

School Committee Meeting Book

July 15, 2020 7:00 pm

Town Hall -100 Maple Avenue Selectmen's Meeting Room



AGENDA July 15, 2020 7:00pm Remote Meeting

THIS MEETING IS NOT OPEN TO PHYSICAL PARTICIPATION BY THE PUBLIC. TOWN HALL IS CLOSED TO THE PUBLIC. IF AN ALTERNATIVE MEANS OF REMOTE PARTICIPATION FOR THE PUBLIC BECOMES AVAILABLE WE WILL PUBLISH THAT INFORMATION SEPARATELY.

On March 12, 2020, Governor Baker issued an Executive Order modifying certain requirements of the Open Meeting Law, to enable public bodies to carry out their responsibilities while adhering to public health recommendations regarding social distancing.

The Executive Order relieves public bodies from the requirement in the Open Meeting Law that meetings be conducted in a public place that is open and physically accessible to the public, provided that the public body makes provision to ensure public access to the deliberations of the public body through adequate, alternative means. "Adequate, alternative means" may include, without limitation, providing public access through telephone, internet, or satellite enabled audio or video conferencing or any other technology that enables the public to clearly follow the proceedings of the public body in real time. A municipal public body that for reasons of economic hardship and despite best efforts is unable to provide alternative means of public access in real time may instead post on its municipal website a full and complete transcript, recording, or other comprehensive record of the proceedings as soon as practicable afterwards.

In addition, all members of a public body may participate in a meeting remotely; the Open Meeting Law's requirement that a quorum of the body and the chair be physically present at the meeting location is suspended.

All other provisions of the Open Meeting Law, such as the requirements regarding posting notice of meetings and creating and maintaining accurate meeting minutes, as well as the limited, enumerated purposes for holding an executive session, remain in effect.

Suggested time allotments <u>Items</u> 7:00-7:05 I **Public Participation** II. Chairperson's Report & Members' Reports III. Superintendent's Report IV. Time Scheduled Appointments: A. Resolution on State Funding for COVID-19 Expenses: Discussion 7:05 - 7:15& Potential Vote B. Reopening of Schools for 2020-2021 School Year: Report 7:15 - 7:40V. Curriculum VI. Policy

7:40 - 8:00

Finance & Operations

Recommendation & Vote

A. Transportation Logistics and Fees for 2020-2021 School Year:

VII.



B. Fiscal Year 2021 Budget: Update 8:00 – 8:20

VIII. Old Business

IX. New Business

X. Approval of Minutes 8:20 – 8:25

XI. Executive Session 8:25 – 8:45

- A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" ("Purpose 7"), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) for the purpose of reviewing, approving, and/or releasing executive session minutes.
- B. For the purpose of addressing G.L. c. 30A, § 21(a)(3) "to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares" ("Purpose 3") the Shrewsbury Education Association Unit A; Shrewsbury Education Association Unit B; the Shrewsbury Paraprofessional Association; and/or the Shrewsbury Cafeteria Workers.

XII. Adjournment 8:45

Next regular meeting: July 22, 2020



ITEM NO: I Public Participation

MEETING DATE: **07/15/20**

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear thoughts and ideas from the public regarding the operations and the programs of the school system?

BACKGROUND INFORMATION:

Copies of the policy and procedure for Public Participation are available to the public at each School Committee meeting.

ITEM NO: II. Chairperson's Report/Members' Reports

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from the Chairperson of the School Committee and other members of the School Committee who may wish to comment on school affairs?

BACKGROUND INFORMATION:

This agenda item provides an opportunity for the Chairperson and members of the Shrewsbury School Committee to comment on school affairs that are of interest to the community.

STAFF AVAILABLE FOR PRESENTATION:

School Committee Members

Ms. Sandra Fryc, Chairperson

Mr. Jon Wensky, Vice Chairperson

Dr. B. Dale Magee, Secretary

Ms. Lynsey Heffernan, Committee Member

Mr. Jason Palitsch, Committee Member

ITEM NO: III. Superintendent's Report

SPECIFIC STATEMENT OR QUESTION:

Will the School Committee hear a report from Dr. Joseph M. Sawyer, Superintendent of Schools?

BACKGROUND INFORMATION:

This agenda item allows the Superintendent of the Shrewsbury Public Schools to comment informally on the programs and activities of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

ACTION RECOMMENDED FOR ITEMS I, II, & III:

That the School Committee accept the report and take such action as it deems in the best interest of the school system.



ITEM NO: IV. Time Scheduled Appointments: MEETING DATE: 07/15/20
A. Resolution on State Funding for COVID-19 Expenses: Discussion & Potential Vote

BACKGROUND INFORMATION:

At the meeting on July 8, 2020 Mr. Palitsch advised that he would bring a resolution requesting that the state guarantee every school district full reimbursement for whatever COVID-19 expenses are required to follow state mandates to the Committee for review at their next meeting. The draft resolution is enclosed for review, discussion, and a potential vote by the Committee.

ACTION RECOMMENDED:

That the Committee review and discuss the enclosed Draft Resolution.

If the Committee is ready, that it vote to approve the enclosed draft Shrewsbury School Committee Resolution on State Reimbursement for COVID-19 Expenses dated July 15, 2020, and to provide a copy of this resolution to the state legislative delegation, Governor, Senate President, Speaker of the House, and the Chairs of the House and Senate Ways and Means Committees.

STAFF & COMMITTEE MEMBERS AVAILABLE FOR PRESENTATION:

Mr. Jason Palitsch

Shrewsbury School Committee Resolution on State Reimbursement for COVID-19 Expenses

WHEREAS, if schools are to re-open this fall in the midst of the COVID-19 pandemic, it is the responsibility of each school district to do so safely and responsibly; and

WHEREAS, it is the responsibility of the state to ensure that each school district is able to pay for the enormous additional staffing, transportation and material expenses required to do this; and

WHEREAS, the state cannot expect mandatory COVID-19 safety guidelines to be followed without also ensuring that each school district has the funds required to implement these guidelines; therefore, let it be

RESOLVED: that the state must guarantee every school district full reimbursement for whatever COVID-19 expenses are required to follow state mandates.

We must ensure a statewide school re-opening that is safe, responsible and equitable.



ITEM NO: IV. Time Scheduled Appointments: MEETING DATE: 07/15/20

B. Reopening of Schools for 2020-2021 School Year: Report

BACKGROUND INFORMATION:

Ms. Belsito will provide an update on summer extended school year services for students with special education, including plans for providing in-person services to some students beginning this coming Monday. School Reopening subcommittees at SPS are developing multiple options for school reopening this fall based upon the Massachusetts Department of Elementary & Secondary Education's regulations and guidance for local school districts, and by monitoring the latest information from medical experts and the evolving data regarding the pandemic both in Massachusetts and in Shrewsbury. To assist with this work, SPS families have been asked to complete a survey on reopening so they can share their current preferences regarding potential reopening issues. In tonight's report, Dr. Sawyer will present an update on planning for fall school reopening that includes data on those surveys completed by 3:00pm today.

The report slide presentation will be provided under separate cover.

ACTION RECOMMENDED:

That the School Committee hear the report and take such action as it deems in the best interest of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

Ms. Meg Belsito, Assistant Superintendent for Student Services



ITEM NO: V.	Curriculum	MEETING DATE:	07/15/20
BACKGROUNE) INFORMATION:		
ACTION RECO	MMENDED:		
STAFF & STUD	ENTS AVAILABLE FOR PRESENTATION:		



ITEM NO: VI. Policy	MEETING DATE:	07/15/20
BACKGROUND INFORMATION:		
ACTION RECOMMENDED:		
ACTION RECOMMENDED.		
COMMITTEE MEMBERS/STAFF AVAILABLE FOR PRESENT	TATION:	



ITEM NO: VII. Finance & Operations MEETING DATE: 07/15/20

A. Transportation Logistics and Fees for 2020-2021 School Year: Recommendation & Vote

BACKGROUND INFORMATION:

Noting that state guidance and/or regulations are still pending, Mr. Collins presented information on transportation logistics and fees for the 2020-2021 academic year at the meeting on July 8, 2020. Based on discussion and feedback from the Committee, Mr. Collins is making FY 2020-2021 fee and ridership transportation recommendations for two votes by the Committee tonight. The report is enclosed.

ACTIONS RECOMMENDED:

- 1) That the Committee vote to waive the bus fee for the first half of the 2020-2021 school year.
- 2) That the Committee vote to restrict ridership eligibility for bus transportation to students in grades K-12 who live two or more miles from their school, and to convey the authority to the superintendent of schools to further expand eligibility for ridership beyond this threshold based upon a) evolving state regulations, b) budgetary resources, and c) equity of student access, with the goal of providing the option of bus transportation to as many families as possible.

STAFF AVAILABLE FOR PRESENTATION:

Mr. Patrick C. Collins, Assistant Superintendent for Finance and Operations

Dr. Joseph M. Sawyer, Superintendent of Schools

Recommendations for School Transportation Services in the Covid-19 Environment 2020-2021

Patrick C. Collins

Asst. Superintendent for Finance and Operations

15 July 2020

Topics

- Guidance versus Regulations from the Massachusetts Department of Elementary and Secondary Education [MA DESE]
- Planning for Three Re-Opening Scenarios
- Major assumptions
- Prerequisites to operationalize school transportation services
- Looking at service level and state minimum requirements
- Ridership forecasting
- Fiscal impacts

MA DESE Initial Guidance: Excerpt

[June 25,2020] As of July 15th, no further information provided by DESE.

Below is list of additional topics on which DESE intends to issue guidance:

- **Fall reopening checklist**, including operations, teaching and learning, student supports, training, and communications needs.
- Process for handling a COVID-19 positive case in the school community, including when a school or classroom would need to shut down.
- **Remote learning resources.** We are actively exploring how best to support districts and schools with improving remote learning.
- Facilities and operations, including entry and exit procedures, cleaning and ventilation, procurement, food distribution, and signage.
- **Transportation**, including bus scheduling options, addressing bus capacity, and alternative modes of transportation, and operational considerations.
- Guidance for special programs and student supports, including special education, English learner education, and other programs and supports.
- Athletics, extracurriculars, and electives.

Planning for Three Re-Opening Scenarios

Scenario	Major Impacts on Busing	Other Notes/Considerations
All students return to "in-person/in-school" learning with restrictions	Depends on DESE regulations pertaining to any bus load restrictions	 District will need to decrease service levels Increased costs may be incurred for extended time needed to transport, monitors, or cleaning
Hybrid schedule with student population halved 50/50: in-school/at home remote learning	Current fleet of buses will be sufficient capacity	Bus costs remain sameSignificant bus fee revenue loss
Full remote learning from home	No buses running	 Reduced operating costs Lost fee revenue Possibly required to still provide inperson/in-school learning to students with disabilities and English Language learners
Combination of one of models above	Busing will fluctuate based on scenario	 Potential single or multiple school closures during the year

Major Assumptions

- School start and end times remain the same/close to the same
- We will continue to operate a three-tiered busing schedule
 - 1. High School
 - 2. Sherwood/Oak Middle Schools
 - 3. All Elementary Schools
 - **Our legal responsibility to transport students to Assabet Valley Tech. H.S., St. John's H.S., St. Mary's School, Montessori, Al-Hamra Academy, and Lilliput remains and their re-opening plans may differ from Shrewsbury Public Schools
- Regardless of re-opening model, bus ridership will decrease by:
 - [Percent of students who opt for remote learning] + [Percent of students who attend in-person and were riders last year but opt out of busing this year due to Covid concerns]

Prerequisites to Operationalize School Transportation Services

Pre-Requisite	Positive Control by District?	Action Required	Notes
Knowing the "rules/guidance" from MA DESE	No	Await information	Plan now for bus ridership restrictions 26-28 students per bus
Knowing exactly what students need a ride	Yes	Open bus registration	Reduce planned ridership by revising eligibility for service
Time to Develop Routes	Partial- routes are developed by our vendor, AA Transportation	Use current routes as a first default/starting point	
Time to Communicate Bus Information	Partial	Parents need confirmation/bus information by Aug. 19th	Time is of the essence

Environmental Factors

- High degree of uncertainty on our learning model at start and throughout the school year
- Potential for periodic school-based closures
- Bus fee introduces many complexities into this environment
- Equity issues regarding different families' ability to transport their children to school must be considered

2019-2020 Ridership Data

	Under 2 Miles		2 or Mor		
	Count	Percent	Count	Percent	Total
Beal	63	24%	200	76%	263
Coolidge	243	87%	37	13%	280
Floral	218	39%	346	61%	564
Paton	133	65%	71	35%	204
Spring	151	70%	66	30%	217
Sherwood	251	30%	584	70%	835
Oak	279	33%	566	67%	845
High School	84	7%	1140	93%	1224
Totals	1422	32%	3010	68%	4432

Major Recommendations

- 1. Waive the bus fee for at least the first half of the school year
- 2. Take a phased approach to busing eligibility until we can measure our ability to provide service under DESE regulations
- 3. Open bus registration now with reduced eligibility for service

Phased Eligibility Recommendation

Phase 1 [Now and until we can assess DESE bus regulations]

Restrict eligibility for busing to students who live two or more miles from their assigned school

• **Phase 2** [DESE regulations published]

Potentially expand eligibility for ridership by including students who live closer to their school

Rationale for Recommendation

- We have to plan for, right now, a full return to school of all students as that represents our highest demand for services
- We have to plan for, right now, rules that will restrict ridership thereby reducing our carrying capacity
- To the best of our ability, we need to be able to actually provide the service if a student is registered and not change plans on parents later by finding out we exceeded a bus carrying limitation

Rationale for Recommendation

This is a process of estimating...not an exact science/calculation

Action	Estimated Impact on Ridership	
Restrict eligibility to students 2 or miles from school	-30%	
Student Opt Outs for Remote Learning	-10%	Awaiting more data from parent survey
Student Opt Outs on bus ridership due to Covid Concerns	-10%	Awaiting more data from parent survey
Total Projected Reduced Ridership	-50%	At this level we can likely provide service to all students >2 miles from school with bus capacity limited to 50% of normal capacity

Rationale for Recommendation

- If we determine the >2 mile limit is overly restrictive we can reduce it to be more inclusive
- If it's decided to start the year with a hybrid model, we can likely adjust back to our current scenario of providing transportation to all K-12 students who register for service

Recommended Action and Vote

- The following motions are recommended:
- 1) To waive the bus fee for the first half of the 2020-2021 school year
- 2) To restrict ridership eligibility for bus transportation to students in grades K-12 who live two or more miles from their school, and to convey the authority to the superintendent of schools to further expand eligibility for ridership beyond this threshold based upon a) evolving state regulations, b) budgetary resources, and c) equity of student access, with the goal of providing the option of bus transportation to as many families as possible.

Next Steps

- We await guidance and/or regulations for school transportation
- If the recommendation is approved, we will open bus registration as soon as we can re-program our registration pages to accommodate this new set of ridership eligibility rules.



ITEM NO: VII. Finance & Operations MEETING DATE: 07/15/20

B. Fiscal Year 2021 Budget: Update

BACKGROUND INFORMATION:

Mr. Collins and Dr. Sawyer will present updated information to the Committee relative to the FY21 budget as conditions continue to evolve.

ACTION RECOMMENDED:

That the School Committee hear the report and take such action as it deems in the best interest of the school system.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

Mr. Patrick C. Collins, Assistant Superintendent for Finance and Operations

FY21 Budget Status Update

Patrick C. Collins

Asst. Superintendent for Finance and Operations

15 July 2020

Topics

- Revised annual budget development and appropriation strategy
- Revised management strategy of projected Covid-related expenses and revenue losses to be incurred in FY21
- Updated budget projection models:
 - Range of gaps in needed resources versus estimated funding available
- Update on federal stimulus funds
- Revised budget approval schedule

Revised Annual Budget Strategy Due to Covid

- Based on guidance from the Town Manager:
 - Separate out all Covid-related costs from annual operating budget
 - Plan to use federal stimulus funds already known in combination with any new allocations to fund these costs up to December 30, 2020 deadline for use.
 - Plan on a Fall 2020 Special Town Meeting to address:
 - Known shortfalls in funding for any municipal/School Dept. Covid-related costs with potential use of additional Free Cash
 - Re-evaluate annual operating budgets with expectation we will have gained certainty on actual state aid amounts from completion of state budget process. Potential increase or decrease municipal/School Dept. budgets based on updated information

Revised Management Strategy for Covid-related Costs/Revenue Loss

- Separate projected Covid-related costs from projected Covid-related revenue losses
- Exclude Covid-related projected costs from annual operating budget preparation.
 - Fund these expenses from federal stimulus funds whenever possible
 - Potentially fund Covid-related expenses not eligible for federal stimulus funding via a separate appropriation to be made at a Fall 2020 Special Town Meeting [Some Covid-related costs will not be covered by federal stimulus due to the nature of the expense or occurrence after Dec. 30, 2020.]

Revised Management Strategy for Covid-related Costs/Revenue Loss

- Due to absence of specific information regarding eligible use of federal CoronaVirus Relief Fund, it is unclear if projected revenue losses can be resolved using this grant.
- Thus, we must still incorporate the projected negative impact of these losses into our annual operating budget plan.
- For example, a significant decrease in bus fee revenue is projected [\$562K-\$750K], thus we need to increase our transportation operating budget to cover this loss and continue to operate the same amount of buses.

FY21 Projected Revenue Losses

Category of Projected Revenue Loss		Projected Amount Range			Range	Notes	
Decrease in Special Education Circuit Breaker Reimbursement	\$	465,000		\$	465,000	Projected decrease from 74% to 63% state reim =15% decrease or 11% pts	
Decrease in Bus Fee Revenue	\$	562,500		\$	750,000	75%-100% projected decrease	
Decrease in Student Activity and Athletic Fees	\$	114,250		\$	114,250	25% projected decrease	
Decrease in Full Day Kindergartne and Preschool Tuition	\$	233,750		\$	233,750	25% projected decrease	
Decrease in Athletic Gate Receipts	\$	20,000		\$	20,000	50% projected decrease	
Preliminary Estimate	\$	1,395,500		\$1,	583,000		

We need to cover these fee losses by increasing our town-appropriated annual budget in order to provide the same level of service and cover all associated costs of these programs.

FY21 Updated Budget Models

	Model #3		Model #4	Model #5		Model #6
School Budget Status [7.15.2020]	\$ 67,499,696	\$	67,499,696	\$ 67,499,696	\$	67,499,696
Town Mgr. Revised Recom. [7.15.2020]	\$ 67,068,322	\$	67,068,322	\$ 67,068,322	\$	67,068,322
Net Budget Gap	\$ (431,374)	\$	(431,374)	\$ (431,374)	\$	(431,374)
SPED Circuit Breaker Decrease	\$ (465,000)	\$	(465,000)	\$ (465,000)	\$	(465,000)
Bus Rev Decrease [100% to 75% loss]	\$ (750,000)	\$	(750,000)	\$ (562,500)	\$	(562,500)
Stud Act /Athletics [25% reduction]	\$ (114,250)	\$	(114,250)	\$ (114,250)	\$	(114,250)
FDK and Preschool [25% reduction]	\$ (233,750)	\$	(233,750)	\$ (233,750)	\$	(233,750)
Gate Receipts [50% reduction]	\$ (20,000)	\$	(20,000)	\$ (20,000)	\$	(20,000)
Total Projected Revenue Losses	\$ (1,583,000)	\$	(1,583,000)	\$ (1,395,500)	\$	(1,395,500)
	(2.044.274)	<u> </u>	(2.044.274)	(4.026.074)	_	(4.026.074)
Total Gap- Assume No Additional State Aid	\$ (2,014,374)	\$	(2,014,374)	\$ (1,826,874)	\$	(1,826,874)
Add'l State Aid Beyond Town Mgr Estimate	\$ 600,000	\$	300,000	\$ 600,000	\$	300,000
Total Gap w/ Additional State Aid	\$ (1,414,374)	\$	(1,714,374)	\$ (1,226,874)	\$	(1,526,874)

Update on Federal Stimulus Funds

- As reported at your last meeting, the "Coronavirus Relief Fund Grant" that provides \$225/pupil will be a direct grant to each of the Commonwealth's school districts.
- Shrewsbury Public Schools is expected to receive approximately \$1.4M to be <u>restricted</u> for Covid-related expenses and available for use only up to December 30, 2020.
- The specific terms of use and dollar allocations are expected to be released sometime this week after which we will need to complete all the required grant application paperwork.

Revised FY21 Budget Schedule

 Scheduled Annual Town Meeting Date: 	August 8 th
 Town Meeting Warrant & Information Mailing 	July 28 th
Finance Committee Budget Hearing	July 23 rd
 School Committee Vote Recommendation 	July 22 nd
 Board of Selectmen Budget Discussion/Vote 	July 21st
 School Committee Budget Workshop 	July 20 th

• It's likely we'll have to adapt our process to include continued staff and program reduction plans and execution to occur after the Annual Town Meeting. This is far less than ideal for developing student schedules and potentially providing late notice of layoffs and/or furloughs to staff.



ITEM NO: VIII. Old Business	MEETING DATE:	07/15/20
BACKGROUND INFORMATION:		
ACTION RECOMMENDED:		
MEMBERS/STAFF AVAILABLE FOR PRESENTATION:		
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ITEM NO: IX. New Business	MEETING DATE:	07/15/20
BACKGROUND INFORMATION:		
ACTION RECOMMENDED:		
ACTION RECOMMENDED.		
STAFF AVAILABLE FOR PRESENTATION:		



ITEM NO: X. Approval of Minutes MEETING DATE: 07/15/20

BACKGROUND INFORMATION:

The minutes from the School Committee Meetings held on July 8, 2020 and July 13, 2020 will be provided under separate cover.

ACTION RECOMMENDED:

That the Committee accept the minutes from the School Committee Meetings held on July 8, 2020 and July 13, 2020.

STAFF AVAILABLE FOR PRESENTATION:

Mr. Jon Wensky, Vice Chairperson Dr. B. Dale Magee, Secretary



ITEM NO: XI. Executive Session

MEETING DATE: 07/15/20

- A. For the purpose of addressing G.L. c. 30A, § 21(a)(7) "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" ("Purpose 7"), Open Meeting Law, G.L. c. 30A, §§ 22(f), (g) for the purpose of reviewing, approving, and/or releasing executive session minutes.
- B. For the purpose of addressing G.L. c. 30A, § 21(a)(3) "to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares" ("Purpose 3") the Shrewsbury Education Association Unit A; Shrewsbury Education Association Unit B; the Shrewsbury Paraprofessional Association; and/or the Shrewsbury Cafeteria Workers.

BACKGROUND INFORMATION:

Executive session is warranted for these purposes.

ACTION RECOMMENDED:

That the School Committee enter into executive session:

A) for the purpose of addressing G.L. c. 30A, § 21(a)(7) "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" ("Purpose 7"), Open Meeting Law,

G.L. c. 30A, §§ 22(f), (g) – for the purpose of reviewing, approving, and/or releasing executive session minutes; and

B) for the purpose of addressing G.L. c. 30A, § 21(a)(3) "to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect of the bargaining or litigating position of the public body and the chair so declares" ("Purpose 3") - the Shrewsbury Education Association Unit A; Shrewsbury Education Association Unit B; the Shrewsbury Paraprofessional Association; and/or the Shrewsbury Cafeteria Workers, where deliberation in an open meeting may have a detrimental effect on the bargaining position of the public body; and return to Open Session only for the purpose of adjourning for the evening.

STAFF AVAILABLE FOR PRESENTATION:

Dr. Joseph M. Sawyer, Superintendent of Schools

Ms. Barbara A. Malone, Executive Director of Human Resources

Mr. Patrick C. Collins, Assistant Superintendent for Finance and Operations



ITEM NO: XII. Adjournment