

**Franklin School Committee**  
**Minutes**  
**August 22, 2017**  
**Municipal Building – Council Chambers**

Meetings are recorded by Franklin TV and shown on Comcast Channel 11 and  
Verizon Channel 29

Chris Sterns of Franklin TV was present  
Steve Sherlock, Franklin Matters was present

**Call to order:** 7:00 pm

Dr. O'Malley

**Pledge of Allegiance:**

**Attendance:** Mrs. Bilello, Mrs. Scofield, Mrs. Douglas, Dr. Bergen, Dr. O'Malley, Ms. Schultz, Dr. Jewell were present. Also present were Dr. Sara Ahern, Superintendent of Schools; Mr. Peter Light, Assistant Superintendent of Schools; Ms. Miriam Goodman, School Business Manager; Dr. Joyce Edwards, Assistant Superintendent for Teaching and Learning.

Also present from the schools were: Paul Peri, High School Principal; Bill Klements, Deputy Principal of High School; Beth Wittcoff, Principal of ASMS; Beckie Motte, Principal of HMMS; Brian Wildeman, Principal of Remington; Kate Peretz, Principal of Oak Street; Kathleen Gerber, Principal of Davis Thayer; Shannon Barca, Principal of Parmenter; Kelty Kelly, Principal of ECDC; Sarah Klim, Principal of Jefferson; Linda Ashley, Principal of Kennedy; Kim Booth, Interim Assistant Principal at Jefferson; Christopher Nayler, Director of Lifelong Learning; Matthew Tirrell, Assistant Principal at Parmenter.

**Moment of Silence**

**1. Routine Business:**

- Citizen's Comments: None

Dr. O'Malley – We will be going into executive session after this meeting for a discussion.

- Review of Agenda: None

Minutes: I recommend the approval of the minutes from August 8, 2017  
School Committee Meeting.

Motion: Dr. Bergen

Second: Dr. Jewel

Approve: 7

Oppose: 0

- Payment of Bills - Dr. O'Malley reviewed the bills and found them to be in order
- Payroll – Mrs. Douglas reviewed payroll and found the same to be in order.

Dr. O'Malley – I would just like to announce that Will O'Connell, Norfolk County Registrar of Deeds, informs us that there will be an information seminar on land record research on Tuesday, September 19 in the town hall, on the third floor

## **2. Guests/Presentations:**

- a. New Superintendent Induction Program – Dr. Irwin Blumer, Massachusetts Association of School Superintendents

Dr. Ahern - Introduces Dr. Irwin Blumer, who is her coach for the new position of Superintendent.

Dr. Blumer – Thank you for giving me time to talk about this Superintendent Induction Program, which has existed for eight years. We are approaching 175 members of new Superintendent Induction Program. I met Dr. Ahern at Boston College doing her doctorate program. This program is designed to shift thinking from management to seeing them as instructional leaders. The instruction is a 3-year program for all Superintendents. There are eight content days. It provides six hours of coaching each month, second year is 6 content days and three hours of coaching each month and the last year is three content days and working in groups.

The program depiction is to think strategically, focus on instructional predicated on entry plan, list of what she is doing is talking to people, reading reports – data, seeing and actually being in schools and classrooms. This is the most important. She will provide you with an entry report.

She will provide you with reports in the coming months such as report of entry, tentative findings about Franklin. At the end of the year, she will use the second summer, to finalize the strategic plan with objectives and

initiatives. He describes the process that Dr. Ahern will follow to help the Franklin Public Schools.

Dr. O'Malley - I was a previous Superintendent and this is a much better way to do this. The program is appreciated. Question, thoughts?

Mrs. Billelo - I am thrilled this program is going on. I hope tenure comes out of this. What kind of work do you do to bridge gaps with stakeholders?

Dr. Blummer- We are looking at the culture and developing a healthy culture. The whole notion of looking at core values and they are all in sync. We look at core values. It is an important part of that process. The social media has added a whole another dimension of this job.

Mrs. Billelo - How do you work when School Committee, Districts aren't Seeing Eye to eye?

Dr. Blummer -My role is not to work with you, but to help Superintendents learn how to be effective with the School Committee. We work with team development, and to work with the School Committee and to help the School Committee feel a part of this team. We need to come up with common set of objectives and goals to accomplish this

Dr. O'Malley – Questions, thoughts? Thank you.

**b. NEW HIRES**

Dr. Ahern – We have hired both over the summer and spring for the administrative team. I am pleased to introduce: Ms. Kim Booth – Interim Assistant Principal of Jefferson; Mr. Chris Nayler – Director of Lifelong Learning; Mr. Matthew Tirrell, Assistant Principal at Parmenter; we have roles changes Ms. Linda Ashley is taking over as Principal at Kennedy; Ms. Shannon Barca is taking the Principal position at Parmenter; Sara Klim is taking the Principal position at Jefferson. I am looking forward to working with all of them.

In the packet, please see all the professional staff we have hired throughout the district. I have listed all of those. We are in good shape to start the school year.

Dr. O'Malley - Thank you

**c. Handbooks**

Dr. Ahern – We are prepared to go through the changes and updates. Mr. Light will discuss changes for the district and policy. Then we will start with the high school, middle schools then the elementary schools.

Mr. Light – What we are trying to do is streamline the handbook process. We have three sections, they are district wide, level specific and are school specific practices. I am going to highlight the district wide policies.

The changes in the handbooks are the inclusion of the dress code policy, the homework policy and the new substance abuse policy. These policies are the ones that you have agreed on. This will all be included in all the handbooks. Paul Peri will talk about the high school handbook. There are minor changes in the elementary schools.

Mr. Peri - Thank you. No changes in section one. In section two, we have put the revised homework policy in here. In section three, that remains the same. I am happy to answer any questions.

Dr. Jewel - On the homework policy the intent we had, what do you feel the intent was and do you feel there is a change in what you will be doing?

Mr. Peri – Sure, you will see the spirit and intent behind the policy that our student come from complex homes and lives, they are stretched thin and the intent is to provide students in a meaningful way. The biggest change is the number of minutes for homework. The change is the removal of the number of minutes.

Dr. Jewell - That would be my intent is take the minutes out and let them learn and finish the assignments.

Dr. O'Malley – Questions, thoughts?

Mrs. Wittcoff - Thank you. We did use the new dress code during the course of last year and it was seamless by students and staff, it was quite successful. We did this last year. In terms of homework, we have had teacher teams work over the summer on plans looking at homework and we strive to make sure homework is reflective. We will work with families to help them and

students to alleviate any stress it may cause. We try to keep in mind a reasonable amount. We do not have our teachers give busy work. We offer homework clubs. We have seen an increased improvement in the quality of work. The technology has assisted the middle school students in completing assignment.

Dr. O'Malley - Questions, thoughts?

Mrs. Douglas - Are all the teachers working together to stagger out the exams and projects?

Mrs. Wittcoff – That is a great question. We are team based and they are able to meet, and share what they doing and when things are happening. They try to watch that calendar together. I could speak fairly confidently teachers are always looking to make sure they are not creating conflicts.

Dr. O'Malley - Thank you.

Mr. Peri – We have a few changes, in regards to tardies intervention can come into place and really help the students get into a great practice. We have changed that language for the tardy students. We want to help late students become more active in the school. We too have the homework policy. In terms of discipline, we added e cigarettes and we cannot have them in school or on buses. We tweaked the cell phone use, were sort of banned but they can use them with the teacher's discretion. We will work on that. We are embracing the technology with students and how to use that. We too have the dress code and will get the message out about that. We do have the highest enrollment in history 1,787 and we may get to 1,800. We will have an issue with parking. We will work with the hockey rink on parking and off campus parking which holds the same policy for all rules. Another change is that freshmen and sophomores will have class only banquets. It will allow students to spend more time with their direct classmates. On page 60, the athletics information has been updated and worked with the MIAA.

Dr. O'Malley - It is another universe at the high school. Please take a moment to read the handbooks.

Dr. Bergen – Just the wording in the middle school handbook, student absences, if the school has not received notification in three days of an

absence, that seems like a long time, the wording is confusing...so if something happens to the child, the wording seems confusing.

Mrs. Wittcoff – We call right away. Looking at the middle school handbook, what section?

Dr. Bergen - I am looking at the section, it seems confusing to me to wait.

Mr. Light - Do you have a page number?

Dr. Bergen - It is on page 23 or 24.

Mrs. Wittcoff - Very interesting. We need to look at that. I think the lawyers changed that.

Mr. Light - There is a legal requirement, there could be some legal jargon, we use instant notification, submitted to office and we send out REGROUP. Parents may not have responded and we want to catch parents who did not verify that their student is absent. I think this is referring to the follow up notification.

Mrs. Wittcoff – We asked parents to call for the safety of your students.

Mr. Light - I can tell you that is the legal language around the requirement.

Mrs. Schultz - Thank you for the process and the updated policies. In the handbook, it is grammatical; the school committee members are not listed alphabetically. Can we fix that?

Mrs. Bilello - I agree with Denise. Thank you. The format is so nice. In Google so you can pull up certain sections and have it be able to read easily for parents. This would be a great tool for parents to use. I was wondering if the technology department could do this.

Mr. Light- Yes, we are exploring to do this but we want to make sure it is translatable to all families. It is a multi-step process to translate. The website is limiting as well.

Mrs. Bilello – Can we send it two ways so they can access it easily? As long as they have the ability to have it translated.

Mr. Light – Yes, we can do that. You will like the district improvement plan because it will show technology improvements.

Mrs. Bilello – Great. We need to make sure it works with chrome.

Mr. Light – Yes, it will be part of the district improvement plan. Thank you for all the work you did on the handbooks. This is a significant amount of time to do this and get it right and do it well. The administrative team did a great job reviewing all these pages.

**d. Summer Professional Development Recap/ Sept. 1 Prof. Dev. Preview**

Dr. Ahern – We want to share with the community the professional development we have had for the teachers this year and a preview of the first professional development day being held on September 1.

Dr. Edwards – One of the things is we have teachers presenting at conferences. Over the last six or seven years, we have sent over 150 people to BLCs over the summer and we had John Leighton and Justin from Franklin High School present. We have sent nine teachers there as well to the BLC conference

Samantha Mandeville from HMMS participated in a national conference of geography. She's using mystery skype in the classroom and got a lot of positive tweets about her presentation.

We had a lot of administrators and teachers attend ED camps over the summer. They can pick and choose what they would like to attend.

Some administrators have been attending administrative professional days, one of the important initiatives is the World of Difference training and looking at being able to facilitate the peer-training program that is so key to this program.

Dr. Ahern is participating in Superintendent Induction program.

Mr. Light, Dr. Ahern and I were able to attend the Massachusetts Association of Superintendent Summer Institute. We had an opportunity to network with others.

We have a number of teachers doing administrative work and courses and licensure programs. We have three at the high school and some from Jefferson. Paul Peri has taught these leadership classes.

Massachusetts Secondary School Administrators Conferences was attended by our administrators.

Mary Cotillo and Erin O'Leary presented at the international literacy conference this summer. Erin also did a presentation in Foxboro, MA.

One teacher who is on the MCAS development and standards committee, Kim Nadreau, has worked on this over the summer. This is above and beyond what teachers can access through course reimbursement.

All teachers can access this through our professional development budget. We send out requests and then offer them approval for what professional development they would like to take.

That is our recap on summer development. Teachers and administrators do not take the summer off.

Dr. Bergen - We have a large number of people presenting at conferences all over, could we bring those people here to give recognition for what they are doing. It is such a big deal.

Dr. Edwards - I hope we did not miss anyone. Please let me know.

Dr. Jewell - The fact we have people going out and presenting, they have to learn on a higher level to teach a class. This shows our teachers are truly dedicated.

Dr. O'Malley - Thank you.

Dr. Edwards - September first will be the first professional day of the year, we have an extensive seven-page plan you can review in your packet. All teachers can spend a half-day with Jessica Minehan, author of the Behavior Code. This is a great SEL program. The other half is devoted to curriculum content.

Special Education will work in team-based work, and most schools will work with teachers on initiatives. Nurses will have work to start with and



learning and coordinating with the police and their policies. Most work is team based or curriculum based and everyone has something to do and somewhere to go.

Dr. O'Malley - That is an extensive day. A lot of work has gone on here that we are prepared. We all work hard over the summer. Very impressive. Thank you one and all.

### **BREAK AT 7:56**

### **3. Discussion only Items**

#### **Unified Basketball Proposal**

Dr. Ahern - For your discussion, there is a proposal from the high school to start a unified basketball program and to start this in conjunction with the unified track team. This builds on the success of the unified track team. It would run from September 13 to November 1, practicing twice a week. They want to play 6 to 8 games in total for students with disabilities and without disabilities. They would like to recruit 10 to 15 players. They will need busing, uniforms, and need equipment. They would follow the Franklin High School policy for teams. The expenses would be \$750 to \$1,000 for stipend and \$400 for team jerseys. The user fees will be \$100. A number of volunteers would be needed. The Athletic Director will provide supervision and they can earn varsity letters along with a banquet. This is for your discussion. We need to have you approve this program.

Dr. O'Malley - Do we have a unified track team this year?

Dr. Ahern – Yes.

Mrs. Scofield – It doesn't sound like a lot of money. Where does the money come from?

Dr. Ahern - The participant fees would offset some of the expenses, it could come as a cost to this district of several hundred dollars. The district would have to take from the athletic budget for the difference.

Mrs. Scofield - It is so little cost to have such a wonderful program.

Mrs. Bilello –This exemplifies the fact that Franklin does this and provides opportunities for other students. This is a great opportunity. Bravo to you.

Dr. O'Malley – Questions, thoughts?

### **Entry Plan**

Dr. Ahern – I am pleased to share the document for my entry plan. The idea is that this plan takes place over the next few months where I will report my findings in December. I am identifying patterns of schools that will help identify my goals. I will look at what are the growth patterns, the norms, values and expectations and goals of the community. I will collect data by listening, having focus groups and forums. I will also look at the schools and classrooms. I will reach out to everyone, starting with the School Committee and administrative teams also in working with parents and students this fall. I want to observe classrooms and students. I want to shadow students to see what their experience is like.

The documents will fall into areas of curriculum, instruction and assessment.

I will test my findings as I go along and then help determine the course ahead and the strategies in the years to come.

The process has already begun and I have been getting to know people in the district. As the process unfolds I will be sharing this with you and test my findings to get feedback and input. This will determine the course ahead. I intend to have a lot of visibility this fall and will continue throughout the year. I want to keep connected to everyone.

I am happy to take any questions or comments.

Mrs. Bilello - This is a great document. I like to see the feedback section. It is great to see that you will meet and work with the community. This will help schools work on improvement plans. Thank you for presenting this to us.

Dr. O'Malley - We would like to have you more available to the Franklin Public Schools and stakeholders than write reports.

Dr. Ahern - Thank you. I will be sharing this on the website.

### **District Improvement Plan 2017-2018**

Dr. O'Malley - We will be voting on this tonight.

Dr. Ahern - We added a little bit of specificity. This is the first time the district improvement plan has come before the School Committee. We added some of the materials we will need in the coming year and what we would be looking for. Then also based on a conversation we had in the fourth section, the last bullet in talking with Mr. Rapoza, we have some funding in place to revise and update websites. The town website was updated last year and is compatible with mobile devices and we want to be able to do that with the school websites.

Dr. O'Malley - Questions, thoughts?

### **Policy - First Reading - BEDB - Order of Business**

Dr. O'Malley - We will move forward with Policy Sub Committee and the order of business for school committee meetings. This is a better way to conduct business.

Mrs. Scofield - I was not at the meeting.

Mrs. Schultz - We want to look at the agenda and how it is run and how to change it to make it more efficient for the meetings. The policy before you is the best culmination of all the different agendas that we have seen and would be the best for us. We tried to shorten up the routine business, thinking of ways to engage our high school representatives. We had a discussion on presentation and formats going forward. The addition here is we added a discussion/action item on them. We can have a discussion and action all at once.

Dr. Ahern - It would bring clarity to the action making sure the motion is clear. If the motion changes with respect to your discussion, and it makes it clear.

Mrs. Schultz - We are not necessarily doing this but it would be the in our policy to access that. To have our sub committee updates, and list

the committees we have and who is giving the update is listed on the agenda.

Dr. Jewel – The only thing that we are not changing is the policy for documents that requires two meetings. It doesn't cover everything.

Dr. O'Malley - My understanding is that we will vote on this during the next meeting and it will be in effect the meeting after that.

Mrs. Billelo - We wanted to add liaisons or sub committees, we don't have to redo this? Was that for an example?

Mrs. Schultz– Maybe we should do that, add the list of sub committee. It is the will of the Chair to do that.

Dr. Ahern - We can list of the names of the committees.

Mrs. Billelo - That will allow changes. That works. Do we give that information to citizens comments, what are the rules and we don't often have them? But people have wanted to comment but unsure of the process and could we clarify that.

Mrs. Schultz - I agree with you on that. We should clear that up.

Dr. Ahern - We would add that as part of the back of the agenda.

Dr. Jewell - We kept that early on, so they can speak first and not have to speak wait until later and get nervous.

Steve Sherlock - As a citizen, could I comment? It is a good idea and it aligns with Town Council's agenda, which has a similar procedure. Good place for that to come up and allow citizens comments to come up during the meeting, allowing citizens to speak for those items. The other piece is the clarification of sharing the documents before hand; the public does not get the documents. It has been an issue to share this information. If you bring a proposal forward, you need to provide those documents. But as general rule, having those drafts, for anything and for the public so they are digesting what is being proposed and gets that engagement.

Dr. O'Malley - We put the agenda out, maybe we can do that.

Dr. Ahern - Yes, we can talk about that. We can make it more readily available.

Mrs. Schultz - That has been one of my frustrations, updating websites and being in limbo. It is not clear as to where that lies. We need to have a cleaner process. We need to share the documents to everyone.

Dr. Jewel - Any policy changes we try to hold meetings beforehand, we need input before the meeting.

Dr. Ahern - There are some technical details that I want to look into with respect to the website and how it gets posted.

Mrs. Schultz - Dr. Ahern, I sent you a town council agenda is the sort of thing I would like to send out. We should do the same to engage our community more.

Dr. O'Malley - Let's look at that and talk some more about that. Questions or thoughts? Thank you Steve for your input.

#### **4. Action Items:**

- a. I recommend the adoption of the ECDC Student/Parent Handbook as presented.  
Motion: Dr. Bergen  
Approve: 7  
Second: Dr. O'Malley  
Oppose: 0
- b. I recommend the adoption of the Davis Thayer Student/Parent Handbook as presented.  
Motion: Mrs. Schofield  
Approve: 7  
Second: Dr. O'Malley  
Oppose: 0
- c. I recommend the adoption of the Jefferson Student/Parent Handbook as presented.  
Motion: Dr. Bergen  
Approve: 7  
Second: Dr. O'Malley  
Oppose: 0
- d. I recommend the adoption of the Kennedy Student/Parent Handbook as presented.  
Motion: Mrs. Schofield  
Approve: 7  
Second: Dr. O'Malley  
Oppose: 0
- e. I recommend the adoption of the Keller Student/Parent Handbook as

- presented.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- f. I recommend the adoption of the Oak Street Student/Parent Handbook as presented.  
Motion: Mrs. Schofield Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- g. I recommend the adoption of the Parmenter Student/Parent Handbook as presented.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- h. I recommend the adoption of the Horace Mann Student/Parent Handbook as presented.  
Motion: Mrs. Schofield Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- i. I recommend the adoption of the Remington Student/Parent Handbook as presented.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- j. I recommend the adoption of the Annie Sullivan Student/Parent Handbook as presented.  
Motion: Mrs. Schofield Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- k. I recommend the adoption of the Franklin High Student/Parent Handbook as presented.  
Motion: Mrs. Schofield Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- l. I recommend the acceptance of two checks totaling \$1012.89 for the Davis Thayer PCC for supplemental supplies as detailed.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- m. I recommend approval of Unified Basketball proposal as discussed.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- n. I recommend acceptance of a check for \$500.00 from the Oak Street 5<sup>th</sup> Grade Class for in-house enrichment.  
Motion: Dr. Bergen Second: Dr. O'Malley  
Approve: 7 Oppose: 0
- o. I recommend approval of the 2017-2018 District Improvement Plan as discussed.

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|--------------------|----------------------|
| Motion: Dr. Bergen | Second: Dr. O'Malley |
| Approve: 7         | Oppose: 0            |
- p. I recommend approval of moving policy BEDB – Order of Business  
to a second reading
- |                    |                      |
|--------------------|----------------------|
| Motion: Dr. Bergen | Second: Dr. O'Malley |
| Approve: 7         | Oppose: 0            |

## **5. Information matters**

### **Superintendent's Report**

Dr. Ahern - I wanted to report on the leadership retreat. Please see the agenda for the retreat. We focused on core values. We talked about core values, about the district's culture, which will be a theme for all year. We discussed welcoming our students back to school. We went on to discuss respect as the topic this year and our district improvement plan. We kicked off new teacher orientation today. They received their laptops. They will take a bus tour of Franklin and visit all the schools. They will work with the Franklin Educator's Association.

### **School Committee Sub Committee Reports**

Mrs. Scofield – We will have a meeting on policy on August 30, 2017 at 7:00 at the town hall on the third floor

Mrs. Schultz – We have ideas for coffees in September and October, we are trying to get a booth at the farmer's market and working on a booth at the Franklin Harvest Fair, October 14.

Dr. O'Malley - That is a great idea

Mrs. Schultz - We will get our newsletter out after the school year starts.

Dr. O'Malley - The budget committee is getting ready to have workshops for the budget.

Dr. Bergen - We would like a new sub committee, and advocacy group, that we are public school and we educate all the students all of these unfunded mandates fall on our schools and we are struggling to find people. This committee would advocate for public schools and keep

us updated with all the state and local guidelines and all public schools. The committee will provide updates on actions that have been taken and also teaming up with area school committee people to help us. We also would like an ad hoc committee to help the superintendent's evaluation process and we follow all the guidelines and goals appointed by the Chair.

Dr. O'Malley – Dr. Ahern, will you put that on the agenda.

**School Committee Liaison Reports**

Mrs. Schultz – We discussed that liaison work as important or is it a separate committee?

Dr. Ahern - I will bring the meeting information to you in November to the Committee as well.

Dr. O'Malley - Thank you.

**6. New Business:**

**None**

**7. At 8:37 P.M. Dr. O'Malley made a motion to Adjourn from Open Session and go into Executive Session – Mrs. Schultz seconded. Will not be returning to Open session.**

**Roll call vote: Dr. O'Malley-yes; Dr. Bergen-yes; Ms. Bilello-yes; Ms. Douglas-yes; Dr. Jewell-yes; Ms. Schultz-yes; Ms. Scofield-yes.**

Respectfully Submitted,

Beth Simon

Agenda 8-22-17.pdf  
August 8, 2017 SCMinutes-DRAFT  
Payroll Warrant #1803 summary.pdf  
Payroll Warrant #1803.pdf  
FPS Summary & Sign Off.doc  
SCWarranto80317.pdf  
SCWarranto81017.pdf  
New Hires



Copy of ECDC Handbook 2017-18 Final  
Copy of ASMS - Handbook 2017-2018 Final 8 15 17.docx  
Copy of Davis Thayer Family Handbook 2017-18  
Copy of FHS Student Handbook 2017-18  
Copy of FINAL Jefferson Elementary School 2017-2018 student & family handbook  
Copy of Final Keller student & family handbook 17-18  
Copy of HMMS Handbook 2017-18  
Copy of JFK Final 2017-2018 Elementary Handbook  
Copy of Parmenter Student/family Handbook 17-18  
Copy of Remington Handbook 2017-2018 final  
Copy of Revised Oak Street Elementary School 2017-2018  
Professional Development September 1, 2017  
Summer 2017 Professional Development for Teachers and Administrators  
1. Unified Basketball Proposal  
2. Entry Plan.pdf  
3. Copy of Revised District Improvement Plan 2017-18  
4. Current - Policy BEDB - Order of Business  
4. Proposed - Policy BEDB - Order of Business  
ActionA.pdf  
ActionB.pdf  
ActionC.pdf  
ActionD.pdf  
ActionE.pdf  
ActionF.pdf  
ActionG.pdf  
ActionH.pdf  
ActionI.pdf  
ActionJ.pdf  
ActionK.pdf  
ActionL.pdf  
ActionM.pdf  
ActionN.pdf  
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