Meeting Date: October 18, 2017
Meeting Location: California Suite
101 Twin Dolphin Drive
Redwood City, California
Board Members Present: Susan Alvaro, Hector Camacho, Jr.,
Jim Cannon, Rod Hsiao, Ted Lempert,
Joe Ross
Board Member Absent: Beverly Gerard
Staff Officials Present: Anne E. Campbell, Secretary
Marcia Serpa-Garcia, Executive Assistant
Other Staff Present: Marco Chavez, Patricia Love,
Nancy Magee, Lori Musso,
Denise Porterfield, Gary Waddell,
Deann Walsh, Liz Wolfe

1. **CALL TO ORDER**

   Board President Joe Ross called the meeting to order at 6:05 p.m.

2. **BOARD DOCS ONLINE AGENDA TRAINING**

   Mr. Ross announced at 6:06 p.m. the Board would recess the meeting to receive training on the new online agenda service Board Docs. Mr. Ross said the meeting would reconvene at 7:00 p.m. for it is regularly scheduled meeting.

3. **APPROVAL OF AGENDA**

   At 7:02 p.m. Board President Ross reconvened the meeting.

   After a motion by Ms. Alvaro and a second by Mr. Lempert, the Board approved, by a vote of six in favor (Alvaro, Camacho, Cannon, Hsiao, Lempert and Ross), none opposed and one absent (Gerard) the October 18, 2017, agenda as presented.
APPROVAL OF AGENDA (continued)

Board President Ross announced members of the public could provide comments on agendized items, during the discussion of the particular item. He said if a member of the public wished to speak regarding an agenda item, they should fill out a speaker card and hand it to Superintendent Campbell. Superintendent Campbell would inform the Board President when a speaker card had been received for a particular item.

4. EMPLOYEE OF THE MONTH
   
a. October 2017 Employee of the Month, Scott Sinor, Paraeducator, Special Education K-12 Services, Student Services Division

Board President Ross recognized the October 2017 Employee of the Month, Scott Sinor, Paraeducator, Special Education K-12 Services, Student Services Division. Mr. Ross congratulated Mr. Sinor on behalf of the Board and presented him with a clock and a check.

Mr. Cannon commented Scott Sinor’s father worked in Daly City as an educator for 38 years. Mr. Cannon said Mr. Sinor was the principal of Jefferson High School as well as the Adult Education School in the Jefferson Union High School District and said the Sinors are a family of educators.

Mr. Cannon also noted Scott Sinor has created very special videos with music for the student graduation ceremonies at the Special Education Services K-12 school.

Board President Alvaro commented she was fortunate to work with Scott at Camp Glenwood and said Mr. Sinor was always available to assist the students and that the students appreciated everything he did for them.

5. PERSONS WISHING TO ADDRESS THE BOARD, DELEGATIONS AND PETITIONS

There were no persons wishing to address the Board.

6. APPROVAL OF MINUTES OF OCTOBER 4, 2017, REGULAR MEETING

After a motion by Ms. Alvaro and a second by Mr. Hsiao, the Board approved, by a vote of six in favor (Alvaro, Camacho, Cannon, Hsiao, Lempert and Ross), none opposed and one absent (Gerard), the Minutes of the October 4, 2017, the Regular Meeting as presented.
7. CONSENT AGENDA

a. Receive Staffing Reports  
b. Joint Resolution No. 17-43 Honoring Angelica Fazio on Her Retirement  
c. Approve Revised Membership of the County School Attendance Review Board (SARB)  
d. Receive Quarterly Report on Williams Uniform Complaints, as required by the Williams Settlement

After a motion by Mr. Camacho and a second by Mr. Lempert, the Board approved, by a vote of six in favor (Alvaro, Camacho, Cannon, Hsiao, Lempert and Ross), none opposed and one absent (Gerard) the Consent Agenda.

8. LOCAL CONTROL ACCOUNTABILITY PLAN

a. Receive Report on San Mateo County Office of Education’s Local Control Accountability Plan (LCAP) and Budget Approval Status

Associate Superintendent Nancy Magee said she was pleased to announce the San Mateo County Office of Education (SMCOE) had received its notice from the State Board of Education that the 2017 Local Control Accountability Plan (LCAP) was approved. She said during this most recent process staff learned a few new things while using the new template and she then asked Deputy Superintendent to provide more details.

Deputy Superintendent Denise Porterfield said some of the learnings came on the Supplemental Concentration, Increased or Improved Services section. Ms. Porterfield explained they added more funds for improved services (e.g. Title I) and said the California Department of Education has determined that doesn’t fit the criteria if Local Control Funding Formula (LCFF) funding isn’t used. She said SMCOE didn’t get credit for the additional action and services in the LCAP, but the LCAP was approved. Staff now knows what needs to be done to get the credit next year on any action and service.

Deputy Superintendent Porterfield said she was happy to report the 2018-2019 budget was approved along with the LCAP.

b. Receive Report on District Local Control Accountability Plans (LCAPs) and Budgets Approval Status

Deputy Superintendent Denise Porterfield said SMCOE is in its fourth year of LCAP and will now use the same template for a second year. Ms. Porterfield explained that she and Deputy Superintendent Dr. Gary Waddell oversee the LCAP review team with Learning Analytics and Continuous Improvement Services (LACIS) Administrator Liz Wolfe, who leads the LCAP team. She said Ms. Wolfe does amazing work by providing Professional Development, encouraging district teams, and providing information from different state organizations. Ms. Porterfield then asked Ms. Wolfe to report to the Board.
Ms. Wolfe reviewed the members of the LCAP Team including:

- Program Reviewers – David Brashear; Mefula Fairley; Jesus Contreras; and herself
- Financial Reviewers – Priscilla Aquino-Dichoso; Faith Marte Kroeger; and Doris Kwok

Ms. Wolfe explained this is the team that worked on the prior year’s LCAP and set an example for the districts that it is important for both sides of the organization to work together when making their LCAP plans.

Ms. Wolfe said during the 2016-2017 LCAP process everything was new. She said there was a new template and the dashboard was introduced. Ms. Wolfe said throughout the year, new components of the template and dashboard were released, which made their use cumbersome. She said during that time, the SMCOE LCAP Team held:

- Five Large Group Meetings
  o Reviewed new sections of the template, dashboard
  o LCAP section focus, provided samples
- Three writing sessions
  o LCAP section focus, provided technical assistance (TA)
- Five On-site visits
  o TA teams assigned to each district (one program/one business)

Ms. Wolfe reported the:

**2016-2017 process included:**

- Seventeen districts had approvable LCAPs by July 1, 2017
- Five districts completed clarification tables by August 15, 2017
- One district rewrote its LCAP and took it back to its Board for approval and was also completed by August 15, 2017

**2017-2018 process will focus on Continuous Improvement and include:**

- Large group meetings
  o October 4th – LCAP Kick-off when districts were invited to present their promising practices from their LCAPs
  o November 2nd – New to LCAP meeting for new members that have not worked on the LCAP
  o December 6th – the Dashboard will be updated and rolled out as a more robust accountability measure
  o SMCOE will provide three writing sessions again this year
  o Focus on Continuous Improvement trainings
LOCAL CONTROL ACCOUNTABILITY PLAN (continued)

- Technical Assistance – changes include:
  - Not as many members from the Administrative Team, but will include herself, a new coordinator and a representative from the Center for Learning Analytics. She said the Business Team will remain the same and now include a new Manager of District Business Services, Jennifer Chan. The team will meet with each district from November through January, providing feedback on their current LCAP and asking what support the districts might need/want
  - Districts may request additional technical assistance

- Timelines
  - Districts will develop their own timelines and submit their drafts gradually

- Approval process
  - Districts submit final drafts in May
  - Learning Analytics and Continuous Improvement Services (LACIS) and the Business Office will provide feedback for final copy, districts make revisions prior to submission to District Board

Deputy Superintendent Gary Waddell said the trajectory of this work in the statute was:
- LCFF Legislation was enacted
- LCAP began
- Rubrics – California Dashboard was implemented

Dr. Waddell said from a meta-level each year has improved and one positive outcome from this work is the collaboration that now exists between the Business Services and the Instructional Services Divisions. He said both groups co-existed before, but now value, appreciate and understand each other’s work in a deeper way than in the past and is the model SMCOE staff encourages districts to adopt. Dr. Waddell acknowledged and thanked Ms. Wolfe for her exceptional work and said many of the district’s plans are 150 pages or more and include volumes of details.

Dr. Waddell explained the new phase of this work is Differentiated Assistance. He said when the dashboard is released in early December, if districts have failed to meet statewide targets in two state priority areas they can be identified for differentiated assistance. Dr. Waddell said the team is working with groups at the state-level, such as the Curriculum and Instruction Steering Committee (CISC) that is working hard to build a model on the Carnegie Center for the Advancement of Teachings model of Continuous Improvement. He said this is a model where SMCOE would work side-by-side with districts, look at practices, have deeper conversations and identify root causes of the work so SMCOE could work with them to help the district work be more productive and inform better LCAP planning. Dr. Waddell said the work is being launched and they are still deciding what it will look like across the State and then decide what it will look like in San Mateo County. He said some of the values SMCOE is trying to bring to the work is building on the strengths the districts have by looking at their tools and processes and bringing a deeper-level of inquiry and rigor to those conversations this year.
LOCAL CONTROL ACCOUNTABILITY PLAN (continued)

Dr. Waddell said the LCAP team looked at districts’ data from 2016 for districts that would have been identified in the rubric if everyone’s scores stayed the same in San Mateo County. Four districts would need differentiated assistance provided by the County Office. Those districts that aren’t successful in subsequent years would need Intensive Intervention provided by the California Department of Education (CDE) and the California Collaborative for Educational Excellence (CCEE). Dr. Waddell said SMCOE is hoping to help districts with their areas of weakness as well as to build on to their areas of strength.

Dr. Waddell said this new process is new work for County Offices and the process has forged new relationships with districts. He said the LCAP Team, led by Ms. Wolfe, has modeled a positive proactive strength way of working with the districts.

Deputy Superintendents Porterfield and Waddell, and Ms. Wolfe then answered questions from the Board.

9. INSTRUCTIONAL SERVICES
   a. Receive Report on Smarter Balanced Assessment (SBA) Results

Deputy Superintendent Dr. Gary Waddell said an important component of the LCAP planning process and an important measure that is part of the California Dashboard is the Smarter Balanced Assessment Results. He said the results were largely flat across the state this year and said SMCOE is fortunate to have Learning Analytics and Program Evaluation Manager Deann Walsh, leading the Center for Learning Analytics, a team that was created a few year ago and has grown quickly because of the need for thoughtful data. Dr. Waddell said this group has become experts at understanding the data and helping districts and schools to make sense of it and use it in their planning. Dr. Waddell then asked Ms. Walsh to provide the Board with a report on the 2017 Smarter Balanced Assessment Results.

Ms. Walsh said she was pleased to provide the Board with information regarding the release of the 2017 Smarter Balanced Assessments results. She reminded the Board the third operational administration of the Smarter Balanced Assessments occurred in the spring of 2016 and noted the results of those assessments were publicly released just a few weeks ago. Ms. Walsh said she would discuss the overall results of the county’s students and provide the Board with information on work that is underway throughout the county office to support the use of this information.

Ms. Walsh said she would review San Mateo County Results:
- Participation in the Smarter Balanced Assessment
- County/Sate status and growth comparison
- Results disaggregated by grade
- Results disaggregated by student group
Ms. Walsh said she would also discuss a few SMCOE initiatives underway to support the use of, understanding of and preparation for the Smarter Balanced Assessments (SBA).

Ms. Walsh began with basic information regarding the participation rates on SBA in San Mateo County. She reported San Mateo County continues to maintain a relatively high rate of participation at 97% in both English Language Arts/Literacy (ELA) and mathematics, noting the federal goal for participation is 95%.

Ms. Walsh then explained the overall 2017 San Mateo County results and statewide results for the past two years. She explained in San Mateo County, 60% of students met or exceeded standard in ELA, and 52% met or exceeded standard in mathematics. These numbers are significantly higher than the statewide figures, which were at 49% in ELA and 38% in mathematics. Looking at 2016 and 2017 the assessment results remained relatively flat both throughout the county and state across both content areas. Ms. Walsh commented this trend was not unique to San Mateo County and was experienced relatively consistently across San Mateo County districts. She said discussion is currently taking place to understand why. To date, the Smarter Balanced Assessment Consortium has noted that their internal testing has confirmed that this year’s exam was not relatively harder or easier than in past years and that little movement on the scale does suggest a fairly stable measurement tool.

Ms. Walsh explained when countywide results are disaggregated by grade level, it shows a pattern that has been experienced across all three years of Smarter Balanced testing. She drew the Board’s attention to the ELA/Literacy Assessment percent met and exceeded standard by grade-level, which demonstrates a fairly consistent upward trajectory as grade levels increase from 54% in third grade to 70% in the 11th grade. In contrast, the Mathematics Assessment percent met and exceeded standard by grade-level, experiences a fairly consistent downward trajectory as grade levels increase, dropping from a high of 60% in the third grade to a low of 46% in the 11th grade. Unfortunately, this suggests high school graduates may be exiting the K-12 system less prepared in the content area of mathematics than in ELA/Literacy.

Ms. Walsh then demonstrated achievement level performance with graphs by grade with ELA/Literacy from the third grade through the 11th grade showing a further breakout of standard met or exceeded versus nearly met or not met. This graph also revealed the percent of students in the standard met or exceeded increased as grade levels increased. The ELA/Literacy mean scale score increased by five points from 2016 to 2017 but is within the standard met performance band.

Ms. Walsh then demonstrated mathematics data with graphs in the same format and performance category by grade level that she used for the ELA/Literacy results. She said this data shows a decrease in the percent of students falling into the Standard Met or Exceeded categories over time.

Ms. Walsh shared ELA achievement statistics by student group, which shows 34% of socioeconomically disadvantaged students met or exceeded standard in ELA versus a comparison
to the countywide figure of 60%. Ms. Walsh commented San Mateo County continues to experience the same gaps in student groups that have persisted for years with Black/African American, Hispanic/Latino, Native Hawaiian/Pacific Islander, Socioeconomically Disadvantaged, English Learners and students with disabilities meeting standard at rates lower than their peers in the Asian, White and Two or More Races student groups.

Ms. Walsh reported the mathematics results illustrate similar trends when disaggregated by student group with Asians, Whites and students of two or more races meeting standards at rates significantly above their classmates.

Ms. Walsh explained in addition to his or her overall performance level, students also receive seven claim score results – Four in ELA and three in mathematics. She said each claim result falls into one of three categories – above standard, near standard and below standard. Ms. Walsh commented the results represented two years for each of the seven claims, which showed across almost all of the claim areas, the percent above standard increased, but approximately the same amount as the percent near standard decreased.

Ms. Walsh commented the Instructional Services Division continues to support San Mateo districts in understanding and preparing for these statewide assessments. Support and Next Steps include:

- Learning Analytics and Continuous Improvement Services (LACIS) – continue to hold a regular convening of District Assessment Leader Network. This will serve as a community of practice for our district assessment leaders and provide them a venue to receive critical updates and support, as well as to network with roll alike colleagues throughout the county
- Data Literacy Modules for Teachers and Parents – continue to roll out data literacy modules to support districts in better understanding how to make use of the Smarter Balanced resources
- Network Communities – continue the Professional Learning Network from last year and begin additional networks with Principals and Curriculum Leaders. These networks are designed to provide opportunities and tools to support using data to determine root causes and to continuously improve
- LACIS eNewsletter – the LACIS department is committed to releasing a monthly eNewsletter that contains up to the minute information as well as resources such as Smarter Balanced power point templates and data templates that allow for the easy creation of local data displays
- Curriculum and Instruction Services – continue to offer various forms of content based support in ELA and mathematics in order to support the implementation of the Common Core standards

Ms. Walsh then answered questions from the Board.
10. **OFFICE OF THE SUPERINTENDENT**

a. **Superintendent's Comments**

Superintendent Campbell acknowledged and thanked Ms. Walsh for her informative report.

Superintendent Campbell reported she had a wonderful vacation and thanked Deputy Superintendent Porterfield, Administrator for Board/Superintendent Support and Community Relations Marco Chávez, Associate Superintendent Nancy Magee and Administrator, Strategy and Communication Patricia Love, for taking care of all the necessary and unusual events that came up during her absence.

Superintendent Campbell reported that earlier in the day she along with Deputy Superintendent Waddell and Administrator Chávez attended the 2nd Annual Immigrant Integration Summit, hosted by Supervisor Warren Slocum, San Mateo County Board of Supervisors. Ms. Campbell said this summit dealt with how San Mateo County is helping immigrants integrate into society and how we deal with the immigrant population. She reported two professors from Stanford University provided interesting statistics.

- Dr. Tomás Jiménez, Associate Professor, Department of Sociology, discussed immigration and the demographics in San Mateo County, reporting the immigrant population in San Mateo County is 35% compared to 13% in the United States. Ms. Campbell said only 4% of the immigrant population in the United States is unauthorized and in San Mateo County that number is 8%. She said Dr. Jiménez said research is beginning to indicate that if an individual who is an immigrant has legal status it has positive long-term implications for the subsequent generations in the family.

- Duncan Lawrence, Executive Director, Immigration Policy Lab, did a study in Arizona looking at parents who have Deferred Action for Childhood Arrivals (DACA) status and as they get older and have children, those children are showing a 50% decrease in the level of anxiety disorders because of the immigration status of their families.

Superintendent Campbell said both presenters noted providing people legal status ultimately has a positive effect as far as integrating into society and the long-term outcomes for their children and the next generation.

Ms. Campbell reported she participated on a panel with Ziomara Ochoa, Clinical Services Manager, San Mateo County Behavioral Health and Recovery Services, and Wei Lee, Program Coordinator, ASPIRE, that discussed the impact the current level of national rhetoric about immigration is having on students in public schools and on clients the mental health services are serving. She said this was a very revealing look at the steps each group is taking to try and address the needs of the different immigrant populations. Ms. Campbell said it was helpful to hear the different perspectives of the panelists and to see similarities among the experiences.

Superintendent Campbell acknowledged and thanked Supervisor Slocum for the work he and his staff did to organize that important event.
Ms. Campbell reported the most moving part of the summit were presentations by two youth who are classified as DACA immigrant youth who shared their experiences of being undocumented and the uncertainty of what will happen in the future. She said both shared their experiences and have decided they will move forward with their lives and make a positive difference.

Superintendent Campbell thanked the Board Members for taking the time to visit the district boards and said she has received reports that those visits have been positive. She said the district superintendents have told her how much they have appreciated the County Board Members taking the time to come and talk with the local boards. Ms. Campbell thanked Deputy Superintendent Porterfield, Associate Superintendent Human Resources Lori Musso, Administrator Marco Chávez, District Business Services Administrator Priscilla Aquino-Dichoso, and Administrator Patricia Love, for accompanying the Board Members to these meetings.

Superintendent Campbell announced she will attend the California County Superintendents Educational Services Association (CCSESA) General Membership Meeting from October 21-24, 2017, where one of the main topics will be about County Office of Education Technical Assistance for the LCAP.

Superintendent Campbell reminded the Board on October 28th the San Mateo County School Boards Association (SMCSBA) will be hosting the SMCSBA Legislator Forum. She said SMCSBA would like our group to pair Board Members and staff to visit with each legislator about specific topics they would like to see addressed. Ms. Campbell will provide that information to those who are participating in time to plan for this meeting.

Superintendent Campbell announced the 17th District PTA Superintendents’ Luncheon will take place on November 15th from noon to 1:30 p.m. at the Foster City Recreation Center and said if any Board Member wishes to attend to let Ms. Serpa-Garcia know.

Superintendent Campbell respectfully requested the Board consider adjourning its meeting in memory of Carolyn Livengood who was a dedicated member of the County Committee on School District Organization (CCSDO) for many years as well as a noted San Mateo County Journalist.

12. **BOARD MEMBERS**

   a. **Discuss/Act on Legislation**

   There was no legislation to discuss.
Mr. Lempert

Mr. Lempert said it is fitting that the Warriors opened their basketball season on Tuesday, October 17th with a loss by one point. He said the Warrior’s spirit is that they are at the top, they will get better and they will continue to push to be the best. Mr. Lempert thanked SMCOE staff and said the reason the Board is pushing on closing the achievement gap is because there is nothing more important and the Board knows SMCOE staff is the best, but we need to get better and push for the children.

Mr. Hsiao

Mr. Hsiao reported he visited the San Mateo-Foster City School District Board accompanied by Ms. Love. He also visited the San Mateo Union High School District (SMUHSD) along with Board Members Cannon and Camacho, accompanied by Mr. Chávez, and said that was an interesting meeting. Mr. Hsiao said he felt like he and his colleagues presented a good message and found places where SMCOE can engage with the districts and add value.

Mr. Cannon

Mr. Cannon reported he visited the Burlingame School District and was accompanied by Ms. Love. He thought it was a productive meeting that with Board.

Mr. Cannon reported he attended the SMUHSD Board Meeting with his colleagues.

Mr. Cannon asked how the Board will now follow up on discussion items they might have had with the various district boards.

Superintendent Campbell said as each Board Member concludes their visits if they would let her know what the topics and questions were, staff can compile them and figure out where the similarities and differences are and how to respond to the districts.

Mr. Cannon reported he attended the Oxford Day Academy (ODA) Charter School Ribbon Cutting on October 11, 2017. He said it was an interesting event and commented students and staff had very high spirits. Ms. Cannon said he is concerned about the enrollment being only half of what the petitioners anticipated.

Deputy Superintendent Porterfield said staff is monitoring their finances, noting ODA acquired a loan prior to opening and is using some of those funds for operations. She said ODA staff is also discussing how they will attract more students.
Mr. Camacho

Mr. Camacho thanked staff for the presentations made during the meeting. He said he appreciates data and is glad this office is not afraid of data and how useful it can be when making decisions.

Mr. Camacho said he was honored to stand with Board Members Cannon and Hsiao at the SMUHSD Board visit. He thought they represented the County Office well and were received well by the SMUHSD Board. Ms. Camacho is pleased the Board is making these visits and thinks it is good for SMCOE overall.

Mr. Cannon agreed with Mr. Camacho’s comments and thought he and his colleagues were professional and respectful and he felt good about the visit.

Mr. Camacho reported he attended the Personnel Commission meeting and was glad to see how that process works. He said he had an opportunity to speak with two of the Commissioners and thanked them for their service. Mr. Camacho said after looking at the agenda and the topics it covers he said the role the Personnel Commission plays is very important. He said he is glad Ms. Hoja is willing to accept another three-year appointment by the Board and believes this is an opportunity to explore the process, because this is a big and important job and wants to make sure the Board gives this appointment the due diligence it should have.

Mr. Camacho said he spoke with Lead Deputy County Counsel Claire Cunningham about the timeframe and found out there is time to explore options. Mr. Camacho requested an item be added to the agenda for the Board to discuss and or act on a procedure for appointing its representative to the Personnel Commission.

Ms. Alvaro

Ms. Alvaro said she enjoyed the reports received earlier in the meeting. She said she also appreciates data because it can tell many things if you are not afraid to look at it. She said as you talk about the parent components of trainings, she believes the California School Boards Association (CSBA) can help train school boards, and the Parent Teacher Association (PTA) could help with assisting parents understanding of the County results data through parent engagement.

Ms. Alvaro congratulated Scott Sinor on his well-deserved recognition as the Employee of the Month. She said Mr. Sinor was the Keynote Speaker at a Camp Glenwood Graduation a few years ago and inspired the students to move forward.

Ms. Alvaro congratulated Angie Fazio who will retire at the end of the year and said she will be missed.
Mr. Ross said he appreciated the reports that were given during the meeting and said the SMCOE staff is incredible.

Mr. Ross thanked Deputy Superintendent Porterfield for accompanying him to his visit to the Las Lomitas School District Board meeting.

Board President Ross said the County Board and Superintendent would like to adjourn this meeting in honor of Carolyn Ann Livengood, who passed away earlier this month. He said Mrs. Livengood was a community advocate for many organizations throughout San Mateo County, and served on the County Committee on School District Organization.

Mr. Ross said Mrs. Livengood lived in San Mateo County for more than 50 years, and was known by many for her dedication to exceptional journalism and civic engagement. She worked as a local journalist for nearly 20 years, publishing 1,509 print columns and 241 online columns for the San Mateo Times, San Mateo County Times, San Jose Mercury News, San Mateo Daily Journal, and other news outlets.

In addition to her career, Mrs. Livengood was active in her local community. She received several accolades and awards throughout her lifetime. Mrs. Livengood was a 2004 San Mateo County Women's Hall of Fame inductee, she received the San Mateo County Jobs for Youth's Mary Louise Paskevich Memorial Award in 2011 and the City of San Bruno Mayor's Award in 2015.

Board President Ross offered sincerest condolences to the Livengood family, Mark, Lexi, and Dan, and all of those who were honored to call Carolyn their friend and said she will be dearly missed.

12. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned in memory of Carolyn Livengood at 8:57 p.m.

Anne E. Campbell, Secretary