

BOARD OF EDUCATION MEETING  
Approved Board of Education Meeting June 17,2025

May 7, 2025  
Elizabeth, New Jersey

A Special Meeting of the Board of Education and a Public Hearing on the Budget was called to order on May 7, 2025, at 5:34 p.m. in the Auditorium of the Donald Stewart Center for Early Childhood Education, School No. 51, 544 Pennsylvania Ave, Elizabeth, NJ.

Board Vice-President, Maria Z. Carvalho welcomed everyone to the meeting and read the following statement:

“Ladies and Gentlemen, good evening. This is a Public Hearing on the Budget for the school year beginning July 1, 2025, to June 30, 2026. Pursuant to New Jersey Statutes and the rules adopted by the Board of Education, notice of this meeting was sent to The Star Ledger and Cablevision of Elizabeth on Monday, April 28, 2025. In addition, this notice is posted on the Bulletin Board in the lobby of 500 North Broad Street, and pursuant to this act, a copy has been filed with the City Clerk of Elizabeth, New Jersey.

I wish to extend a warm welcome to everyone present for this May 7th, 2025, meeting of the Board of Education. This meeting is being recorded and will become part of the Elizabeth Board of Education permanent record. In order that the recording will adequately reflect the proceedings, please refrain from talking while others are speaking. I also ask that you silence the sound on your electronic devices. Since it is legally mandated that these proceedings be accurately recorded, I may have to ask for order periodically should noise begin to interfere with our recording capabilities. I am pleased that you have taken time this evening to join us. Thank you for your interest in the Elizabeth Public Schools.

We are here this evening to hear the public express their views regarding the proposed 2025-2026 budget, in accordance with New Jersey Statute 18A:22-13, and I quote, ‘On the date and at the time and place so fixed, the Board of School Estimate or the Board of Education, as the case may be, shall hold such public hearing at which time the taxpayers and other interested persons shall have an opportunity to present objections and to be heard with respect to said budget and the amounts of money necessary to be appropriated and the various items and purposes for which the same are to be appropriated for the use of public schools in the district for the ensuing school year.

There will be a public portion for citizens to address the Board. Participants for the public portion must personally sign in prior to the start of the meeting so that they may have the opportunity to speak. The sign-in sheet states the name, address, telephone number and reason that the person wants to comment, whether it is an agenda item or a general education comment.”

Present: Ms. Bathelus (arrived at 6:23 p.m.) Mmes. Chevres, Carvalho, Mr. Jacobs, (arrived at 5:40 p.m.), Mmes. Moreno-Ortega, Goncalves Pestana, Messrs. Rivera, Neron (arrived at 5:46 p.m.) -8

Absent: Dr. Barbosa -1

Superintendent of Schools Dr. Olga Hugelmeyer, School Business Administrator/Board Secretary Harold E. Kennedy, Jr., Assistant Superintendent for Schools Rafael Cortes, Assistant Superintendent for Schools Judy Finch-Johnson, Assistant Superintendent for Teaching and Learning Jennifer Ceden, Interim Assistant School Business Administrator Rajeev Malhotra, Deputy Counsel Heather Ford Esq., and Attorney Edward Kologi Esq. of Kologi Simitz Law Office, Esq., and members of the community were present.

Colors were presented during the Flag Ceremony by members of Admiral William F. Halsey, Jr. Health and Public Safety Academy Marine Corps Junior R.O.T.C.

The Pledge of Allegiance was led by Board Member Jerry Jacobs.

The National Anthem was played.

Mrs. Carvalho asked Superintendent of Schools. Dr. Olga Hugelmeyer to present the student Representative to the Board for the month of May.

“Christ Julien Villard is a senior at Admiral William F. Halsey Jr. Health & Public Safety Academy, where he serves as the President of the Halsey Student Government. In this leadership role, Villard has been an advocate for his peers, working to create a positive and inclusive environment within the school. He is also a dedicated member of the Youth Enrichment Services (YES) Program, demonstrating his commitment to personal growth and community involvement.

Beyond his academic responsibilities, Villard is actively engaged in a variety of extracurricular activities. He is a member of the Halsey National Honor Society as of this year (2024-2025). He has been a member of the FIC (Frere Institution Chretienne) for seven years and is also involved with the Jeune Animateur Chretienne (JAC), where he continues to build leadership and mentorship skills. Villard is passionate about fitness and sports, having earned a championship title at the Haitian Fitness Kickboxing & Karate Academy in 2019. He is also an active participant in the American Fitness Kickboxing & Karate Academy and the Mixed Martial Arts (MMA) Academy. Additionally, Villard has excelled in public speaking, winning the Rhetoric and Debate Competition in 2018, and has been recognized for his athleticism with a victory in the Saint Louis Gonzague (SLG) Soccer Championship in 2017.

With his leadership experience, dedication to service, and diverse extracurricular achievements, Villard is committed to representing his school as well as peers with passion plus integrity”.

Mrs. Carvalho stated as Vice-President of the Elizabeth Board of Education I ask Schools Superintendent, Dr. Olga Hugelmeyer to present the 2025/2026 School Budget.

The Superintendent said it was important that the community know the level of commitment that it takes to produce a Budget for the Elizabeth School System. The Board spent countless hours with Mr. Kennedy and herself addressing the goals of our organization and it is important for everyone to recognize that, and Dr. Hugelmeyer thanked the Board for their unwavering commitment to students in the Elizabeth Public Schools. The Superintendent said the Promise to all students is to provide an innovative and personalized learning environment that ensures that every child achieves excellence. Goals within the Five-year plan are college preparedness, career readiness, for every child by implementing multi-tiered systems of supports, professional learning communities, and data consults with the goal of creating a data focused approach to continuous improvement across the district. To help achieve these goals, the five (5) Pillars listed below are the essential building blocks for achieving our goals.

- Excellence in Teaching and Learning
- Social and Emotional Wellness
- Workforce Development
- Parent and Community Engagement
- Organizational Effectiveness

This Strategy Map is powered by our foundation of the District's Core Beliefs and Commitments, Managed Performances and Empowerment and Equity, Expectations and Excellence.

Dr. Hugelmeyer presented a chart showing a ten-year historical trend of State Aid to the Elizabeth Public Schools. She stated that due to the increase of state aid of \$ 14.2 million dollars, this budget is able to preserve all of our programs, all of our staff, and all of the District's priorities.

- School Year 16/17 \$419,174,350
- School Year 17/18 \$419,602,635
- School Year 18/19 \$443,181,394
- School Year 19/20 \$458,509,801
- School Year 20/21 \$483,164,159
- School Year 21/22 \$503,237,026
- School Year 22/23 \$541,068,370
- School Year 23/24 \$590,438,231
- School Year 24/25 \$640,411,477
- School Year 25/26 \$651,222,416

Superintendent Hugelmeyer shared a slide that listed the Steps to completing the Budget. These steps are identified as follows:

- Prior Year's Spending Data-The administrative cabinet analyzes prior year's spending as well as considers current year's needs.
- School -based Needs – School administrators work with building level staff to determine the needs for the upcoming year.
- Strategic Goals – The district strategic plan is used to determine long- and short-term budgetary goals.

- Enrollment/ Data Projections- Enrollment reports are examined to develop trend line reports and current registrations are considered to determine grade/course section needs.
- Staffing – Based on the strategic planning goals, student needs, enrollment study, needs, enrollment study, bargaining agreements, and anticipated vacancies, staffing decisions are made.
- Planning for future capital improvements to address aging infrastructure, upgrades to facilities to meet student needs and equipment placement.

Dr. Hugelmeyer stated that it is important to note that it is not just a one-year budget, but a five (5) year plan that must be looked at when preparing the District budget. We have to be able to sustain our programs, plan for example additional multi-lingual teachers, recognize the District's aging school buildings several of which have reached their one hundred (100th) year of usage.

The Superintendent explained how the budget must align with our five-year strategic plan commitments through the five Pillars that form the foundation of the Strategic plan.

- Teaching and Learning Excellence – Students given individualized pathways to success.
- Social and Emotional wellness – promoting and providing a safe environment for all and fostering a sense of belonging for everyone
- Workforce Development – Hiring, developing and retaining a highly trained, highly effective and diverse workforce for our students.
- Parent and Community Engagement- Strengthening the engagement of everyone in our learning community not just the schools and central offices, We must be working collaboratively with outside agencies and all our community providers to provide the best outcomes for our students and families.
- Organizational Effectiveness – Ensuring all our depts i.e. Technology, Transportation, Human Resources, Food Services etc., keenly know the needs of our students and organization as a whole.

The Superintendent presented an overview of the Demographics of the School District, which is the second largest school district in the state of New Jersey. The Elizabeth Public Schools currently serve 28,315 students.. These students are spread across 37 schools (3 Early Childhood Centers, 20 Neighborhood Schools, 6 Magnet Schools and 8 High Schools). 4,210 amazing and dedicated staff members serve and support these students and our schools. Elizabeth has a high school graduation rate of 89.0%, with a goal of 90%. Steady progress has been made towards reaching that 90% target. 1,874 students graduated in 2024 making it the largest graduating class ever. Their student population demographics are 76.88 Hispanic, 15.12% Black, 6.25% White, 1.54% Asian and 0.21% classified as other, while the student educational profile is defined as 54.2% General Education, 32.3% Multilanguage learners, 9.8% Special Education and 3.63.% Special Ed/ Multi Language learners. 83.4% of our students qualify for Free or Reduced Lunch.

Dr. Hugelmeyer shared trend data for Student Learner Classifications:

General Education Students as a per cent of total enrollment – Six (6) year trend.

- 2019/2020-67.63%
- 2020/2021-65.04%
- 2021/2022-62.85%
- 2022/2023-58.92%
- 2023/2024-57.35%
- 2024/2025-54.54%

Multilanguage Learner Students as a per cent of total enrollment – Six (6) year trend.

- 2019/2020-19.59%
- 2020/2021-22.02%
- 2021/2022-24.49%
- 2022/2023-31.10%
- 2023/2024-32.56%
- 2024/2025-36.01%

Special Education Students as a per cent of total enrollment – Six (6) year trend.

- 2019/2020-11.47%
- 2020/2021-11.16%
- 2021/2022-10.84%
- 2022/2023-12.59%
- 2023/2024-12.76%
- 2024/2025-12.96%

To summarize this data, the Superintendent explained that over the past six years, the District has gone from 19,500 General Education Students to 15,467 in this group. However, during this same time period multi-language learners have increased from 6,000 to 10,200 students. In addition, those students in need of “Special Education” has grown from 3,600 to 3,700 students.

The Superintendent moved on to discuss how Budget dollars were allocated to align with the aforementioned five (5) pillars of the Strategic Plan.

To support and enhance Teaching and Learning, the Superintendent presented a slide showing the following programs that are in place for 2025/2026 school year.

- Summer//Saturday/Afterschool Academic Programs
- Summer/Saturday/Afterschool Art & Music Programs
- Summer/Saturday Recreation Programs
- Summer ESY Programs
- Summer Athletic Program
- Summer/Saturday Athletic Clinics
- Dual Enrollment Partnerships (Kean/NJIT/NJCU/TCNJ)
- Our commitment to being an AVID District
- Children’s Literacy Initiative
- Mathematics Professional Development provided by Carnegie Learning.

- National Academy Foundation (Finance, I.T., Engineering, Biomedical)
- Career and Technical Information
- Content – Based Professional Development

In addition to the programs listed on the slide, Dr. Hugelmeyer spoke about the need to make sure that the District's educational materials have been refurbished and are up to date. The District must continue to support the Gifted & Talented Programs, the International Baccalaureate program as well as new and innovative programs for our specialized learners within Special Education. We also have our Bridge Program for Multi-Language Learners. Moreover, the District supports the First Ladies program, our Leaders of Technique, the Marching Band, the Color Guard, the Jazz Ensemble and the Percussion group, as well as the Visual and Performing Arts. Furthermore, the District has to have programs in place to help our high school students succeed such as the Credit Recovery Program, the attendance initiatives, the bi-lingual magnet program and funding the appropriate intervention programs that students need to achieve success.

Superintendent Hugelmeyer highlighted programs, the additional staff and services that promote Social and Emotional Wellness for all students and staff, as well as promoting a sense of belonging for everyone.

- SEI Afterschool Program
- Positive Behavior Supports in Schools
- After-school High School Clubs
- Guidance Counselors
- Social Workers
- Substance Abuse Coordinator
- College and Career Coordinator
- Saturday Student Support Service Programs
- Gaggle Management System
- Panorama
- Therapeutic Learning Connections
- Nurtured Heart Approach
- RWJ/Trinitas-Youth Enrichment Service
- American Red Cross CPR Training

Also contributing to the emotional and social well-being of all students are the School Nursing staff, Speech and Occupational Therapists, Physical therapists, Behavioral therapists and the District's Chief Medical Inspectors.

Dr. Hugelmeyer emphasized Workforce Development and how critical it is to hire, train and retain staff. Included in the 2025-2026 school budget are:

- Forty-Eight (48) newly funded positions have been added for 2025/2026.
- Thirty-One (31) formerly Federally funded positions are now encapsulated in the 2025-2026 plan.

- Twenty- Six positions that had been funded by the American Rescue Plan (ARP) have been sustained for both the current school year as well as for 2025-2026 school year.

She also noted that the District will be opening Twelve (12) new Special Needs Classrooms, Seven (7) Bi-Lingual classrooms and five (5) additional classrooms at the elementary level. Dr. Hugelmeyer also noted that unlike other communities the Elizabeth School system is prioritizing small classroom size.

The Superintendent spoke about the importance of Parent and Community Engagement. Current Initiatives include:

- FAFSA Nights
- High School Information sessions which help guide students to their best fit academically and socially.
- Middle and High School Parent Seminars
- New District Website – will help parents and others navigate the site with ease.
- Family Engagement Bill Colon and Earl Brown Parent Training/Community Outreach
- Academic /Attendance Expectations – Parent Training

These are all in addition to the work being done collaboratively at the individual school level with the respective PTO's so that they remain in touch with our parent's need to help their children be successful.

Dr. Hugelmeyer reiterated how integral it is to the success of the District that the organization be operationally effective and cultivate a culture of continuous improvement. All of the Departments listed below are integral to the success of the District.

- Business Operations
- Food Services
- Human Resources
- Transportation
- Technology
- Security
- Plant, Property & Equipment

The Superintendent showed a slide informing the audience of the Capital Improvements that are planned/budgeted for the 2025/2026 School Year, and they include:

- Carpet Replacement (7 Schools)
- Floor Replacement (15 Schools)
- Painting Projects (4 Schools)
- Landscape renovation and outdoor repairs (20 Schools)

- Additional security cameras (7 schools)
- Bleacher replacement in two gymnasiums (1 School)
- Paint classrooms and offices (4 schools)
- Façade and step and sidewalk replacement and repair at the athletic center
- Kitchen renovation (1 School)
- Playground Repacement (7Schools)
- Bathroom renovations (2 Schools).

Dr. Hugelmeyer acknowledged and celebrated the Elizabeth Public Schools Academic highlights for the 2024-2025 School Year.

- Three (3) Elizabeth Schools NAMED 2025 NJ School oof Character: Victor Mravlag School No.21, William F. Halloran School no.22, and Juan Pablo Duarte-Jose Julian Marti School No.28.
- EPS High Schools make 2024 ap School Honor Roll: Elizabeth High School – Frank J Cicarell Academy (EHS-FJC), Alexander Hamilton Preparatory Academy, and John E. Dwyer Technology Academy.
- Fourteen (14) EPS Schools Receive Safe Route to School Gold Award.
- Dwyer Technology Academy Designated a NAF Model Academy.
- Admiral William F. Halsey, Jr., Health and Public Safety Academy awarded Naval Honor School.
- 2025 EHS Indoor Percussion Ensemble in being the USBands Indoor Percussion Marching A Champions..

Dr. Hugelmeyer then introduced the School Business Administrator/Board Secretary Harold E. Kennedy Jr., to present the financials.

Mr. Kennedy began his presentation by showing a PowerPoint slide on the development of a needs-based budget and stated that the first phase is gathering input from the stakeholders. The second phase is determining the needs based on October 15<sup>th</sup>, 2024, enrollment statistics and doing a class size analysis. The third phase is establishing priorities and adjusting budget(s) by having face-to-face meetings with all the principals, and a review all co-curricular inventories and requests, more face-to-face meetings with instructional and operations directors, and doing a comparative analysis of expenditures for the 2024-2025 budget versus the proposed budget. Mr. Kennedy stated that the next step is the budget review process, includes a line-by-line departmental budget review, allocation of funds within the school-based budgets based on enrollment, programs, and equitable need, a review by a financial consultant, and collaboration with a comprehensive review by the Elizabeth Board of Education finance committee. The fifth and final phase is tonight's Public Hearing on the Budget

Another slide was shown by Mr. Kennedy that expanded on the aforementioned Budget considerations.

- Prior Years Spending Data – The administrative cabinet analyzes prior year's spending as well as current budget year needs.



- School Based Needs – School administrators work with building level staff to determine the needs for the upcoming year.
- Strategic Goals-the district strategic plan is used to determine long- and short-term budgetary goals.
- Enrollment /data Projections – Enrollment Reports are examined to develop trend line reports and current registration projections are considered to determine grade/course section needs.
- Staffing – Based on the strategic planning goals, student needs, enrollment study, bargaining agreements and anticipated vacancies, staffing decisions are made.
- Facilities – Planning for future capital improvements to address aging infrastructure, upgrades to facilities to meet student needs, and equipment replacement.

Mr. Kennedy presented a PowerPoint slide showing the 2024-2025 Budget Revenue and stated that most of the revenue will come from New Jersey State Aid, \$651,222,416., which is 86.51% of our revenue. The Business Administrator said that the next largest source of our revenue is from the local levy from the Elizabeth taxpayer which is \$59,813,124 (7.95%) while federal aid is \$26,366,916 (3.5%), the balance appropriation is 10,950,000 (1.45%), and miscellaneous revenue is \$4,446,071 (0.56%) for a total budget of \$752,798,527. Unlike most districts in the state, Elizabeth has zero (\$0) debt service.

In contrast to Revenues, Mr. Kennedy presented a PowerPoint slide showing the 2025-2026 Budgeted Expenditures and stated that our budget expenditures include \$561,468,166. for instruction, which is 74.59% of our total budget; \$24,182,078 is allotted for administrative costs, which is 3.2% of the budget; \$81,632,401 will be spent on operations and maintenance of our physical plants which is 10.84% of total spending. Moreover, \$85,515,882 or 11.36 % of the budget is for “other” which includes community services, employee benefits, transportation, and capital outlay.

Mr. Kennedy stated that the comparative 2025-2026 per pupil cost is \$23,126 per student and includes \$13,452 for classroom instruction, \$92 for equipment costs, community services and special schools, \$3,688 for cleaning, repair, and maintenance of our schools, plant and property, \$184 for athletics and extracurricular activities, \$3,797 for support services including attendance, health, guidance, child study teams, educational media/ library, and professional development, and \$1,913 for central administration, school administration, business services, human resources, telephone, and postage. Mr. Kennedy stated that the State of New Jersey regional administration cost per student is \$2,677, and here in Elizabeth the cost of administration is \$1,913 per student.

The 2025-2026 budget and tax levy proposed is in accordance with the rules and regulations as promulgated by the New Jersey Department of Education. Also, the Elizabeth Public Schools prepares its budget following instructions incorporated into the Budget Guidelines and Electronic Collection Manual published by the NJDOE Office of Finance. In addition, he stated that the instructions ensure that budgets and information submitted for approval to the Executive County Superintendent and Business Administrator are complete and correct.

In concluding his presentation, Mr. Kennedy reiterated that the Board of Education Central Office believes in an open and transparent budget process. All Board of Education meetings are open to the public, and agendas and meeting minutes are available at [www.epsnj.org](http://www.epsnj.org)

Copies of the 2025-2026 Budget are available and are on file in Mr. Kennedy's office at the Elizabeth Board of Education's Mitchell Building, at 500 North Broad Street. In addition, a copy of the proposed budget is posted online at the district's website [www.epsnj.org](http://www.epsnj.org). Mr. Kennedy thanked the Board and the audience for the chance to speak about the numbers. He also thanked the Board members, especially members of the Finance Committee as well as the Departmental Directors and School Principals for all their help and contributions to a good budget.

Board President Stan Neron asked for a round of applause both for Dr. Hugelmeyer and Mr. Kennedy for their presentations. He further thanked the Finance Committee for their work and was grateful for all the support given by the Directors, Department Heads and School Principals. He asked for Board Member comments:

- Mrs. Moreno-Ortega voiced her thanks to the Finance Committee and she appreciated all the hard work that the Superintendent, the Assistant Superintendents, the Business Administrator, the Assistant Business Administrator and their teams did to prepare the Budget. She said today, May 7<sup>th</sup> was a happy day for the Elizabeth School District as we have a very good and detailed budget that can be presented to the public. Unlike other districts, we are not in crisis as other districts have had to propose cutting all Athletics and after school extracurricular activities. Mrs. Moreno-Ortega was so pleased with how the Budget tied to the Strategic Plan and the five pillars that are the foundation for the plan. It is imperative that our students and staff have their Social and Emotional Health cared for as it is essential for productive learning.
- Board Vice-President Maria Carvalho also thanked the Superintendent, Assistant Superintendents, School Principals, Mr. Kennedy, Mr. Malhotra and their teams for all the work that was put into preparing the budget. She stated over the last eleven (11) years that a budget has been presented that can be worked with and always puts the needs of our children first.
- Board Member Mr. Isaias Rivera believed it should be reiterated what Mr. Kennedy had said, when he stated that there has been no tax increase needed over the last nine years with the school budget. He echoed the sentiments of the previous Board Member comments when he thanked the Superintendent and the Finance Teams for the dedication and diligence in preparing the budget.
- Board Member Jerry Jacobs also thanked the Superintendent, the Assistant Superintendents, Mr. Kennedy, Mr. Malhotra and all members of the team that helped complete the Budget process. He believed this year's budget was an extraordinary feat that is even more impressive given the fact that the District was able to maintain all the programs and services provided over the several years, despite the loss of ESSER funds. Mr. Jacobs said he wanted to reiterate what Dr. Hugelmeyer had said in her presentation that thirty-one (31) Title 1 positions and twenty-six (26) ARP positions had been absorbed into our 2025-2026 operating budget. Moreover, as the second largest school district in the State, we are not presenting billion-dollar budgets as the largest and third largest districts are doing. This is a testament to the fact that Dr. Hugelmeyer and Mr. Kennedy run a lean and tight operation. He also noted that our overall cost per pupil had only risen five dollars (\$5) since the 2022-2023 school year. A caveat that Mr. Jacobs pointed out

was that on tonight's agenda the Board would be voting on the Medical, Health and Dental Insurance coverage which is staying in place for District employees. He complimented the Board's Acrisure Consultant who has helped the Board navigate the ever-changing Health Insurance Marketplace. Mr. Jacobs thanked his fellow Finance Committee members Charlene Bathelus and Stephanie Goncalves Pestana for their help and assistance. He is truly grateful that unlike other districts there have been neither programmatic cuts nor staff reductions.

Mr. Neron thanked Mr. Jacobs and hearing no further questions or comments he opened the public comment portion of the meeting.

"At this time, the microphones are open for public comment to those who have signed in prior to this session. I shall call individuals to the microphone based on the order of the sign-in. Each statement made by a participant shall be limited to three minutes in duration. The total time of public comment shall be limited to 60 minutes. No individual is able to yield their time to another individual. All statements shall be directed to the presiding officer; no participant may address or question Board Members individually. Each speaker shall comply in all respects with Board Policy 9322 (copies were provided next to the sign in sheet).

The following rules shall apply:

1. Time limits will be strictly enforced.
2. No personal attacks on individuals or naming of individuals.
3. No vulgar or indecent language.
4. A person may address the Board no more than once during a single meeting.
5. Comments will not be debated.

"As a reminder this is a meeting of the Board in public, not a meeting of the public."

Being there were no members of the public signed up to address the Board, Mr. Neron said "At this time, I close the public comment portion of the meeting."

Board President Stan Neron asked for a Resolution to approve the— Adoption of the Final Budget for the School Year 2025-2026

A motion was made by Ms. Bathelus, and seconded by Mrs. Goncalves Pestana to adopt the above Resolution approving the final 2025-2026 School Budget

The motion was carried by the following vote:

Affirmative: Ms. Bathelus. Mmes. Carvalho, Chevres, Mr. Jacobs, Mmes. Moreno-Ortega, Goncalves Pestana, Messers. Rivera, Neron -8

Negative -0

On a motion made by Mrs. Goncalves Pestana and seconded by Mrs. Carvalho, the Budget Hearing meeting was adjourned at 6:51 p.m.

Affirmative: Ms. Bathelus Mmes. Carvalho, Chevres, Mr. Jacobs, Mr. Neron, Mrs. Goncalves Pestana, Messers. Rivera, Neron -8  
Negative -0

Harold E. Kennedy, Jr.  
School Business Administrator/Board Secretary