21st CENTURY SCHOOLS BOND ADVISORY COMMITTEE MEETING MINUTES – March 6, 2018

The 21st Century Schools Bond Advisory Committee (Committee) met on March 6, 2018 in Conference Room 916 of the School Board Administration Building. Chairman Martinez called the meeting to order at 3:00 p.m.

Committee Members Mr. Roberto Martinez Ms. Cindy Lerner Mr. Francis Ragoo Mr. Anthony Dawsey Mr. Juan Del Busto Dr. Jaap Donath Mr. T. Willard Fair Dr. Sean Foreman	Mr. Frank Bolanos Mr. Alfred Billings Mr. Jack Lowell Ms. Gepsie Metellus Rev. Guillermo Revuelta Ms. Carol Graham Wyllie Ms. Julie Williamson Mr. Alvin Gainey	Ex-Officio Non-Voting Members Mr. Jaime G. Torrens Ms. Mary Cagle Mr. Ron Steiger Committee Alternates Ms. Diana Urbizu Mr. James F. Murley
Miami-Dade County Pul Mr. Lawrence Feldman, Board Member Mr. Alberto M. Carvalho Chief Ian Moffett Mr. Carl Nicoleau Ms. Tabitha Fazzino Ms. Ana Rijo-Conde Mr. Raul F. Perez Mr. Tony Vu	Ms. Dalia Rosales Ms. Dalia Rosales Mr. Jerald Blumstein Ms. Maria Noya Mr. Thomas Knigge Mr. John-Philip lafelice Mr. Edwin Lopez Ms. Lisa Martinez Mr. Rick Yanez	Other Attendees Mr. Glen White Recording Secretary Ms. Erika Duarte

Mr. Martinez called the meeting to order. He welcomed the Committee and apologized for his absence at the previous meeting.

Mr. Martinez requested a motion to approve the minutes of the December 12, 2017 meeting. The motion was made by Mr. Juan Del Busto, seconded by Ms. Cindy Lerner, and passed unanimously.

Mr. Martinez introduced Mr. Jaime Torrens, Chief Facilities Officer, who welcomed the Committee and advised that Vice Chairman Lerner would be discussing an item later in the meeting.

Mr. Torrens provided a GOB Project Update, as follows:

Year 1:

68 of 68 projects completed

Year 2:

- 79 projects:
 - 71 projects completed

Year 3:

- 54 projects:
 - 24 projects completed

Year 4:

• 50 projects, with 30 projects in design

Mr. Lowell inquired about the timeline for the Coral Gables High School project, and requested a brief update. Mr. Torrens advised that the project funding was in Year 3. After a thorough assessment, the District formulated an approach to the project that best reflects the different ages of the building inventory at the campus and the differing needs. The District is proposing the replacement of two of the older buildings with a new building, and that will be rolled out to the community later in the month. This approach was also discussed with the Manager and senior staff of the City of Coral Gables. Mr. Torrens explained that GOB funding will be used for the new building, and that the District would be seeking additional non-GOB funding for renovation work on the remaining buildings.

Mr. Lowell asked about the process to secure financial resources outside of the GOB program. Mr. Torrens advised that this would be incorporated in the five year planning process, based on available new revenue, with the final plan to be presented to the Board in September for their approval. Additionally, as in the past, one or more recommendations could be presented to this committee for reallocation of other available GOB funding. Mr. Lowell asked for a timeline based on the fact that this process requires endorsement from the Board, which won't transpire until September. Mr. Torrens responded that work on the replacement piece will commence prior to then because it doesn't require Board approval as the the funding is in place. Mr. Torrens assured that the District can start work there immediately. Mr. Lowell stressed the importance of this project's timeframe and referred to the parents and community. Mr. Torrens noted that he and his staff met with the City leadership and discussed project phasing to achieve the best possible improvement outcome.

Ms. Cindy Lerner shared a similar concern regarding Miami Palmetto Senior High School's timeframe and community concerns. Mr. Torrens made reference to a future community town hall meeting, anticipated to take place before the District beaks for Spring Recess. He urged the importance of getting the message out to the community.

Mr. Ragoo expressed a concern which he wasn't sure was appropriate to this forum regarding Golden Glades Elementary, an under enrolled school, specifically that it lacked a functioning copy machine. He inquired about the timeline as it relates to Golden Glades Elementary. Mr. Torrens indicated he was not aware of the copy machine deficiency. He then assured Mr. Ragoo that no change has been made to this school's funding for the GOB work. Mr. Torrens mentioned that discussion on school closures or anything of that

nature goes through a different process. Mr. Ragoo asked for a timeline for said work. Mr. Torrens advised he can provide a timeline at the end of the presentation.

Mr. Del Busto inquired about the Year 2 projects which aren't considered substantially completed and whether they would be considered on target of considered delayed. Mr. Torrens explained to the Committee that the original roll out for the Bond was Year 1, however that was actually the year in which the bond was passed; 2012. 2012 was technically considered Year 1 because the District committed that by the end of the 2012-13 fiscal year, the District would have the funding allocated for Year 1 projects. He explained that larger projects were deliberately included in Years 3, 4 and 5. The District started with the smaller projects in Years 1 and 2 for the benefit of small firms and/or contractors. It allowed them to gain experience and build some capacity through the District's Small/Micro business program launched in 2013. As an example, Mr. Torrens referenced the last School Board meeting where a contractor, Messum Construction, graduated from micro business to small business. The District has seen a number of these firms graduate to larger capacities, therefore realizing the intended benefits of the program which contemplated successful competition for larger projects.

Mr. Lowell reiterated that the Coral Gables High project was funded in 2014 and be complete in 2016, yet most work has not been done, and asked when the project is anticipated to be completed. Mr. Torrens responded that it went into design in Year 3. Mr. Martinez asked Mr. Torrens to clarify that we are currently in Year 5, which commenced in July of last year, which Mr. Torrens confirmed.

Ms. Wyllie stated she believed it would be beneficial to communicate to the public the reasons for any potential delays, including reevaluating the scope to properly gauge how best to complete the project. Mr. Torrens believes there is nothing like a new building to show evidence of the work, which can happen much quicker because the District will be using a prototypical design. The District will be prepared to showcase it to the community before the end of the month.

Mr. Martinez paused to acknowledge that Dr. Larry Feldman, had joined the Committee. He thanked him for his support in consistently attending all the GOB Advisory Committee meetings.

Year 5:

50 projects, with 14 in design

Accelerated projects:

Out of 285 projects, 225 are completed

Mr. Torrens noted that, including accelerated scope, 388 projects been completed; all very quietly without a lot of fanfare we have gone about our business and we are delivering the projects. Mr. Torrens exclaimed that while the District has considerable work ahead of them, a large amount of quality work has already been delivered to date.

Mr. Torrens next addressed expenditures to date, noting that of the \$100 million allocated for technology, almost 90% has been expended (\$88 million). In the facilities portion, of the \$1.1 billion allocation, \$477 million has been expended. Additionally, another \$80 million in work is under contract, including work that was just awarded by the Board in February. Mr. Torrens then indicated that beginning with the 4th quarter of 2017, the District started issuing expenditure reports with a higher level of detail; specifically, expenditures by cost category, vendor, project number and board member district. In the past, there was a lot of interest in the number of vendors working with the District and receiving the payments. That information is more clearly detailed now.

Mr. Torrens further broke down the facilities expenditures portion of the quarterly reports. He pointed out that out of the total amount expended, roughly \$342 million (or 75%) was spent on actual bricks and mortar, with another 7% expended for soft costs such as architect/engineering services and building code compliance.

Mr. Martinez inquired about the financial services expenditures, specifically about the debt service. Mr. Torrens asked that Mr. Tony Vu, Treasurer, to respond. Mr. Vu indicated that these are issuance costs. Mr. Martinez asked about debt service on the bonds, or the accrued interest. Mr. Vu responded that he didn't have those numbers at hand, but would provide them at a later time. Mr. Lowell inquired on the coupon rate for the bonds. Mr. Vu indicated it is in the 4% range and that the District has had five issuances. Mr. Torrens advised that the District sold some at a premium, resulting in the generation of additional revenue. Ms. Williamson asked why the insurance is a larger number than legal services, and wondered how much the District has retained in claims paid. Mr. Torrens explained that this is actually builders' risk, which is insurance that contractors are required to carry during construction. What we do, in order to keep our cost lower is that we buy the insurance, and the contractor buys the insurance through the District rather than going out and buying it individually. Many firms are very small and insurance costs are potentially much higher for them, therefore the District manages that program internally. Mr. Torrens added that each project has an allocation for each of the categories, including insurance. By doing it through the District we have more control over that cost and we are also sure it is always in effect. Ms. Metellus requested clarification on Bond council fees, asking if they are imbedded in legal fees or under financial services. Mr. Vu noted that they are imbedded in financial services.

Dr. Feldman interjected, stating that what Mr. Torrens is explaining, and as part of the public record, is exactly what the District would like to be kept informed on. He suggested that there might be an individual page that would identify and define what constitutes each one of these categories.

Mr. Martinez then welcomed Superintendent Carvalho to the meeting. Mr. Carvalho began by thanking chairman Martinez on his efforts on the constitutional revision commission. Mr. Carvalho thinks one of the most hopeful proposals out there is CRC-93. This proposal would, on a basis of performance, financial stability and academic performance, allow a district like Miami-Dade to exercise its status as a charter district,

benefiting from some of the flexibilities that charter schools are entitled to. He believes that as a charter district we can augment the impact we would have in our community.

Mr. Carvalho shared about his visits to the I-Prep academy, two schools in the Doral area, Liberty City, Killian, Sunset, and multiple campuses across the District. Mr. Carvalho proudly shared that after touring this great school system he feels the District is doing everything that is right; no doubt facing challenges like everyone else, but continuing to move the needle. He also shared the positive feedback he has received from the community. Mr. Carvalho expressed that he decided to stay and not go to New York for two reasons: the positive support he received from the Miami Dade Community, and his sense of honor and responsibility toward this community. Although it was a very tough decision he knows it was the right decision and is at peace. He articulated that as long as there are kids who are born in Miami-Dade or immigrate to Miami-Dade, there is a lot of work to be done, and promised to continue his duties with the highest level of transparency, legitimacy, honesty and courage, with the support of this board.

Mr. Carvalho then noted that this bond is being scrutinized to a level that no other government institution in this community has. While the District is spending hundreds of thousands of dollars in audits and studies, he feels the District's resources would be more properly utilized hiring teachers or law enforcement officers, and continuing to improve graduation rates. Mr. Carvalho expressed his appreciation for the independent voices of the newer Committee members, noting that he remains committed to this community and to the indispensable work that the Committee does, while asking that they not impose a level of scrutiny that paralyzes the Program's continued progress. He proudly shared that nearly a decade ago the graduation rate at Edison Senior High school was 36%, 40% in Northwestern Senior High school, Carol City and Norland; every one of these schools was "F" rated. Today that is no longer so, which is what the District strives for. Mr. Carvalho stated that MDCPS is not an economic institution, but an educational institution with an incredibly powerful economic impact. Some people believe it's the reverse and they attach themselves to us because of the economic opportunity rather than the educational impact; we keep it in balance all the time.

Mr. Ragoo requested clarification as to this Committee's objectives, specifically accountability and transparency. Mr. Carvalho stated that he misinterpreted his statement. Mr. Ragoo then referred back to his earlier concern regarding the copy machine at Golden Glades Elementary school seeking clarification as to whether he is able to address this particular type of concern in this forum. He stated he wants to be able to address his community's concerns accurately, and commended Mr. Torrens level of professionalism with regard to providing requested information. He stressed his concern in providing accountability for the tax payer who invested in us to represent those interests. Mr. Carvalho clarified that he was expressing his concerns in general, not specific to the actions of this Committee. He once again thanked the Committee for their volunteer work.

Mr. Torrens continued his presentation indicated the quarterly reports have been and will be, going forward, posted on the GOB website. He then clarified payments to prime

vendors noting that a prime vendor is an entity that is under contract with the district, e.g. a prime contractor, a prime architect, or a vendor of equipment or materials. On the direct purchase of materials, the District is actually making the purchases saving the District the sales tax. Dollars saved can then be reinvested. This is very positive on multiple fronts and that's part of the reason why the District has seen good participation from a lot of small and micro firms that couldn't otherwise participate if they had to front money for supplies and pay interest on that money. Mr. Torrens reiterated that this information has been posted the GOB website and it will be updated quarterly.

Mr. Dawsey acknowledged that this is the transparency that the community needs; being able to drill down and answer the type of questions that Mr. Ragoo asked is important. He stated that he agrees with the Superintendent in that the District has never undertaken the type of assessment of how we are doing in terms of economic parity.

Mr. Torrens informed Mr. Ragoo that there are actually two projects in Golden Glades Elementary; a playground, which is in construction, and the main GOB project which is currently in design. Mr. Ragoo asked if the equipment and technology assessment was included in those numbers. Mr. Torrens explained that the instructional technology was installed at that school in August of 2014. He assured Mr. Ragoo that he will have the instructional technology office meet with him at that campus. However, he interjected that copy machines were not included in the scope of the Bond. Ms. Wyllie informed Mr. Ragoo that at the beginning of every project, she meets with the project team to talk about what's programmed.

Mr. Torrens next addressed the tragedy in Parkland, and the heightened concern throughout the community on what can be done to make schools safer. He wanted to share some details on the legislative session, specifically proposals that look to provide some additional funding for operations as well as infrastructure improvements. Mr. Martinez then asked Ms. Lerner to provide her input on this issue.

Ms. Lerner advised that after 2013, as a result of the Sandy Hook tragedy, the Superintendent and the Mayor brought together a community roundtable action plan, collaborating with police departments and mayors throughout the County to develop a community action plan regarding safety issues. Pinecrest police surveyed every one of the schools in Pinecrest and made recommendations for facilities and protection from that perspective. As a result of this bond program and a lot of changes to facilities and design of the schools, she felt it might behoove the District to do a new review for safety purposes. Mr. Del Busto questioned how much was accomplished and if there's a point person responsible for accomplishing goals set forth, or if it was just a general meeting. Ms. Lerner believes that the initiatives that were recommended were completed, but couldn't confirm if the community-wide things were done. Mr. Gainey expressed he felt we should hear from the staff before we engage in discussions.

Mr. Torrens introduced Chief Moffet, Chief Safety & Compliance Officer, and his deputy chief, in attendance to address specific concerns. Ms. Lisa Martinez, Chief Strategy Officer, also worked very closely on a related initiative called "Together for Children". Mr.

Torrens noted that one of the highest priorities under the GOB program included the building envelope, specifically replacing the old windows and awning windows with impact resistant windows throughout the building to strengthen the building envelope. Additionally, Mr. Torrens pointed out that the District prioritized the installation or refurbishment of fire alarms and public-address systems. The best way to communicate inside a school with the entire a school is through the PA system. We had a lot of schools that had PA systems that dated back to the 1960's that were not functioning properly. The District replaced dozens of PA systems and continues to do that at an accelerated pace aside from the regular construction program.

Mr. Torrens noted that whenever the District is building a new school, the designs now limit open campuses, open corridors that can be accessed from the outside, and open fields. What has been done through the Bond program is to minimize points of weaknesses. Mr. Torrens added that the District is working closely the MDCPS police department to see how we can utilize our security cameras in real time and as predictive tools t. Although it is impossible to plan for everything, Mr. Torrens expressed that the District's goal is to deter and to make it difficult for someone do harm to our students. The District is looking at alternative hardware for locking doors once school is in session. Right now, as a procedure already implemented all teachers are instructed to lock their doors while they are in the classroom.

Mr. Torrens stated that another crucial focus is infrastructure upgrades. It appears that the State will be allocating approximately \$99 million statewide for infrastructure upgrades which are to be defined in conjunction with the department of education. The legislature is giving direction to the DOE to setup guidelines for what that grant money can be spent on. He shared that the District should have further guidance on this in the next few weeks. Mr. Martinez asked that Chief Moffett address this topic.

Chief Moffett greeted the Committee and introduced his deputy, Chief Lopez. He alluded to the round table discussion mentioned by Ms. Lerner earlier. He felt that there is a lot that came out of that roundtable. He informed the Committee of the overwhelming number of votes against arming any civilian in a school. He shared that in an emergency, what you do before, what do you during response and what you do during recovery, is critical. Those are the three phases that the federal government recognizes as instant management system compliance: 85% prevention, 10% response, and 5% recovery. Chief Moffett stressed that prevention is the key. The things that we've done since Sandy Hook to prepare for this, is making sure everyone is on the same sheet of music. He expressed how the introduction of Sharepoint, a collaboration site, has assisted in getting all parties on the same page. This secure site has the District provide a username and passcode to all the agencies in Miami-Dade that want to include the federal government, regarding all our emergency operation plans, all our floor plans, all the aerial shots, all the site-specific plans as far as who is the point of contact. Chief Moffett assured the Committee that once a year his officers go through every single school, update those plans, and then share those plans with all our first responders. Since this has been adopted as a statute, this task is completed yearly by October 1st.

Chief Moffett then described to the Committee the Universal Response Plan for dealing with active shooters. Through collaboration of multiple entities, including Miami-Dade County and Pinecrest, the District has prepared and trained for this response. Two functional drills are conducted County-wide, yearly. The District has also increased mass notification by utilizing connect ed messages. We provide messages, not just to our faculty and staff but we provide them to our law enforcement partners. This alert system speaks to lockdowns and evacuations. School safety teams have been created at every school. Once a month the officers meet with the school's safety team and shares and reviews information. Also critical in the safety initiatives are constant mental health trainings. Every single M-DCPS officer who wears a uniform is Crisis Intervention Trained, CIT. We follow up on every threat that comes through, day or night, 24 hours a day. Chief Moffett also informed the Committee that the random metal detection program, increased to about 500 a year.

Mr. Lowell commended the Chief for a very impressive presentation, and asked about protocol for a Parkland-like situation. Chief Moffett responded that rapid action tactic dictates four people enter the school. School officers are trained to enter with one single person and engage the shooter. Mr. Lowell inquired if the students participate in drills or simulated situations. Chief Moffett advised that State law doesn't require any student lockdowns or drills; only fire drills, which are conducted ten times a year. The District performs two lockdown drills a year by choice and a couple of tornado drills a year, and has trained every single one of our faculty and staff in the curriculum related to civilian response to active shooter response.

Mr. Ragoo asked about gun legislation in schools and Mr. Martinez shared that there is a state law that prevents local government from passing gun legislation that differs from the state. Mr. Carvalho added that legislation is permissive and does not mandate that teachers be armed. The latest amendment basically eliminates most teachers from consideration for carrying a concealed weapon but it opens the door to others. Classroom teachers would not be eligible, but other professionals in the school would be, including counselors, psychologist and social workers. Mr. Carvalho guaranteed the Committee that he would not at all recommend nor implement this policy. Mr. Carvalho shared three concerns including the confusion that would transpire during an active shooter situation if multiple people in a school have firearms, the possibility of human reaction based on emotion which can cause an accident with a firearm, and one last concern is Police officers being able to quickly assess who is a licensed carrying individual in the event of an emergency. Not to mention the eventual possibility of students obtaining access to a school employees firearm.

Mr. Del Busto also commended the Chief's presentation, and expressed his appreciation for all his knowledge. He asked about the technology being applied with regard to metal detectors. Mr. Carvalho sees a challenge in certain schools due to easily accessible and multiple entry points within the school. Chief Moffett agreed with the Superintendent. Mr. Del Busto also expressed concern about areas with a lot of students walking any perimeter because vehicles can jump a 3-foot fence. Chief Moffett stated that that's part of crime prevention: three layers of security, outer, inner and inside. Protection can be

provided by signage and shrubbery. Ms. Wylie asked about cameras in the school and Chief Moffett responded that every officer has a county radio that operates from to Monroe and Broward. Mr. Martinez asked who responds in an active shooter situation and Chief Moffett stated that the Florida Department of Law Enforcement coordinates this. Mr. Martinez also asked if the Federal Government gets involved, and if so, which agencies. Chief Moffett stated that the FBI, Homeland Security, and the US Marshal are involved. Everyone has a role.

Ms. Metelus asked if the dollar amounts being allocated by the legislature prescribes what and how projects are implemented. Mr. Torrens noted that there are two sources; one is for staffing to augment what we currently receive and the other is the infrastructure, which is the one that will include guidance from the DOE as to protocols. Mr. Carvalho interjected that there is a third portion; specifically, advanced software for detection, such as imagery or detection or verbal messages on social media sites.

Ms. Lerner asked about the protocol in terms of having school resource personnel available at every single school. She asked how much more would be needed for allocation in terms of the protocols and the operations, and the same questions for the facilities aspect. Mr. Carvalho advised that a letter was sent to the President of the Senate, Joe Negron, signed by him as well as the County Chair, Board Chair and County Mayor. The request was deliberate; the \$460 million that is going to be allocated toward these mainly non-recurring expenditures is exactly the surplus that the state has. That funding is going to advance with some additional tax cuts. Mr. Carvalho indicated he believed the \$30 million request will address \$10 million of recurring expenditures for salaries for school resources officers, which is probably 100-120 police officers, in addition to what the District currently has in terms of personnel resources. Mr. Carvalho went on to explain that the second part of the request is \$8 million recurring, for health care professionals, counselors, school psychologists, and social workers. Lastly is a \$12 million installment to be continued for infrastructure upgrades, hardening of schools. creation of single point of entry (when possible), advanced technology for detection. completing the project accelerating, and active camera systems. Mr. Martinez asked that the Committee continue with the agenda, and thanked the Chief and the Deputy Chief for their presentation. He advised that those who wish to pursue this line of inquiry stick around after the meeting has been adjourned.

Ms. Wyllie wished to discuss the Committee's role to oversee the bond funds. Mr. Torrens advised that the District allocates dollars for each project as funds become available. He reminded the Committee that the District's top priority is safety and security so whatever funds become available through projects that are completed under budget, come back to the Committee. Mr. Carvalho informed that the millage dollars is a different subject under legislation that passed the Senate and the House. Mr. Martinez felt that the Committee would appreciate an explanation at another meeting as to how the constitutional amendment the legislators put on the ballot would affect the District.

Mr. Torrens then presented information regarding the audit which was performed of the program, as well as audits under way, being launched or upcoming. There are two audits

that have already been completed, one reviewed the program management support services, specifically, WSP (a/k/a Parsons Brinkerhoff), and the other was an audit of 65 financially closed projects specific to the contractor utilization, and those were presented in 2016 and 2017 respectively. There is an additional audit of 10 completed projects being finalized by the internal audit department, which should be presented to the audit committee within the next month or so, and additional audits, one of contingencies and allowances, and another on advertising, legal services and financial services. The audits are looking at individual projects as well as cost categories and expenditures.

Dr. Foreman asked who requested these additional audits and Mr. Torrens indicated that this is part of the audit plan. Mr. Torrens expressed the importance of these audits for accountability and transparency. If a beneficial recommendation results from an audit, the District implements it and learns from it. Mr. Torrens briefly detailed an initiative being undertaken as a result of an audit of the inspector general regarding substitution of subcontractor. This is an example of where after review, a recommendation was offered and implemented, not as a result of a major issue but simply as a process improvement. As a result of the input we received, a single form that requires multiple approvals has been implemented. If it impacts a small micro or minority owned business the Office of Economic Opportunity has to ensure that the firm that is being substituted is of the same gender or race or size of firm, to ensure that we stay true to the commitment that was made at the beginning of the project.

Mr. Vu next provided the Committee with a response to a previous inquiry about debt service. He informed the Committee that the debt service was \$56.7 million, and that of that 15.7% was paid in Principal and \$41 million was paid in interest.

Ms. Wyllie asked whether what was discussed regarding safety and security in schools, can be divulged to the public. Chief Moffett stated there is no issue as other communities have received the same briefing. Mr. Dawsey shared that, with regard to what Mr. Ragoo talked about, if there is a school that's not getting supplies, there is an Assistant Principal and Principal to address those questions long before coming into an environment like this. He expressed the importance of exhausting all administrative processes before addressing this Committee, with regard to anything outside the GOB scope. Mr. Ragoo stated that School Board staff present implied that the issues were part of the Bond.

Mr. Gainey noted he believed it would be beneficial to the Committee to factor in time for the Superintendent's remarks, in an effort to follow the agenda. He questioned Mr. Torrens about the impact windows and whether they would suffice for hardening the schools. Mr. Torrens retorted that hardening is a broad term, which begins at the outer perimeter of the campus and works its way in. The mention of impact windows is strictly that they do provide a certain amount of protection but they are by no means intended to be bullet resistant. If any projectile hits a window, the glass will shatter but the glass will not come apart.

Mr. Torrens responded that this is a work in progress and explained that if the allocation is \$100 million statewide, the District may receive \$13 million. It's not going to appreciably cut into our GOB expenditures.

Mr. Martinez informed the Committee that the next meeting will be held on June 26.

There being no further business to discuss, Mr. Martinez adjourned the meeting at 5:03 p.m.

Approved:

Roberto Martinez, Chair

Date:

	•	