

SUPERINTENDENT LAMONT COLE'S

# TURNING VISION *into* ACTION

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A GUIDE FOR THE FUTURE



# A MESSAGE FROM OUR SUPERINTENDENT

As I look back on my first 100 days, I am filled with gratitude and continued determination. I continue to challenge our team to be bold, to think differently, and to elevate customer service to the forefront of every interaction. The team welcomes my challenges with open arms and a fervent desire to achieve excellence. While creating the vision for the work ahead, we continue to work alongside our school board to implement a revised strategic plan.

As I entered the district this past summer, I set out with the core beliefs of engaging the community, bridging gaps and restoring trust. I remain steadfast in my commitment to these beliefs, and I am proud

## REFLECTIONS ON THE JOURNEY SO FAR

These past six months remind me of the joy I felt growing up in this school system as both a student and a young professional. My own lifelong friendships were forged in classrooms, hallways, and the shared experiences along the way. These bonds shaped who I am today. When I see our students, I'm reminded of the profound impact an EBR Schools education has had on my life and others.

But I've also seen heartbreak. For too many families, education has not yet been the great equalizer that we know it can be. But I firmly believe a quality education can bridge the divide. School should be a safe space—a place where dreams take root, friendships blossom, and futures are built.

of what we have been able to accomplish over the past few months.

Since assuming this role, I've enjoyed quality visits at every school in our district. We continue to engage with students, staff, families, the business community and essential stakeholders to support student success and lead meaningful conversations on how we will close gaps. The input received from stakeholders over the past 100 days and counting has inspired the vision that begins now.

We have laid a foundation of strong structures, identified shortcomings and prioritized several key areas for improvement.

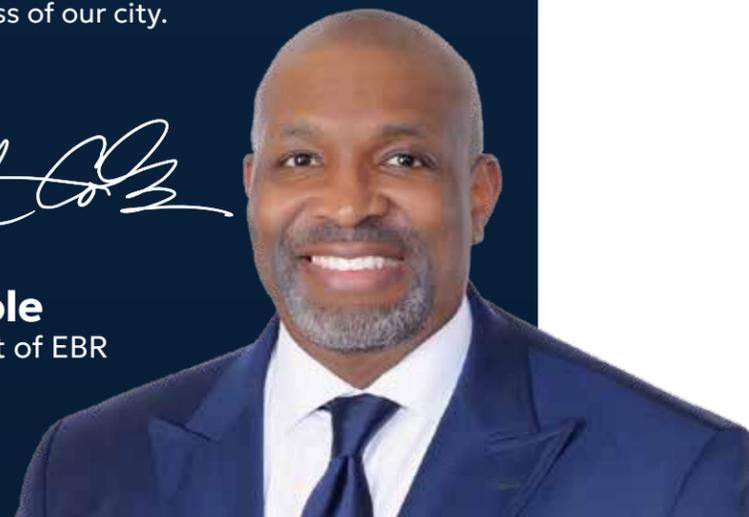
We are preparing students to take their place as business leaders, global citizens, innovative thinkers, and a thriving workforce. The 100 day mark is just the beginning – this plan lays the foundation for sustained progress and long-term success.

We must dedicate ourselves to this work every single day until all students have the tools needed to reach greatness. Every one of us has a role to play in their success—and in the success of our city.

Sincerely,



**LaMont Cole**  
Superintendent of EBR



# KEY FOCUS AREAS IN THE FIRST 100 DAYS



## Instructional Coherence

We are implementing clear and consistent systems to improve instruction, and aiming to become a B-rated district under the current accountability system within a year.



## Organizational Efficiency

We are streamlining transportation, modernizing operations, and ensuring all schools meet high facility standards.



## Professional Development

We are strengthening support for staff by mentoring new teachers, guiding administrators, and fostering continuous growth through a leadership pipeline at all levels.



## Safety

We are enhancing security with state-of-the-art technology and exploring private security support to ensure safe school environments.



## Treating People Right

We are improving workplace culture, customer service, and staff appreciation to foster a more positive district.

# STRATEGIC PLAN

## OUR MISSION

Educating all students for success.

## OUR VISION

The East Baton Rouge Parish School System envisions an education system that produces successful, confident and lifelong learners who can navigate challenges and contribute meaningfully to society.

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## OUR PRIORITIES

- Early childhood care leading to kindergarten readiness.
- Literacy instruction aligning with the 'Science of Reading.
- Math instruction building from foundational to advanced skills.
- High School opportunities ensuring a meaningful secondary experience.
- Effective teachers guiding every student to success.
- Educational choices expanding quality seats for students and families.





# STATE OF THE SYSTEM BY THE NUMBERS

**83** TOTAL NUMBER OF  
SCHOOLS IN OUR  
PORTFOLIO

**70** NUMBER OF EBR  
DIRECT RUN SCHOOLS

**13** NUMBER OF EBR  
CHARTER SCHOOLS

**39,932** TOTAL NUMBER  
OF STUDENTS

**5,866** TOTAL NUMBER  
OF EMPLOYEES

## 2024 SCHOOL RANKINGS



# ANALYZING THE DISTRICT'S DATA TRENDS

- The district performance score has reached its highest level to date under the current statewide accountability system.
- The district's 'B' letter grade in the state's progress index indicates that individual student growth continues in most schools across the district.
- The district performance score is within 5 points of the cut-off for the 'B' letter grade, and our goal is to reach this milestone prior to the transition to new accountability formula in the upcoming year.

Data also reveals challenges across the district, and these areas must become priorities as we transition into new accountability structures and navigate future operational structures:

- District enrollment trends reflect incremental decline over time.
- Assessment data, particularly, LEAP 2025 core content averages and ACT composite scores lag behind statewide peers and the gap widens for students of at-risk subgroups.
- The district's graduation rate has been inconsistent over time and falls well below the statewide average.
- Attendance, chronically-absent students and truancy data all signal challenges to improving educational outcomes.

Each of these fundamental areas must be addressed for a comprehensive strategy to elevate teaching and learning while simultaneously improving fiscal and operational areas to impact student achievement.



## 100 DAY REPORT

On July 26, 2024, I stepped into the role of Superintendent of Schools with a clear mission: to listen, to learn and to lead with purpose. A structured 100-day plan was essential to ensuring a strong start—one that allowed me to engage with our educators, students, families, and stakeholders while assessing the strengths and challenges of our district. At the same time, I understood the importance of flexibility, adapting along the way as I gained deeper insights into our school system’s unique needs. My commitment remains steadfast: to build relationships, to strengthen our schools, and to make data-driven decisions to improve student outcomes. The following report details the progress made, the initiatives launched, and the work ahead.

## OBJECTIVES

As I began this work, I set out to accomplish the following objectives within my first 100 days:

- Engage with educators, support staff, parents, students, and stakeholders to cultivate positive relationships.
- Establish positive working relationships with the school board, community leaders and key organizational partners.
- Gain insight into the unique facility needs across the district.
- Analyze student data to identify gaps and align strategies to close the educational gap.
- Examine the competitiveness of educators’ salaries to attract and retain top talent.
- Ensure the district is providing schools with needed resources to create safe and secure environments for all.
- Strengthen the support and solutions provided by the district to schools, students, administrators and teachers.

# ENGAGE, BRIDGE & RESTORE

THE FIRST 100 DAYS



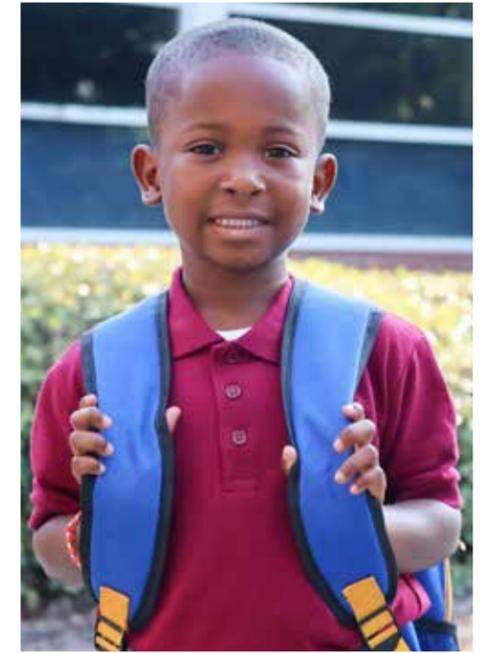
# ENGAGE

From the beginning, I prioritized engagement - meeting with educators, support staff, students, parents, and community stakeholders - to build trust and cultivate strong relationships. I actively visited every school in our diverse portfolio, participated in discussions with teachers and administrators, and listened to families to better understand their experiences and expectations. Establishing productive partnerships with the school board, community leaders, and key organizations was also essential, ensuring that collaboration remained at the heart of our work. Additionally, I took a hands-on approach to assessing facility needs across the parish, gaining first hand insight into the conditions of our schools and the investments required to create optimal learning environments.



# BRIDGE

Understanding the full scope of our district's academic performance and operational effectiveness required an intensive review of student outcomes, instructional programs, and support services. I closely examined student data across all core subjects and subgroups to identify areas for improvement. Additionally, I reviewed graduation rates, literacy strategies, discipline trends, and workforce development initiatives to assess the effectiveness of our academic programs. Beyond academics, I conducted a comprehensive analysis of district operations including finance, technology, facilities, transportation, security and human capital. This deep dive identified both challenges and opportunities and allowed for the identification of targeted solutions.



# RESTORE

Restoring confidence in our district requires more than just assessment—it demands action. I engaged stakeholders in meaningful conversations to analyze key trends and collaborated with external partners to conduct an equity analysis that ensures all decisions are made with fairness and inclusivity in mind. We have begun developing strategies that reinforce a strong foundation and address systemic challenges. Equally important, I remain committed to restoring pride, excellence, and high expectations at every level across the system. This includes ensuring every school has the necessary resources to create a safe and supportive learning environment while improving the level of service the district provides to families. Through this work, we are laying the groundwork for a thriving, world-class educational ecosystem.



# OBSERVATIONS

## What are our strengths?

- Human capital with hard-working and dedicated people with a willingness to execute the current protocols.
- Intelligent students who welcome opportunities to grow and thrive.
- Invested stakeholders who want to make contributions to the system.
- Rich data sources and evaluation tools are currently in place and strong foundations exist.
- Early childhood programming is recognized as network ratings continue to improve.
- Robust portfolio of schools inclusive of traditional seats, magnet, charter and other variations of school choice.
- Diverse extracurricular options at individual school sites to meet the interests of all students.
- Strategic planning with core components led to a revised plan to focus on student achievement, operational excellence and employee development.
- Structures for advisory groups to allow for continued conversation, engagement and feedback.

# THE FIRST 100 DAYS

## What opportunities for improvement lie ahead?

- Expanding early childhood seats to provide increased access for families.
- Cohesive instructional strategy across all content areas with an intentional focus on literacy and numeracy.
- Student achievement as evidenced by graduation rates and statewide assessment scores.
- Strengthening workforce development to expand internship opportunities, develop soft skills and promote college and career readiness.
- Data-driven decision-making across all levels of the system to improve outcomes.
- Evaluating attendance practices and staff deployment to ensure operational alignment to address truancy and chronic absenteeism.
- Program evaluation for the aligning of contracts, material resources, human capital and outsourced services.
- Streamlining and modernizing financial, management and technology systems to increase communication and efficiency
- Reimagining the budgeting process to become more simplified, student-centric and consumable for stakeholders.
- Transportation improvements including optimizing routes and staffing.
- Facility alignment and physical plant improvements to ensure all schools are safe, secure and welcoming.
- Comprehensive school safety and crisis management plans.
- Human capital strategy to support staffing and retention.
- Establishing formal structures for a clear pipeline of leadership development at every level.
- Customer service processes and procedures to simplify system navigation for employees and current or prospective families.

# REFLECTIONS

## Instructional Coherence

Observations and evidence document a lack of clear and consistent systems and structures across the district to support effective instruction. While the district has made strides, there are still too many schools performing at D and F levels. In reviewing accountability metrics, the

district is hovering in the middle—and that is not acceptable. Our academic team is working diligently to implement a clear path forward to meet the challenge of becoming a ‘B’ district under Louisiana accountability performance ratings.

## Organizational Efficiency

Efficiency matters - from improving transportation to modernizing employee software and aligning schools so that no child is in subpar conditions - every child deserves an environment where they can thrive. I am committed to making that a reality. Logistics and operational

evaluations continue to foster analysis targeted at streamlining transportation routes and identifying the facilities that do not live up to our standards. The board has adopted a set of guiding principles that will allow us to be efficient and unbiased in these efforts.

## Professional Development

There are incredible people who work within our system; it is essential to strengthen support structures for them to allow opportunities for growth and innovation. This includes pairing new teachers with experienced mentors; supporting new and experienced principals; and inspiring experienced employees at all levels to

continuously elevate their craft through a leadership pipeline. A need for capacity building is evident in many areas across the system. Together, we must embrace the opportunity to build a foundation for long-term success.

# THE FIRST 100 DAYS

## Safety & Security

Every student and staff member deserves to feel safe within our system. No parent, child, or faculty member should ever have to worry about their safety in our schools. Diligent work continues daily to create secure and welcoming environments for all. Recently, the board authorized the

installation of state-of-the-art weapon detectors at several of our highly populated high schools. The district must continue to explore innovative resources such as a private security team to support the School Drug Task Force in our mission to keep schools safe.

## Treating People Right

Ultimately, our success depends on how we treat one another. In this work, it is important to identify what makes people feel valued and appreciated; improve customer service; and meet our staff and

families where they are. Improving district culture starts with a commitment from each one of us to take ownership of our roles and support each other in making each day better than the one before.



# PROGRESS ON THE PROMISE

These observations provided a clear direction to guide our immediate actions as well as help develop long-term goals aligned to the revised strategic plan:

## Academics

- Reimagined development of a district leadership team with an increased instructional focus utilizing proven structures and strategies for increased student outcomes.
- Ongoing assessment of the quality of the instructional materials and supports provided to schools that impact student achievement.
- Increasing partnerships including a restored working relationship with the Louisiana Department of Education and others.
- Redesigning high school strategy culminating in the creation of a Portrait of a Graduate.
- Refocused intervention structures at the elementary level through high-dosage tutoring and other related supports.

## Operational Excellence

- Implementing new protocols to streamline board meetings allowing for greater student focus.
- Executing a **new organizational chart** and structure to guide district realignment.
- Restructured regular advisory meetings with families, principals, teachers and students to focus on listening and learning.
- Developing and implementing new Board approved guiding principles for future decision-making and facility alignment.
- Engaging in partnerships with proven external experts in the areas of logistical efficiencies, financial transparency and equitable budgeting to provide innovative solutions for efficient, effective, and data-driven decision-making in their respective areas.
- Implementing additional customer service measures across operational areas.

## Employee Development

- Developing an intentional focus around planning for teachers to build consistency across schools aligned to a new instructional coherence framework.
- Creating a pipeline for leadership development at all levels.
- Continuing a comprehensive compensation study to explore strategies for elevating salaries to a competitive level.
- Reimagining human capital strategies inclusive of innovative school staffing as well as recruitment and retention based on individualized school needs.





# GOALS *for the* FUTURE

*“All of our students deserve a global learning experience that instills a joy for learning and **a desire to wonder.**”*



## COMMITMENT TO THESE FUNDAMENTAL GOALS

- Strengthening, streamlining and innovating structures for enhanced safety and security protocols across all district facilities.
- Reducing the percentage of D & F schools while increasing the percentage of higher-performing school sites across the district’s portfolio of schools.
- Earning the performance label of a ‘B’ District by this time next year under the current accountability system.
- Creating a school alignment & master facility plan to create safe and enriching learning environments.
- Implementing with fidelity the updated Board approved strategic plan with data-driven metrics to track key performance indicators.

# DARE TO BE *Great*

A VISION FOR THE FUTURE



**GLOBALLY READY**

**RESPECTFUL  
CULTURE**

**EXCELLENT  
ENVIRONMENTS**

**ACCOUNTABLE  
SYSTEMS**

**TRANSFORMATIVE  
EXPERIENCES**





# DEFINING *Great*

## Globally Ready

We embrace opportunities to extend learning beyond our immediate community. By fostering adaptability and empathy, we expand our worldviews and seek unique perspectives and transformative learning experiences. These efforts prepare students to thrive in a diverse, interconnected world.

## Respectful Culture

We prioritize respect in every interaction, ensuring that families, staff, and students feel valued through personalized experiences and exceptional service. By embracing servant leadership, being solutions-oriented, and emphasizing recruitment and retention of both students and staff, we build a community that thrives on mutual care and support.

## Excellent Environments

We commit to creating safe, engaging, and inspiring environments that promote learning and growth. From improved facilities to diverse extracurricular activities and specialized programs, we strive to make every school a place where students and staff can excel.

## Accountable Systems

We ensure transparency, efficiency, and responsibility in all operations by setting clear expectations, measuring outcomes, and making data-driven decisions. These systems promote integrity and continuous improvement, ensuring that resources are used effectively to support student success.

## Transformative Experiences

We lead boldly with cutting-edge, progressive practices that revolutionize the educational experience. Through innovative partnerships, modernized systems, and streamlined processes, we transform education to provide students with access to new opportunities and a bright future, starting with early childhood development.

# OUR CHALLENGE TO THE COMMUNITY: DARE TO BE GREAT

This is a challenge to all stakeholders - both internal and external - to stretch our vision, to elevate our collective work and to reach for greatness. **Daring to be GREAT** is a call to action to remind us of our collective responsibility to give all children an unforgettable learning experience from early childhood to graduation and ensure preparedness to enter the world as respectful, prepared and globally ready citizens.

# GLOBALLY READY

Global experiences provide students with the ability to think beyond their immediate surroundings, encouraging adaptability, empathy, and a broader worldview. By exposing students and staff to diverse perspectives, we prepare them to thrive in a globalized society while cultivating cultural awareness and inclusivity. In doing so, we create educational choices that expand high quality seats for students and families.

## Tactics and Strategies

- Integrate international and multicultural curricula into classrooms.
- Partner with organizations to learn about how business is conducted on a global scale.
- Provide global exchange opportunities.
- Facilitate virtual and in-person cultural exchange programs.
- Train educators on global competency and cultural inclusivity.



## Action Steps and Timelines

- **Year 1:** Conduct a district-wide assessment of existing curricula for global learning components. Identify gaps and develop partnerships with global education organizations.
- **Year 2:** Launch pilot programs in select schools for innovative activities such as virtual cultural exchanges; identify resources needed for implementation; and begin to integrate new curricula into identified classrooms.
- **Year 3:** Expand programs, secure needed resources, develop educator training modules, and initiate annual international student and teacher exchange programs.



# RESPECTFUL CULTURE

Respect is the foundation of a thriving educational system, driving strong relationships among students, families, and staff. With effective teachers guiding all students to success, we create personalized experiences, servant leadership and solutions-oriented approaches to ensure that everyone feels valued and supported.

## Tactics and Strategies

- Implement standardized customer service training for all front-line staff.
- Develop a feedback system for families to provide input on their experiences.
- Create an innovative recruitment and retention plan emphasizing respect and value for all employees.
- Promote servant leadership through professional development and model across system interactions.



## Action Steps and Timelines

- **Year 1:** Roll out district-wide customer service training and build a family feedback platform.
- **Year 2:** Launch a family feedback platform and incorporate customer service training into professional development. Track improvement metrics using feedback tools to identify areas for improvement and response times.
- **Year 3:** Use data to monitor and adjust strategies to ensure sustained engagement, improved response time and ensure a culture of respect within all schools and offices.



# EXCELLENT ENVIRONMENTS

Excellent environments ensure that students and staff feel safe, supported, and inspired. Modern facilities, exciting extracurricular opportunities, and specialized academic programming contribute to a dynamic and engaging learning atmosphere. From early childhood care leading to kindergarten readiness, to high school opportunities ensuring a meaningful secondary experience, and everything in between, each site must provide equitable access for all students.

## Tactics and Strategies

- Continue and enhance facility audits and prioritize security improvements.
- Expand extracurricular activities (both athletic and non-athletic) and become more intentional about the placement of specialized academic program across the system.
- Ensure robust safety protocols and emergency preparedness.
- Create dynamic and engaging spaces for learning and collaboration.



## Action Steps and Timelines

- **Year 1:** Perform comprehensive safety and facility audits and allocate available funding for immediate repairs. Assess extracurricular and academic programming for equity across the district. Evaluate curricular resources across all content areas to ensure the implementation of high quality instructional materials and professional training with a priority on literacy and numeracy.
- **Year 2:** Ensure timely completion of board-approved and tax plan facility initiatives. Expand specialized extracurricular activities programming in identified areas of need creating more equity system wide. Within the facility alignment process, become intentional regarding the placement and implementation of innovative and specialized academic programs at school sites for the advancement of high-quality seats in the identified areas of need. Continue the evaluation of curricular resources across all grades and content areas to implement high quality instructional materials with fidelity.
- **Year 3:** Ensure 100% of schools have action plans based on the facility needs assessment so that safety gaps may be closed as resources become available. Additionally, crisis management plans along with safety protocols will be updated annually. Expanding district resources to support the growth of extracurricular activities and the intentional placement of specialized programs to ensure equitable access to high-quality seats across the district. Continue to track, monitor and evaluate the use of high quality instructional materials in classrooms across the district.



# ACCOUNTABLE SYSTEMS

Accountability ensures that the East Baton Rouge Parish School System operates effectively and efficiently. It extends into all areas of the organization both academic and operational. By making data-driven decisions, being responsible stewards of resources, and taking pride in our schools, we build trust and deliver results for our community.

## Tactics and Strategies

- Implement the Board approved strategic plan and measure key performance indicators with fidelity.
- Implement a robust data tracking, collection and analysis system to support academic, financial, operational and professional learning needs.
- Align budgets with strategic priorities to meet student needs with consumer friendly financial reporting for stakeholders.
- Foster a culture of accountability through employee training, evaluation and recognition programs.



## Action Steps and Timelines

- **Year 1:** Launch key performance indicators aligned to the updated strategic plan. Establish district-wide data monitoring and collection protocols while creating transparent reporting systems across academic, financial, operational, and human capital areas. Realign budget allocations based on initial data and re-imagine the communication of financial data.
- **Year 2:** Monitor the implementation of advanced and innovative data protocol structures. Refine professional practices to address gaps identified in data and establish systems for the formal and public communication of systemic performance metrics within the areas of academics, finance, operations and employee attributes.
- **Year 3:** Utilize the forthcoming changes in school performance and employee evaluation systems, to reimagine the recognition of top-performing schools and staff while using data insights to refine strategic priorities and operational efficiencies. Continue to annually track, monitor and publicly report key performance areas in academics, operations and employee development to measure progress over time.

# TRANSFORMATIVE EXPERIENCES

Transformation demands bold, innovative actions that revolutionize how the district operates. By embracing cutting-edge practices, developing partnerships, and modernizing systems, we provide students with unparalleled opportunities and create an enduring legacy of excellence.

## Tactics and Strategies

- Introduce innovative support structures and standardize the use of high-quality instructional materials across the system.
- Reimagine the school day for students inclusive of start times, transportation logistics and traditional schedules.
- Build partnerships with academic and industry leading organizations with proven educational outcomes impacting academics and attendance.
- Modernize district systems and streamline online platforms to enhance efficiency and support innovation.
- Focus on early childhood education as a foundation for success.
- Ensure college and career readiness through both workforce development and robust coursework offerings.



## Action Steps and Timelines

- **Year 1:** Design and implement an instructional coherence framework. Launch expansive partnerships with educational partners to innovate and elevate research based academic initiatives. Involve stakeholders in the collaborative development of a portrait of a graduate and kindergarten readiness documents. Continue system modernization by digitizing and streamlining online platforms and processes across academic and operational areas. Evaluate district operations and instructional schedules for redesign of the student school day.
- **Year 2:** Monitor the implementation of the instructional coherence framework and adapt it to bridge any data-identified gaps. Adopt and implement high quality instructional materials as funding and resources become available. Examine the outcomes of current partnerships for possible expansion or improved outcomes and impact. Launch the 'Portrait of a Graduate' and related strategies to level set expectations. Implement and monitor the success of adjusted school start times and aligned logistical practices.
- **Year 3:** Scale transformative strategies for greater district-wide impact. Continue to review and evaluate the implementation of high quality instructional materials. Achieve full implementation of modernized systems. Publicly communicate progress on kindergarten readiness and 'Portrait of a Graduate' metrics. Monitor data and engagement for continuous improvement. Monitor and adjust (as needed) the success of adjusted school start times and logistical practices.



# TIME FOR ACTION

Are you seeing a return on your investment in our schools? Are you participating and engaging in the system? I took this job because I wasn't satisfied with my own answers to these questions. I choose to be part of the solution. Let's work together to build a system that makes us proud and serves every child.

It takes all of us. Whether you read to a child, provide internships, donate a book, paint a playground, or build a stadium, your contributions matter. Every act of engagement strengthens our schools and our community.

As we move forward, I am deeply grateful for the dedication of our partners: educators, bus operators, cafeteria workers, support staff, families, and community leaders. Your contributions—large and small—are what fuels this system.

Let us strive to leave a legacy of excellence and opportunity for the next generation. Together, we can ensure that every child in East Baton Rouge Parish has the chance to succeed and the tools to thrive.

# OUR PRIORITIES

- Early childhood care leading to kindergarten readiness.
- Literacy instruction aligning with the 'Science of Reading'.
- Math instruction building from foundational to advanced skills.
- High School opportunities ensuring a meaningful secondary experience.
- Effective teachers guiding every student to success.
- Educational choices expanding quality seats for students and families.

# DARE TO Engage



# THANK YOU

## SPECIAL THANKS TO THE FOUNDATION FOR EAST BATON ROUGE SCHOOL SYSTEM

The Foundation for East Baton Rouge School System proudly supports Superintendent Cole’s vision by enhancing education, championing innovation, and funding the future for our students and educators. As the nonprofit partner of EBR School System, we turn vision into action—expanding opportunities, supporting teachers, and strengthening learning across the district.

Your presence today reflects a shared commitment to our students’ success. But we can’t do it alone. Together, we can turn this vision into reality.



## FOUNDATION MEMBERS

STEPHANIE CARGILE	PRESIDENT
JONATHAN PERCLE	VICE-PRESIDENT
MARY KAY GERACE	TREASURER
PADMA VATSAVAI	IMMEDIATE PAST PRESIDENT
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STEWART SPIELMAN	
GREG UPTON	<b>STAFF</b>
HEIDI WENDET	JENNIFER LIGHTFOOT, EXECUTIVE DIRECTOR

# BOARD MEMBERS

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## SUPERINTENDENT LAMONT COLE



EBR

