STATE OF FLORIDA AUDITOR GENERAL

Operational Audit

Report No. 2027-034
October 2026

ST. JOHNS COUNTY
DISTRICT SCHOOL BOARD



Sherrill F. Norman, CPA
Auditor General

Board Members and Superintendent

During the 2025-26 fiscal year, Dr. Brennan Asplen served as Superintendent of the St. Johns County Schools and the following individuals served as School Board Members:

	District No.
Beverly Slough	1
Anthony Coleman Sr., Chair through 11-17-25	2
Jennifer Collins, Chair from 11-18-25, Vice Chair through 11-17-25	3
Kelly Barrera, Vice Chair from 11-18-25	4
Dr. Linda Thomson	5

The Auditor General conducts audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

The team leader was Adeyemi Olaogun, CPA, and the audit was supervised by Ivo N. Njabe, CPA.

Please address inquiries regarding this report to Edward A. Waller, CPA, Audit Manager, by e-mail at tedwaller@aud.state.fl.us or by telephone at (850) 412-2887.

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ST. JOHNS COUNTY DISTRICT SCHOOL BOARD

SUMMARY

This operational audit of the St. Johns County School District (District) focused on selected District processes and administrative activities and included a follow-up on findings noted in our report No. 2024-073. Our operational audit disclosed the following:

Finding 1: The Board entered into a guaranteed maximum price (GMP) contract with a construction management entity (CME) for a project with costs totaling $19.1 million. However, District personnel did not document verification, before payments were made, that CME GMP contract amounts for subcontractor services agreed with CME pay requests and subcontractor bid award and contract amounts, and we found instances that the information did not agree.

Finding 2: As similarly noted in our report No. 2024-073, District controls over required ethical conduct training could be improved.

Finding 3: Contrary to State law, the Board did not employ an internal auditor. State law requires school districts that receive annual Federal, State, and local funds in excess of $500 million to employ an internal auditor and District receipts exceeded that threshold in both the 2024-25 and 2023-24 fiscal years.

Finding 4: The District did not always promptly cancel purchasing cards when cardholders separated from District employment.

BACKGROUND

The St. Johns County School District (District) is part of the State system of public education under the general direction of the Florida Department of Education and is governed by State law and State Board of Education rules. Geographic boundaries of the District correspond with those of St. Johns County. The governing body of the District is the St. Johns County District School Board (Board), which is composed of five elected members. The appointed Superintendent of Schools is the Executive Officer of the Board. During the 2025-26 fiscal year, the District operated 50 schools, including 47 elementary, K-8, middle, high, virtual, and alternative schools; 1 technical college; 2 juvenile justice programs; sponsored 4 charter schools; and reported 56,256 unweighted full-time equivalent students.

FINDINGS AND RECOMMENDATIONS

Finding 1: Monitoring Construction Pay Requests

Under the construction management entity (CME) process, contractor profit and overhead are contractually agreed upon, and the CME is responsible for all scheduling and coordination in both the design and construction phases and for the successful, timely, and economical completion of the construction project. The CME may be required to offer a guaranteed maximum price (GMP) contract, which allows for the difference between the actual cost of the project and the GMP amount, or net cost savings, to be returned to the District. To ensure potential savings in material and labor costs and prevent

cost overruns or other impediments to successful completion of GMP contracts, it is important that District personnel verify that CME pay requests agree with supporting documentation, such as subcontractor information on GMP contracts and subcontractor bid awards and contracts, before payments are made.

The Board entered into a GMP contract with a CME to renovate Hastings High School for $19.1 million, including $15.6 million for subcontractor services provided by 24 subcontractors. Through June 2026, the District made payments totaling $4.8 million to the CME for the renovation, including $3.9 million for subcontractor services. According to District records, District personnel attended the subcontractor bid openings and verified that CME pay requests and related payments were mathematically accurate and did not exceed the GMP contract amount. Additionally, District personnel indicated that they compared CME pay requests with subcontractor contracts; however, although we requested, District records were not provided to document the comparisons or whether any differences existed.

As part of our audit, we requested and District personnel obtained the 7 subcontractor bid awards and contracts related to the subcontractor service costs totaling $3.9 million. We found that, through June 2026, the GMP contract amounts for 6 of the 7 subcontractors[1] were a total of $302,749 less than the CME pay request and District payment amounts, and applicable subcontractor bid award and contract amounts. For the other subcontractor,[2] the GMP contract amount was $78,010 more than the CME pay request and District payment amounts, and applicable subcontractor bid award and contract amounts.

District personnel believed that cost savings from subcontractor services could be used to offset cost overruns on others, provided that the overall GMP contract amount was not exceeded. However, without documenting whether GMP contract amounts for subcontractor services were consistent with CME pay requests and applicable subcontractor bid awards and contracts, the District's ability to effectively monitor subcontractor service costs was limited. Absent effective controls over CME subcontractors, there is an increased risk that the services may not be obtained at the lowest cost consistent with acceptable quality, that CME pay requests may include inaccurate subcontractor costs, and that the maximum cost savings may not be achieved under the GMP contract process.

Recommendation: To ensure that the District realizes maximum cost savings under GMP contracts, District records should be maintained to demonstrate, before payments are made, that subcontractor information on CME pay requests and GMP contracts agree with subcontractor bid awards and related contracts or appropriate justification if the information does not agree. Additionally, the District should document justification for the differences between the GMP contract and subcontractor bid awards and related contracts or consult legal counsel whether the GMP and subcontractor contract amounts should be adjusted based on the subcontractor bid award amounts.

Finding 2: Ethical Conduct Training

State law[3] requires the Board to adopt policies establishing standards of ethical conduct for educational support employees, instructional personnel, administrative personnel, and school officers, as defined in State law.[4] Such policies must require the individuals to complete training on the standards and establish

[1] Includes electrical, sitework, concrete, windows, demolition, and abatement work.
[2] Includes fence and gate work.
[3] Section 1001.42(6), Florida Statutes.
[4] Section 1012.01, Florida Statutes.

the duty and procedures for reporting alleged misconduct by other individuals which affects the health, safety, or welfare of a student.

The Board adopted standards of ethical conduct[5] that require all employees and school officers to annually complete online training on the standards. However, the District did not assign anyone responsibility for monitoring and documenting verification that the training was completed. As of May 15, 2026, 1,650 (23 percent) of the 7,281 individuals had not completed the required training. In response to our inquiry, District personnel indicated that the online reporting system transmits automatic updates monthly to staff members identifying the ethical conduct training courses not completed through the online system; however, many of them did not complete the required training due to a technical system assignment error.

Without effective controls documenting verification that the required training is completed, the District cannot demonstrate compliance with State law and District personnel may be unaware of District ethical conduct standards and their responsibility to report alleged misconduct or abuse affecting the health, safety, or welfare of a student. A similar finding was noted in our report No. 2024-073.

Recommendation: The District should assign responsibility for monitoring and documenting verification that each employee completed the required training.

Finding 3: Internal Audit Function

State law[6] requires that school districts receiving annual Federal, State, and local funds in excess of $500 million employ an internal auditor. The internal auditor must perform ongoing financial verification of the financial records of the school district, a comprehensive risk assessment of all areas of the school system every 5 years, and other audits and reviews as the Board directs.

Our examination of District records disclosed that, although Federal, State and local funds revenue totaled $631 million and $640 million for the 2024-25 and 2023-24 fiscal years, respectively, the Board had not employed an internal auditor. In response to our inquiry, District personnel stated that they were previously unaware of the internal auditor requirement and that the District plans to contract with an external audit firm to meet the necessary requirements.

Absent employment of an internal auditor, the District cannot demonstrate compliance with State law and there is increased risk that control weaknesses may go undetected leading to potential financial losses, compliance issues, fraud, or operational inefficiencies.

Recommendation: When the District receives annual Federal, State, and local funds in excess of $500 million, the Board should employ an internal auditor in accordance with State law.

Finding 4: Purchasing Cards

The District uses purchasing cards (P-cards) to provide a cost-effective, convenient, and decentralized method for employees to make purchases on behalf of the District. According to the District *P-card Manual*, the P-card administrator is responsible for administering the P-card program, including canceling

[5] Board Policy No. 6.106, *Expectation of Ethical Conduct for Instructional and Administrative Personnel.*

[6] Section 1001.42(12)(l), Florida Statutes.

the P-cards of employees who separate from District employment, and department supervisors are responsible for notifying the P-card administrator when a cardholder separates from District employment. Timely cancellation of P-cards when a cardholder separates from employment is essential to prevent misuse.

For the period July 2025 through May 2026, District P-card expenditures totaled $6.3 million and 442 P-cards were in use. As part of our audit, we examined District records for the 37 cardholders who separated from District employment and found that 11 P-cards were not canceled until 11 to 58 days, or an average of 28 days, after the cardholders' employment ended.

According to District personnel, the untimely P-card cancellations occurred because department supervisors did not promptly notify the P-card administrator about the cardholders' employment separations. While our examination of P-card activity for the employees who separated from District employment did not disclose any inappropriate expenditures, the untimely cancellation of P-card privileges increases the risk for P-cards to be misused and may limit the District's ability to satisfactorily resolve charges resulting from such misuse.

Recommendation: The District should strengthen procedures to demonstrate that P-cards are promptly canceled when a cardholder separates from employment. Such procedures should include targeted P-card training for department supervisors, emphasizing the critical importance of promptly notifying the P-card administrator when a cardholder separates from District employment.

PRIOR AUDIT FOLLOW-UP

The District had taken corrective actions for findings included in our report No. 2024-073, except that Finding 2 was also noted in that report as Finding 2.

OBJECTIVES, SCOPE, AND METHODOLOGY

The Auditor General conducts operational audits of governmental entities to provide the Legislature, Florida's citizens, public entity management, and other stakeholders unbiased, timely, and relevant information for use in promoting government accountability and stewardship and improving government operations.

We conducted this operational audit from March 2026 through July 2026 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

This operational audit focused on selected District processes and administrative activities. For those areas, our audit objectives were to:

- Evaluate management's performance in establishing and maintaining internal controls, including controls designed to prevent and detect fraud, waste, and abuse, and in administering assigned responsibilities in accordance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines.

- Examine internal controls designed and placed in operation to promote and encourage the achievement of management's control objectives in the categories of compliance, economic and efficient operations, reliability of records and reports, and safeguarding of assets, and identify weaknesses in those controls.
- Determine whether management had taken corrective actions for findings included in our report No. 2024-073.
- Identify statutory and fiscal changes that may be recommended to the Legislature pursuant to Section 11.45(7)(h), Florida Statutes.

This audit was designed to identify, for those areas included within the scope of the audit, weaknesses in management's internal controls significant to our audit objectives; instances of noncompliance with applicable laws, rules, regulations, contracts, grant agreements, and other guidelines; and instances of inefficient or ineffective operational policies, procedures, or practices. The focus of this audit was to identify problems so that they may be corrected in such a way as to improve government accountability and efficiency and the stewardship of management. Professional judgment has been used in determining significance and audit risk and in selecting the particular transactions, legal compliance matters, records, and controls considered.

As described in more detail below, for those programs, activities, and functions included within the scope of our audit, our audit work included, but was not limited to, communicating to management and those charged with governance the scope, objectives, timing, overall methodology, and reporting of our audit; obtaining an understanding of the program, activity, or function; identifying and evaluating internal controls significant to our audit objectives; exercising professional judgment in considering significance and audit risk in the design and execution of the research, interviews, tests, analyses, and other procedures included in the audit methodology; obtaining reasonable assurance of the overall sufficiency and appropriateness of the evidence gathered in support of our audit findings and conclusions; and reporting on the results of the audit as required by governing laws and auditing standards.

Our audit included the selection and examination of transactions and records, as well as events and conditions, occurring during the 2025-26 fiscal year audit period, and selected District actions taken prior and subsequent thereto. Unless otherwise indicated in this report, these records and transactions were not selected with the intent of statistically projecting the results, although we have presented for perspective, where practicable, information concerning relevant population value or size and quantifications relative to the items selected for examination.

An audit by its nature does not include a review of all records and actions of management, staff, and vendors, and as a consequence, cannot be relied upon to identify all instances of noncompliance, fraud, waste, abuse, or inefficiency.

In conducting our audit, we:

- Reviewed applicable State laws, State Board of Education (SBE) rules, Board policies, District procedures, and other guidelines, and interviewed District personnel to obtain an understanding of applicable processes and administrative activities and the related requirements.
- Evaluated District procedures for maintaining and reviewing employee access to information technology (IT) data and resources. From the 627 IT users with access privileges to District enterprise resource planning system finance and human resources (HR) applications, we examined District records for 30 selected users to evaluate the appropriateness and necessity of

the access privileges based on employee job duties and user account functions and whether the access privileges prevented the performance of incompatible duties.

- Evaluated District procedures to prohibit former employee access to electronic data files. Specifically, we examined District records supporting selected user access privileges for the 406 employees who separated from District employment during the period July 1, 2025, through April 2, 2026, to determine whether the access privileges were promptly deactivated.
- Examined District records and evaluated District procedures for managing personally owned mobile devices connecting to the District's network.
- Examined District records and inquired of District personnel to determine whether the District had expenditures or entered into any contracts under the authority granted by a state of emergency declared or renewed during the audit period.
- From the population of 494 public records requests received during the period July 2025 through May 2026, examined District records for 31 selected public records requests to determine whether the District had established effective controls to demonstrate compliance with Section 119, Florida Statutes.
- From the population of expenditures totaling $104.9 million and transfers totaling $23.3 million during the audit period from nonvoted capital outlay tax levy proceeds and other restricted capital project funds, examined documentation supporting selected expenditures totaling $4 million and the transfers to determine District compliance with the restrictions imposed on the use of these resources, such as compliance with Section 1011.71(2), Florida Statutes.
- From the population of $6.4 million total expenditures from workforce education program funds for the period July 2025 through April 2026, selected 30 expenditures totaling $1.1 million and examined supporting documentation to determine whether the District used the funds for authorized purposes (i.e., not used to support K-12 programs or District K-12 administrative costs).
- From the population of 412 industry certifications eligible for the audit period performance funding, examined 30 selected certifications and related support to determine whether the District maintained documentation for student attainment of the industry certifications.
- Examined District records supporting 4,568 reported instructional hours for 30 selected students from the population of 59,514 instructional hours reported for 459 adult general education students during the audit period to determine whether the District reported the instructional hours in accordance with SBE Rule 6A-10.0381, Florida Administrative Code.
- Examined the District Web site to determine whether the proposed, tentative, and official budgets for the audit period were prominently posted pursuant to Section 1011.035(2), Florida Statutes. In addition, we determined whether the District Web site contained, for each public school within the District and for the District, the required graphical representations of summary financial efficiency data and fiscal trend information for the previous 3 years, and a link to the Web-based fiscal transparency tool developed by the Florida Department of Education (FDOE).
- Reviewed organizational charts, audit plans, and audit agendas to determine whether the Board employed an internal auditor during the audit period and whether the internal auditor reported directly to the Board or its designee as required by Section 1001.42(12)(l), Florida Statutes, and performed the duties specified in that section.
- From the population of 418 District bus drivers and attendants, examined Florida Department of Highway Safety and Motor Vehicles and District records as of April 2026 for 30 selected employees to determine whether District procedures were adequate to ensure that District employees were properly licensed and monitored in compliance with SBE Rule 6A-3.0141, Florida Administrative Code and Board policies.

- From the compensation payments totaling $381 million to 7,275 employees during the period July 2025 through April 2026, examined District records supporting compensation payments totaling $115,239 to 30 selected employees to determine whether the rate of pay complied with the Board-approved salary schedule and whether supervisory personnel reviewed and approved employee reports of time worked.
- Determined whether the appointed Superintendent's compensation for the audit period was in accordance with Section 1001.50, Florida Statutes, and Board policies.
- Evaluated Board policies and District procedures addressing the ethical conduct of school personnel, including reporting responsibilities related to employee misconduct which affects the health, safety, or welfare of a student, and the investigation responsibilities for all reports of alleged misconduct to determine whether those policies and procedures were effective and sufficient to ensure compliance with Section 1001.42(6) and (7)(b)3., Florida Statutes.
- Evaluated the effectiveness of Board policies and District procedures for reporting to the FDOE personnel subject to the disqualification list in accordance with SBE Rule 6A-10.084, Florida Administrative Code.
- From the 33 significant construction projects with contracts totaling $405.2 million, selected 2 competitive bid and 1 guaranteed maximum price construction projects with contracts totaling $120 million and $19.1 million, respectively, and examined documentation for selected project expenditures totaling $2.9 and $4.8 million, respectively, to determine compliance with Board policies, District procedures, and applicable provisions of State law and rules. Specifically, we examined District records to determine whether:
    - The construction manager was properly selected pursuant to Section 255.103, Florida Statutes.
    - District personnel properly monitored subcontractor selections and licenses.
    - The architects were properly selected pursuant to Section 287.055, Florida Statutes, and adequately insured.
    - Appropriate Board policies and District procedures addressing the negotiation and monitoring of general conditions costs had been established.
    - Documentation supporting the selected payments was sufficient and complied with the contract provisions.
    - The projects progressed as planned consistent with established benchmarks, and were cost effective, and the contractors performed as expected.
    - The District made use of its sales tax exemption to make direct purchases of materials or documented justification for not doing so.
    - The construction contract change orders were properly approved pursuant to Section 1013.48, Florida Statutes.
- Reviewed the District's 5-year facilities work plan for the audit period and determined whether the District maintained records that supported the information reported in the plan.
- Pursuant to Section 1013.64(6)(d)2., Florida Statutes, obtained from the FDOE the 2025 cost of construction reports of District student station costs. From the population of three construction projects completed during the 2025 calendar year, we examined District records for one selected project to determine whether the District accurately reported student station costs and complied with the student station cost limits established by Section 1013.64(6)(b)1., Florida Statutes.
- Examined District records to determine whether the Board had adopted appropriate school safety policies and the District implemented procedures to ensure the health, safety, and welfare of students and compliance with Sections 1006.07, 1006.12, and 1011.62(12), Florida Statutes.

- Examined District records to determine whether the Board had adopted appropriate mental health awareness policies and the District had implemented procedures to promote the health, safety, and welfare of students and ensure compliance with Sections 1012.584 and 1011.62(13), Florida Statutes, and SBE Rule 6A-1.094124, Florida Administrative Code.
- From the population of purchasing card (P-card) expenditures totaling $6.3 million during the period July 2025 through May 2026, examined documentation supporting 31 selected expenditures totaling $61,840 to determine whether P-cards were administered in accordance with Board policies and District procedures. We also determined whether the District promptly canceled the P-cards for the 37 cardholders who separated from District employment during that period.
- Examined District records for the audit period to determine whether District procedures were effective for timely distributing the correct amount of local capital improvement funds to the District's charter schools, pursuant to Section 1013.62(3), Florida Statutes.
- Determined whether non-compensation expenditures were reasonable, correctly recorded, adequately documented, for a valid District purpose, properly authorized and approved, and in compliance with applicable State laws, SBE rules, contract terms and Board policies; and applicable vendors were properly selected. Specifically, from the population of non-compensation expenditures totaling $242 million during the period July 2025 through April 2026, we examined documentation supporting 30 selected payments for general expenditures totaling $13 million.
- Examined District records for the audit period to determine whether District procedures ensured that vendor and employee information changes, such as address and bank information changes, were properly authorized, documented, and verified before payments were made.
- Communicated on an interim basis with applicable officials to ensure the timely resolution of issues involving controls and noncompliance.
- Performed various other auditing procedures, including analytical procedures, as necessary, to accomplish the objectives of the audit.
- Prepared and submitted for management response the findings and recommendations that are included in this report and which describe the matters requiring corrective actions. Management's response is included in this report under the heading ***MANAGEMENT'S RESPONSE***.

AUTHORITY

Section 11.45, Florida Statutes, requires that the Auditor General conduct an operational audit of each school district on a periodic basis. Pursuant to the provisions of Section 11.45, Florida Statutes, I have directed that this report be prepared to present the results of our operational audit.



Sherrill F. Norman, CPA
Auditor General

Dr. Brennan Asplen
Superintendent of Schools

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SCHOOL BOARD

Beverly Slough
District 1

Anthony E. Coleman Sr.
District 2

Jennifer Collins
District 3

Kelly Barrera
District 4

Dr. Linda Thomson
District 5

October 16, 2026

Ms. Sherrill F. Norman, CPA
State of Florida Auditor General
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111 West Madison Street
Tallahassee, FL 32399-1450

Re: St. Johns County School District's Written Response to the Operational Audit Findings for the fiscal year ended June 30, 2026.

Dear Ms. Norman:

Thank you for communicating a list of audit findings and recommendations arising from the operational audit of the St. Johns County District School Board (the District) for the fiscal year ended June 30, 2026.
The responses are as follows:

Finding 1: **Monitoring Construction Pay Requests:** The Board entered into a guaranteed maximum price (GMP) contract with a construction management entity (CME) for a project with costs totaling $19.1 million. However, District personnel did not document verification, before payments were made, that CME GMP contract amounts for subcontractor services agreed with CME pay requests and subcontractor bid award, and contract amounts, and we found instances that the information did not agree.

Recommendation: To ensure that the District realizes maximum cost savings under GMP contracts, District records should be maintained to demonstrate, before payments are made, that subcontractor information on CME pay requests and GMP contracts agree with subcontractor bid awards and related contracts or appropriate justification if the information does not agree. Additionally, the District should document justification for the differences between the GMP contract and subcontractor bid awards and related contracts or consult legal counsel whether the GMP and subcontractor contract amounts should be adjusted based on the subcontractor bid award amounts.

Response: The District acknowledges that it did not adequately present the evidence of this review process during the audit. Review communications and supporting payment and change documentation were retained, but the District had not formalized its established workflow in a concise written standard operating procedure (SOP).

Following discussion with the auditors, the District will develop and implement a concise written SOP that includes a review checklist describing its pay-application review procedures. This will formalize the existing review steps and responsibilities and help future auditors connect the procedures with the supporting communications and payment records.

Finding 2: Ethical Conduct Training: As similarly noted in our report No. 2024-073, District controls over required ethical conduct training could be improved.

Recommendation: The District should assign responsibility for monitoring and documenting verification that each employee completed the required training.

Response: Following further analysis of the 2025–26 Ethics course data conducted the District has determined that the initial figures reflect a technical system assignment error.

The District maintains an active monitoring workflow overseen by the HR Program Specialist. Throughout the fall semester, the Program Specialist provided school secretaries and department leaders with lists of employees who had not yet finished their videos. This was paired with automated reminder emails sent directly to individual employees, which continued on a rolling basis until the training was completed. To resolve the technical error and maintain accountability, the District has implemented the following corrective measures. IT and HR System Correction: The Program Specialist collaborated directly with the IT department to fix the system mapping error. Universal Assignment Verification: Procedures have been established to ensure that all existing employees and new hires are accurately and automatically assigned the New Custom Ethics course for the 2026–27 school year. Continuation of Monitoring Protocols: The established oversight framework—featuring automated employee reminders and regular tracking lists sent to school secretaries and department leaders—will remain active to ensure proactive compliance tracking.

Finding 3: Internal Audit Function: Contrary to State law, the Board did not employ an internal auditor. State law requires school districts that receive annual Federal, State, and local funds in excess of $500 million to employ an internal auditor and District receipts exceeded that threshold in both the 2024-25 and 2023-24 fiscal years.

Recommendation: When the District receives annual Federal, State, and local funds in excess of $500 million, the Board should employ an internal auditor in accordance with State law.

Response: The St. Johns County School District is currently seeking information from other Florida school district third party internal auditor vendors to provide this service. The St. Johns County School District will retain an internal auditor to comply with State law.

Finding 4: Purchasing Cards: The District did not always promptly cancel purchasing cards when cardholders separated from District employment.

Recommendation: The District should strengthen procedures to demonstrate that P-cards are promptly canceled when a cardholder separates from employment. Such procedures should include targeted P-

card training for department supervisors, emphasizing the critical importance of promptly notifying the P-card administrator when a cardholder separates from District employment.

Response: Although there were no fraudulent purchases identified, the District has already implemented procedures to ensure and document the timely cancellation of purchasing cards when a cardholder separates from employment. These enhancements include automated digital notifications through the District's Enterprise Resource Planning (ERP) system, reducing the reliance on paper-based separation forms. The revised process provides a timelier and more verifiable method for identifying employee separations and initiating purchasing card cancellations.

Please feel free to contact my office if you have any questions concerning these matters.

Sincerely,

Dr. Brennan Asplen
Superintendent
St. Johns County School District

cc: School Board Members
Cabinet Members