for the 2012 – 2013 fiscal year has been prepared with an approved Carl Perkins Grant allocation of \$214,123.77. The budget, outlining proposed expenditures based on allocated funds, was developed following consultation with the General Career-Technical Education Advisory Committee, which is composed of a business/industry representative from each of the 13 career-technical programs.

The federal funding will allow for the purchase of equipment and instructional materials, along with professional development and student organizational activities in the Trade and Industrial, Technology Education, Marketing, Health Occupations, Family and Consumer Sciences, Career Connection, and Business and Information Technology programs.

The approval of the grant proposal by the school board is necessary prior to submitting the local application to the Virginia Department of Education. A summary of proposed expenditures for 2012 – 2013 appeared as an attachment to the agenda report.

This year, funding was a little lower than last year's funding; however, it was allocated based on the Carl Perkins funding formula for Lynchburg. It was also noted that funds will provide software for a completely new media library which will provide preparation for 45 different certifications for computer technicians.

The school board will consider this item for action at the June 5, 2012, school board meeting.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT "E," FOR A COPY OF THE PROPOSED 2012-13 CARL PERKINS' SPENDING PLAN.)

**G-2. Annual Personnel Report**

1. Recommendation for continuing contracts for personnel completing third year or completing one year after attaining continuing contract status in another Virginia system.
2. Recommendation for renewal of annual contracts for second year personnel.
3. Recommendation for renewal of annual contracts for first year personnel.
4. Recommendation for renewal of annual contracts for personnel completing less than 180 days.
5. Recommendation for continuing contracts to remain in force for part-time personnel.
6. Recommendation for renewal of annual contracts for part-time personnel and/or full-time personnel with a part-time administrative assignment.
7. Recommendation for Title/Grant funded personnel.
  - A. Recommendation for continuing contracts, Title/Grant funded personnel completing third year or completing one year after attaining continuing contract status in another Virginia system.
  - B. Recommendation for renewal of annual contracts, Title/Grant funded personnel completing second year.
  - C. Recommendation for renewal of annual contracts, Title/Grant funded personnel completing first year.

- D. Recommendation for continuing contracts to remain in force for part-time and/or partially funded Title/Grant personnel.
- E. Recommendation for renewal of annual contracts for part-time and/or partially funded Title/Grant personnel.
- F. Recommendation for continuing contracts to remain in force for Title/Grant funded personnel.
- 8. Recommendation for non-renewal of contracts.
- 9. Recommendation for continuing contracts to remain in force for 2012-13.
  - A. Personnel earning continuing contract status under School Board Policy 5-7.
  - B. Other administrative and instructional personnel.
- 10. Recommendation for renewal of contracts for non-mandatory licensed administrative personnel.
- 11. Reduction in force in accordance with School Board Policy 5-18.

The list of personnel reduced in force totals 42.4 full-time equivalent positions. Some additional funding has been received through class size reduction, and that funding was used to call back five teachers. Dr. Brabrand commended the members of the department of personnel for making this process as respectful as possible.

Upon MOTION by Mr. Billingsly, SECONDED by Mrs. Barker, the school board approved the annual personnel report.

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

No Votes: None

Abstentions: None

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT "F," FOR A COPY OF THE ANNUAL PERSONNEL REPORT.)

### **G-3. Administrative Regulation 6-8: School Day**

Administrative Regulation 6-8 requires school board approval for the length of the school day for students. The school administration requests school board approval to lengthen the student day at all three levels (elementary, middle, and high) in order to provide time in the student day for additional assistance in key content areas and to insure that there is enough time between bus runs.

The needs of middle school students, especially related to mathematics achievement as measured by the SOL, prompted these discussions. Middle school principals are working with members of the department of curriculum and instruction to create a schedule that will allow more time for mathematics instruction for those students in greatest need of improvement. Currently, students who are not scheduled into advanced-level English receive two periods of instruction in English. Based on SOL results from previous years, middle school principals are looking for ways to provide similar extended periods of time for students who would benefit from more time in mathematics instruction. An additional 15 minutes to the middle school day will provide the school's administrative teams with the time needed to schedule additional assistance in mathematics without affecting the students' learning time in any of the other courses, including the two periods of English.

Elementary principals are sometimes challenged to develop schedules that provide for needed instructional time in science and social studies. In addition, members of the department of curriculum and instruction are reviewing several supplemental/support programs in both reading and mathematics. To implement any of these programs with fidelity will require a slightly longer school day. An additional 15 minutes in the elementary school day will provide principals with enough time to schedule students in the four core subjects and provide time for academic support/enrichment programs.

The high school day will need to be extended five minutes so that there is adequate time between the high school and middle school morning bus runs. While five minutes is not enough time to add one minute to each class period, this slight increase of time in the student day will provide the schools' administrative teams with some flexibility in the scheduling of remediation/enrichment periods and will allow needed time for morning announcements and the recording of attendance.

The school board will consider this item at the Jun 5, 2012, school board meeting.

(SEE SCHOOL BOARD DOCUMENT FILE, MEETING OF MAY 15, 2012, EXHIBIT "G," FOR A COPY OF ADMINISTRATIVE REGULATION 6-8: SCHOOL DAY.)

**G-4. Request for Reallocation of Budget**

The school administration has recognized a need to reallocate funds to purchase various services, equipment, and supplies throughout the school division.

Purchases include the following:

Professional services to develop subject area pacing guides	\$ 150,000
Professional services to develop and monitor School Improvement plans	\$ 200,000
Purchase of vehicle for Transportation Supervisor	\$ 18,000
Servicing of lab microscopes and digital balances in various schools	\$ 9,000
Purchase of lab equipment in various schools	\$ 12,700
Purchase of calculators for students	\$ 51,500
Purchase of operating supplies for the Transportation Department	\$ 13,500
Purchase of 14 cameras for school buses	\$ 28,000
Purchase of custodial equipment*	\$ 73,200
Purchase of maintenance equipment and supplies*	\$ 39,880
Purchase of two cargo vans	<u>\$ 35,000</u>
	\$ 630780
	=====

Given school board approval, our intentions are to fund these purchases from savings in the existing operating budget.

Various Salaries and Benefits accounts	\$ 330,780
Various Non-Personnel accounts	<u>\$ 300,000</u>
	<u>\$ 630,780</u>
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The school administration requests this budget adjustment be approved for the 2011-12 school year in order to fund these one-time purchases.

**\*Equipment Listing**

<u>Quantity</u>	<u>Unit</u>	<u>Description</u>	<u>Cost</u>	<u>Total</u>
<b>Custodial Department</b>				
4	ea	Carpet Extractor	\$2,800.00	\$11,200.00
12	ea	Propane Burnisher	\$2,800.00	\$33,600.00
4	ea	Restroom Machine	\$2,100.00	\$8,400.00
20	ea	Upright Vacuum	\$350.00	\$7,000.00
10	ea	Floor Polisher	\$1,300.00	<u>\$13,000.00</u>
				<u><b>\$73,200.00</b></u>
1	ea	Cargo Van	\$17,500.00	<u><b>\$17,500.00</b></u>

**\*Maintenance Department**

1	ea	Sweeper for Turf Field	\$1,200.00	\$1,200.00
1,000	yds	Playground Mulch	\$18.18	\$18,180.00
200	ea	Smart Valve Urinal Valves	\$102.50	<u>\$20,500.00</u>
				<u><b>\$39,880.00</b></u>
1	ea	Cargo Van	\$17,500.00	<u><b>\$17,500.00</b></u>

The school board will consider this item at the June 5, 2012, school board meeting.

**H. Superintendent's Comments**

Dr. Brabrand stated that he is looking forward to attending the Senior Honors Dinner tomorrow evening where the top 15 seniors from each high school will be recognized. He also provided information about Secretary Fornash's visit to Paul Laurence Dunbar Middle School for Innovation during Teacher Appreciation Week. Also in attendance were Senator Garrett, Delegate Garret, and Delegate Byron.

Dr. Brabrand announced that the Staff Appreciation Dinner will occur on May 24, 2012, at Lynchburg College. During this dinner, retirees, teacher of the year nominees, and others will be recognized.

Dr. Brabrand was sad to report that Willie Clark, a member of the Key Communicators Advisory Committee, former educator, and friend of the school division had passed away. Mr. Clark believed in all students and urged them to participate in civic opportunities whenever possible. He asked that everyone keep his family in their thoughts and prayers.

**I. Board Comments**

Mrs. Tweedy announced that there will be an Emerging Leaders Dialogue next Wednesday, which is a result of the community conversation on the achievement gap which occurred in January. Student leaders from both high schools will be involved in this dialogue.

Mr. White thanked the Lynchburg Police Department for inviting school board members to the Virginia Law Enforcement Memorial Service that occurred earlier today. He also provided members of the school board with a petition from E. C. Glass High School students urging the school board to reconsider the pay to play proposal.

**J-1. Notice of Closed Meeting**

Upon MOTION by Mrs. Barker, SECONDED by Mr. Billingsly, the school board convened a closed meeting at 8:02 p.m. pursuant to the Code of Virginia § 2.2-3411 (A) (1) (6) (7) to discuss personnel matters, the investment of public funds where competition or bargaining is involved, where is made public initially, the financial interest of the governmental unit would be adversely affected, and to receive a legal briefing by staff such consultation or briefing in open meeting would adversely affect the negotiating or litigating posture of the public body.

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

No Votes: None

Abstentions: None

**J-2. Certification**

Upon MOTION by Mr. Billingsly, SECONDED by Mr. McHenry, the school board reconvened in open session at 8:35 p.m.

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

No Votes: None

Abstentions: None

Upon MOTION by Mr. Billingsly, SECONDED by Mr. McHenry, the school board approved by roll call vote the following Certification of Closed Meeting:

The Lynchburg City School Board certifies that, in the closed meeting just concluded, nothing was discussed except the matters specifically identified in the motion to convene in a closed meeting and lawfully permitted to be so discussed under the provisions of the Virginia Freedom of Information Act cited in that motion.

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

No Votes: None

Abstentions: None



**K. Informational Items**

Graduation Exercises:

LAUREL Regional Program  
May 30, 2012 – 7:00 p.m.  
Cafetorium

Amelia Pride Center  
June 4, 2012 – 7:00 p.m.  
Paul Laurence Dunbar Middle School for Innovation - Carl Anderson  
Performance Auditorium

E. C. Glass High School  
June 8, 2012 – 6:00 p.m.  
Civic Auditorium

Heritage High School  
June 8, 2012 – 7:00 p.m.  
Ralph Spencer Field House

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

**L. Adjournment**

The meeting adjourned at 8:35 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.)