

MINUTES – WAYLAND SCHOOL COMMITTEE
Regular Session – November 17, 2014

A Regular Session of the Wayland School Committee was held on Monday, November 17, 2014, at 7:00 P.M. in the School Committee Room of the Wayland Town Building.

Present were:

Ellen Grieco, Chair
Barb Fletcher, Vice Chair
Malcolm Astley
Donna Bouchard
Jeanne Downs

Also:

Paul Stein
Superintendent of Schools

Brad Crozier
Assistant Superintendent

Marlene Dodyk
Director of Student Services

Susan Bottan
Business Administrator

Also:

Ellen Tohn, Energy Advisory Committee
Tom Sciacca, Energy Advisory Committee & Early Education Task Force
John Harper, Associate Member of the Energy Advisory Committee
Jim Walker, Ameresco
Luis Alegria, Ameresco
Arianna Trabucco, Ameresco

Gretchen Lutz
Brian Jones
Suzanne Geiger
Mort Feldman

Ellen Grieco convened the Regular Session at 7:04 p.m.

1. **Comments and Written Statements from the Public:**

Tom Sciacca commented on a premier movie, “Five Miles Astride the River,” that will be shown at Wayland High School and was produced by two recent WHS graduates. It was filmed in Wayland and, in Tom’s opinion, will define Wayland.

Barb Fletcher apologized to the community for not attending the recent Finance Committee meeting and wanted to correct some statements made at that meeting. Barb reiterated the reason for the Open Meeting Law (OML) violation filed by the Attorney General pertained only to the meeting notice that read “Personnel Matter.” Barb elaborated further. She also wanted to assure the public that the amount spent on legal bills for purposes of the OML was much less than quoted at the FinCom meeting. Finally, Barb commented on the hurtful and negative comments made at the meeting. Barb wants to change the culture of mistrust and negativity and invited the public to work together with the School Committee to find ways to improve going forward.

Ellen Grieco spoke as a resident and taxpayer and agreed with Barb’s remarks. She praised Barb for reaching out to the community, as Ellen also invites the public to engage in a positive conversation with her about this matter.

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2. **Special Matters:**

(a) Energy Advisory Committee & Ameresco Presentation regarding Solar Sites for School Property:

Members of the Energy Advisory Committee and Ameresco presented to the Committee two school properties that are being studied for installation of solar canopies/panels. Before writing the warrant article for this project, they are seeking School Committee input.

The Middle and High School sites are two considerations, as well as the DPW building roof. Options are solar carport canopies at the Middle School and a ground mounted system at the High School leech field. Preliminary savings to the town of Wayland are estimated to be \$100,000 per year and approximately \$2,000,000 over a 20-year lease period. The lease and contract do require Town Meeting approval. State funds have also been secured to hire an engineer to review Ameresco's designs and an owners' representative to review the financial structure of the solar package.

Jim Walker of Ameresco described the proposed plans and the types of panels being considered at each site. He also noted the state grant related to weather emergencies if power should go out, and described the process related to the emergency generators in place now.

The School Committee asked questions regarding whether the high school parking lot was considered as opposed as to taking up open space on the property, how much snow does the L-shaped canopy hold and how does the snow come off the canopy. A discussion ensued in terms of relocating the baseball field at the high school, the pros and cons of placing panels in the high school parking lot, and the maintenance. Also discussed was a comparison of efficiencies and costs between ground models and canopies. The School Committee and the Superintendent favored the parking lot space.

The Energy Advisory Committee and Ameresco will attend a future meeting with a more final set of designs based on tonight's discussion.

(b) Receive Update of Information Gathered during Breakout Sessions at September 21, 2014 Long Range Planning Summit regarding Early Education:

Members of the summit early education task force reviewed with the Committee prioritization of enhancements that have been identified as having high or low impact to student learning and would be easy and/or hard to implement. In some cases, more information will be needed. The task force members are Barb Fletcher, Susan Botton, Brian Jones, Gretchen Lutz, Tom Sciacca, Suzanne Geiger and Maura Feldman.

As the Committee reviewed the document/chart provided by the task force, Barb identified two areas in which additional support in terms of students' needs should be provided for three to five year olds, which included supporting the students' transition into Kindergarten. Full day kindergarten was also listed as a priority. Barb explained further.

Malcolm left the meeting at 7:50 p.m. to attend the Board of Health meeting.

Due to significant changes in the Common Core curriculum during recent years, developmental appropriateness could be an issue. However, in an attempt to confirm this belief, the task force would like to get input from the Kindergarten teachers. Barb elaborated further and on possible research in terms of other communities.

Brian Jones spoke about the full day kindergarten program in terms of not being better than the traditional program. Each program has its own benefits. One area of concern with full day kindergarten is that the length of the day could be too long, depending on children's attention spans. Brian also commented on the components of full day and traditional kindergarten in terms of possible improvement of MCAS scores; however, more research is needed. Gretchen added that the stress levels to parents and students in terms of the choice of program should also be considered.

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Paul described this process moving forward for all five groups until a full plan is completely developed.

Donna commented that the Technology Task Force would like to defer their update until a January meeting, as they will be touring the middle school on December 1. Ellen will review the meeting calendar.

(c) Discussion of Rules of Conduct for Public Meetings:

Resulting from a Town Crier article, Ellen referred to and read M.G.L. c. 30A, §20(f) related to rules of conduct for public meetings. As a result, the Committee discussed how meetings should be conducted – in an organized and productive way. Barb noted that School Committee Protocols are in place and suggested ways in which to manage this matter.

Donna questioned the legislative intent of the law and noted that the law applies to and regulates the public's participation only. She also read the legislative law, which the Committee discussed in terms of interpretation. Further discussion ensued about meeting protocol.

Malcolm returned to the meeting at 8:24 p.m. He will update the Committee on the Board of Health topic of concussions at a future meeting.

Ellen updated Malcolm on the discussion. In Malcolm's opinion, this issue stems from constant and repeated statements made during the meetings. Barb noted that she would incorporate additional protocols into the current ones.

3. **Educational Matters:**

(a) Hear Superintendent's Report:

Paul raved about "On the Razzle", a high school comedy and choreographed play, performed by an impressive group of students.

Ellen left the meeting at 8:31 p.m.; returned at 8:32 p.m.

(b) Hear Student's Report:

This agenda item was passed over as Sarah Maietta was not present.

(c) Receive and Discuss the 2014 Staff Deployment and Class Size Report:

Brad introduced the 2014 Staff Deployment and Class Size Report as a report that summarizes where personnel are positioned and how classes are currently configured as of October 1. Brad noted that the report compares the actuals vs. the budget and helps to build the budget for the coming year. In addition, the report shows the trending of staffing, as well as showing the funding sources.

Brad reviewed the FTE's and compared FY15 to FY14, adding that class size is somewhat consistent. In terms of Full Day Kindergarten (FDK), numbers are higher in FDK vs. traditional kindergarten, which, in addition to having 3 elementary schools, contributed to the FDK wait list.

Brad and Paul answered questions from the Committee regarding release time for teachers, the caseload for middle school English teachers, and the number of support staff, historically and currently, in the Wayland Schools Community Program. A discussion ensued. Paul suggested that a presentation in terms of WSCP staffing can be made at a future meeting. Barb noted that this matter is looked at further during the budget process, specifically during the revolving accounts discussion in January.

Gretchen Lutz confirmed that since 2000, the enrollment, number of classrooms, and number of staff has remained the same for The Children's Way. Marlene added that there are times when things do change, depending on the needs of special education students. A discussion ensued regarding historical data, going back three to four years, and the drivers behind these numbers. Brian Jones and Pat Keefe will be asked to provide information during the budget process.

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The Committee also discussed whether the schools were under or overstaffed in terms of addressing students' needs, if students were denied some electives because of the number of requests vs. the number of classes, early intervention for reading and social and emotional needs and if technology can provide solutions to support early development.

As suggested to her, Ellen recommended that the Committee develop a list of items that it would like to implement, but haven't due to budget constraints. Paul commented that these "unmet needs" will be addressed during the budget process.

(d) Receive the School Improvement Plans for All Schools:

The School Committee reviewed the five School Improvement Plans. Paul commented that the plans reflect the system wide goals at all levels. In terms of the three elementary schools, there are similarities, but some slight differences, as the principals work very well together and are committed to pooling their energy and resources.

Paul described the idea of standards-based grading at the Middle School.

Upon a motion duly made by Barb Fletcher, seconded by Ellen Grieco, the School Committee voted unanimously (5-0) to receive the School Improvement Plans for the three elementary schools and two secondary schools.

(e) Continued Discussion of Superintendent's Evaluation: Review of Strategies and Benchmarks/Evidence Provided by Dr. Stein related to his FY15 Goals a part of Superintendent's Evaluation Process and Discussion of Scope of Review:

Malcolm informed the Committee that it must agree on the elements related to Paul's evaluation in preparation for a discussion by the Superintendent Evaluation Subcommittee on December 3. He noted that the elements can remain as they are, since the focus of Paul's goals have not changed too much, and suggested that the Committee choose one element related to each of the four standards.

Before the December 1 meeting, the School Committee will provide input to Paul in terms of elements and evidence. The Committee discussed a schedule that the Superintendent Evaluation Subcommittee will create so that Paul can update the Committee regarding evidence related to his goals.

Malcolm referred to the State's 360 degree process that is being developed relative to superintendents' evaluations. Malcolm recommended that if the School Committee agrees to the 360 degree process, that the Committee take it on in a limited fashion and in such a way that it doesn't add to the time demands of the process. Malcolm gave examples of different models of the 360 degree approach. A discussion followed in terms of the pros and cons and the need for more information before making a decision.

Paul will give his mid-year status report sometime in January.

(f) Presentation of the Use of Technology for Instruction:

This "technology spotlight" is the first of many in an effort to inform the public of how technology is being used as an educational tool. As part of the presentation, Paul referred to the SAMR Model (Substitution, Augmentation, Modification, and Redefinition). He explained the enhancements of substitution and augmentation in programs such as Google Docs. Modification and redefinition actually transform education. For example, two people in different locations can work on the same document at the same time in Google Docs.

The spotlight focuses on EcoMUVE (Multi-User Virtual Environment) and is taught in 7th grade science classes. Paul elaborated on how this program was developed, how it is used by the students, and how it works in the classroom.

A three-minute video was shown in an attempt to show how the students use certain tools to access the data needed, all of which could not be done without the use of technology.

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- (g) Discussion of Participation in Online Blended Learning Courses:
Ellen acknowledged that the School Committee received emails from David Howe in which he offered potential online courses to members of the Committee.

4. **Financial Matters:**

- (a) Hear Business Administrator's Report:
Susan announced that she is now certified as a Massachusetts Certified Public Purchasing Official (MCPPO), as she has participated in the training hosted by the Inspector General's office.
- (b) Hear Finance Subcommittee's Report:
Barb updated the Committee on the Finance Subcommittee's meeting with Ben Keefe regarding the assessment of the elementary schools and the outsourcing of custodial services. At a later date, Ben will recommend to the Finance Subcommittee which elementary school capital projects should be considered, given that the buildings are structurally sound, but in need of some improvements. Barb further described the process that Ben Keefe will follow in terms of capital projects.

Barb also noted that a public comment was given at the Finance Subcommittee meeting, whereby some people believe that the Finance Subcommittee is micro-managing to the point that not enough is being done to address the educational needs of the students. A discussion followed in terms of why some residents feel this way.

Susan Bottan and Ben Keefe will work together to understand Wayland's custodial costs, will compare peer towns' costs, and will develop the pros and cons of both in-house and outsourced custodial services.

The Finance Subcommittee met with Brian Keveny to discuss the Food Service Program. Susan provided a background report of the actions causing the non-transfer of funds for the fringe benefits in FY14. Barb noted the following three actions steps taken from this discussion.

- a philosophical discussion by the School Committee of whether The Children's Way and Food Service could function going forward as self-supporting programs,
- the possibility of charging accounts directly for various fringe benefits
- the possible development of a monthly cash flow report for the Food Service Program, which would serve as a better tracking method

Ellen commented that she would like more information about these programs to determine what the economic consequences could potentially be if they didn't exist as they do now. A discussion ensued in terms of how much tuition could potentially be charged for attendance to The Children's Way to support its operational expenses.

The School Committee will philosophically discuss Food Service matters at the December 1st meeting and The Children's Way at a future meeting.

Barb noted that Cliff Lewis provided calculations for the prior year OPEB charges, which Barb will give to the School Committee. The MOA and the analysis for the other revolving accounts, aside from the fee-based accounts, will be discussed at a future Finance Subcommittee meeting. Donna again expressed concern regarding the food service deficit. Barb encouraged everyone to review the food service budget provided by Susan in preparation for a philosophical discussion at the next meeting. Barb gave reasons as to why she does not share the same concerns, but agrees that this matter must be discussed and addressed. Susan stated that food service will be able to meet their contractual obligations for last year and this year based on calculated projections. However, the replacement of capital equipment is a factor. Susan suggested ways to plan for next year in terms of meeting financial obligations and to keep the program self-sustaining.

Donna asked the Committee if it would agree to the appropriation of money at Town Meeting, which would be absorbed by the school budget, rather than taking it from free cash. A discussion ensued.

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(c) Update Regarding Finance Committee's Long-Range Planning:

Jeanne provided an updated slide to the School Committee to be provided to the FinCom as part of their long-range planning process. She attended the last FinCom meeting and the FinCom is still discussing their long-range planning process.

(d) Request for Transfer of Funds to Support Needed BCBA/ABA Staffing:

Marlene commented that BCBA stands for Board Certified Behavioral Analyst and ABA refers to a specialist trained in Applied Behavioral Analysis. This request is designed to meet the needs of current students, mostly elementary and preschool aged children, with autism and the programs that serve them. It is also crafted to replace expensive contractual services with more cost efficient in-house staffing and to enhance the district's ability to keep students in district. Marlene commented that they have a contract with two different companies to provide a BCBA; however, because of the number of students in Wayland on the autism spectrum, we qualify to have our own part-time BCBA on staff.

Ellen left the meeting at 10:12 p.m.

Marlene also commented and provided examples of the cost analysis to continue to outsource or hire a .6 BCBA and others to fill a 1.0 FTE on staff. She provided information as to what other districts do in this regard.

Ellen returned at 10:15 p.m.

Upon a motion duly made by Barb Fletcher, seconded by Jeanne Downs, the School Committee voted unanimously (5-0) to support the transfer of funds from contracted services to personnel to pay for 0.6 FTEs providing a Board Certified Behavioral Analyst and other staff trained in Applied Behavioral Analysis.

(e) Discussion regarding FY16 Operating Budget Needs:

Paul informed the School Committee that he is preparing a level service budget and elaborated on how the budget is being approached for FY16 in terms of staffing and utilities expenses. Leading up to the development of the budget, Paul described his individual budget meetings with all administrators. He will present to the Committee on December 1st a list of unmet needs from last year and will request the Committee's input in terms of possible placement within the budget. He will present the proposed budget on December 15th.

A discussion ensued regarding the increase of electricity vs. other utilities as of January 2015.

(f) Discussion regarding Timing of Claypit Hill Windows & Door Project:

Barb notified the Committee that a higher cost estimate than the original estimate was received from the architect associated with this windows and doors project at Claypit Hill. She explained the difference in the estimates and commented that the Permanent Municipal Building Committee (PMBC) will review the most recent estimate as well. Barb explained the process beginning with the previous Public Buildings Director to the point of putting in a placeholder for a capital request. In terms of timing of the project, Ben Keefe recommended that the project be delayed until the summer of 2016 because of the impact to the students, the possibility of receiving a lower cost estimate, and a delay would allow him to draft a contract in anticipation of the possibility that, at Town Meeting, the full project cost may not be appropriated. If that were the case, Wayland could still receive MSBA funding, if the scope of the project was reduced to fall within the original appropriation of \$1.1M.

Jeanne explained why the PMBC will be involved as well. Ellen noted that she has not signed the Rate of Reimbursement sheet because the rate could fluctuate and could be an important factor in terms of the project. The MSBA approval process will take place in February. The School Committee is in support of changing the timing of the project.

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5. **Administrative/Procedural Matters:**

(a) Report by School Committee Liaisons – Technology Task Force:

Donna updated the School Committee on the Technology Task Force's (TTF) October meeting. The discussion centered on the need for technology leadership and goals. Also discussed was the Summit in terms of implementing the main goals that were identified by the TTF, as well as the School Technology Capital Plan. The TTF completed the Capital Improvement Plan backup report with the help of one of its members. Donna addressed the task of reporting back to the School Committee regarding the summit; however, the TTF has scheduled time at the Middle School to observe the use of technology prior to making any recommendations, short or long-term, to the Committee.

(b) Review Draft Communication Soliciting Community Members to Work with Suburban Coalition:

Malcolm distributed a draft communication, and the School Committee reviewed the recommended changes. Its purpose is to solicit community members to work with him and the Suburban Coalition.

(c) Discussion of Organization of Agendas, Meetings, and Standing Reports; Communications with Public and Media:

Ellen reviewed the list of reports to be given at future meetings. Regular reports will be presented by the Superintendent, Business Administrator, the Finance Subcommittee, and the WHS student representative. A discussion of future agenda topics will also occur on a regular basis. Rotating reports would be the School Committee liaison reports, concussion informational updates, and the Superintendent's evaluation progress report.

Ellen informed the Committee that Town Crier reporter, Allison McCall, has requested a School Committee meeting packet of public documents for each meeting. The Committee discussed the possibility of posting all public documents on the website a few hours prior to a scheduled meeting. Going forward, released Executive Session minutes will also be posted on the website.

In an effort to notify the entire Committee of some members' individual discussions with others, especially when the entire School Committee is involved in similar conversations, Ellen brought the Committee up to date on the following. Malcolm notified Ellen via an email that Susan Wagner of the Town Crier contacted Malcolm in an attempt to schedule concussion discussions with him and Tom Sciacca. Also, Donna attended a FinCom meeting and expressed her opinion regarding the Open Meeting Law. It was decided that individual members can notify the entire Committee of his/her intention or plans via an email without disclosing any other information until the next meeting.

Regarding the Open Meeting Law chart, Ellen asked the Committee to notify the recording secretary of updates in terms of work done on individual OML complaints. The Committee discussed how to deal with public records requests in terms of responding as an entire Committee or by the Chair only, depending on the timing of the requests.

Ellen addressed the length of Committee meetings and suggested separating the Open Meeting Law complaints and discussing them at separate meetings regularly, but on an as-needed basis. A discussion ensued in terms of the number of meetings that members are attending on a monthly basis, thus, creating a scheduling problem. Also proposed was an open meeting/forum regarding OML issues.

Brad, Marlene and Susan left the meeting at 11:13 p.m.

A discussion ensued about public opinion and some of the incorrect information that is being put out there. The Committee agreed to schedule an Open Meeting Law discussion/forum in an effort to disseminate information and gain the trust of the community.

(d) Discussion of Process for Taking Minutes for the Finance Subcommittee:

Donna commented that due to her schedule, she does not have the time to produce minutes for the Finance Subcommittee. A discussion ensued about a possible solution for the notation of minutes during meetings. One suggestion was to ask for a community volunteer.

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While Barb left the meeting to find Susan Bottan regarding the Consent Agenda, Jeanne commented and congratulated Malcolm on his award from the Massachusetts Association of School Committees.

Barb informed the Committee of Susan's advice regarding the vote to approve payment of the invoices for the high school pavers. Donna elaborated further on the work done to replace the pavers.

6. **Consent Agenda:**

- (a) Approval of Accounts Payables & Payroll Warrants:
 - Wayland Public Schools Accounts Payables warrant, dated November 17, 2014, in the amount of \$468,497.00
 - Wayland Public Schools Payroll warrant, dated November 13, 2014, in the amount of \$1,321,763.62
- (b) Approval of Payment of Invoices for the Claypit Hill Windows Repair Project
- (c) Approval of Payment to Shawmut Construction for Replacement of High School Pavers
- (d) Approval of Minutes:
 - Regular Session of October 6, 2014
 - Regular Session of October 27, 2014

Upon a motion duly made by Barb Fletcher, seconded by Ellen Grieco, the School Committee voted unanimously (5-0) to approve the Consent Agenda with the approval of payment to Shawmut Construction for the replacement of the high school pavers for \$8,527.00 contingent upon the receipt and approval of the invoice for this amount approved by the Business Administrator.

7. **Comments from the Public:**

There were no public comments.

8. **Executive Session:**

Upon a motion duly made by Ellen Grieco, seconded by Barb Fletcher, the School Committee voted unanimously (5-0) to enter Executive Session at 11:26 p.m. for the purposes of discussing strategy related to George Harris's Open Meeting Law Complaint filed on November 4, 2014 related to prior Executive Session Minutes, as listed on the Meeting Notice, as permitted by M.G.L. c. 30A, §21(a)(1), to discuss strategy regarding the Investigation of Charges of Criminal Misconduct, as permitted by M.G.L. c. 30A, §21(a)(5), continue to discuss strategy related to George Harris's Open Meeting Law Complaint filed on September 15, 2014 related to the January 21, 2014 and January 27, 2014 Executive Session Minutes, as permitted by M.G.L. c. 30A, §21(a)(1), continue to discuss strategy related to George Harris's Open Meeting Law Complaint filed on September 15, 2014 related to the August 28, 2014 agenda and Executive Session motion, as permitted by M.G.L. c. 30A, §21(a)(1), to review minutes and corresponding documents from prior executive sessions for declassification, as permitted by M.G.L. c. 30A, §22, for the Executive Session meetings as noted on the meeting notice. The School Committee will approve minutes from prior executive sessions, as permitted by M.G.L. c. 30A, §22 for the meetings of November 3, 2014 and September 27, 2010. A roll call vote was taken as follows:

<u>Roll Call</u>	<u>Yes</u>	<u>No</u>
Ellen Grieco, Chair	X	
Barb Fletcher, Vice Chair	X	
Malcolm Astley	X	
Donna Bouchard	X	
Jeanne Downs	X	

The School Committee will be joined by Paul, Superintendent of Schools and Diane Marobella.

The School Committee will reconvene in Open Session to conduct regular matters as listed on the meeting notice.

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The School Committee reconvened in Open Session at 12:37 a.m.

9. **Regular Matters (continued):**

- (a) Possible Vote to Send Response to Attorney General regarding Open Meeting Law Complaint filed by George Harris on November 4, 2014 related to Prior Executive Session Minutes:
This vote was passed over, as the Committee was not prepared to vote at this time.
- (b) Possible Vote to Send Response to Attorney General regarding Open Meeting Law Complaint filed by George Harris on September 15, 2014 related to January 21, 2014 and January 27, 2014 Executive Session Minutes:
Upon a motion duly made by Barb Fletcher, seconded by Jeanne Downs, the School Committee voted unanimously (5-0) to authorize Ellen Grieco to send the response to Kevin Manganaro as discussed in Executive Session with the minutes listed on the agenda.
- (c) Possible Vote to Send Response to Attorney General regarding Open Meeting Law Complaint filed by George Harris on September 15, 2014 related to August 28, 2014 Agenda and Executive Session Motion:
Upon a motion duly made by Malcolm Astley, seconded by Jeanne Downs, the School Committee voted unanimously (5-0) to authorize Mark Lanza to send the letter related to George Harris's Open Meeting Law Complaint on September 15, 2014 related to the August 28, 2014 agenda and executive session motion as discussed in Executive Session.
- (d) Possible Vote to Send Response to Attorney General and Possible Declassification of Minutes regarding George Harris's November 4, 2014 Open Meeting Law Complaint:
This vote was passed over, as the Committee was not prepared to vote at this time.
- (e) Vote to Approve Executive Session Minutes for Possible Declassification as listed on the Meeting Notice:
Upon a motion duly made by Barb Fletcher, seconded by Malcolm Astley, the School Committee voted unanimously (5-0) to declassify the Executive Session minutes as discussed in Executive Session and listed on the meeting notice.

10. **Adjournment:**

Upon a motion duly made by Barb Fletcher, seconded by Malcolm Astley, the School Committee voted unanimously (5-0) to adjourn the Regular Session at 12:40 a.m.

Respectfully submitted,

Paul Stein, Clerk
Wayland School Committee

Observers:

Tom Sciacca, WVN
Ariana Trabucco, Ameresco
Luis Alegri, Ameresco
Ellen Tohn, Energy Advisory Committee

Corresponding Documentation:

1. Agenda & Backup Information
2. List of Priorities taken from the Summit re: Early Education
3. Copy of OML c. 30A, §20(f)
4. School Improvement Plans
 - Wayland High School
 - Wayland Middle School

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- Claypit Hill Elementary School
 - Happy Hollow Elementary School
 - Loker Elementary School
5. Goals re: Superintendent's Evaluation
 6. Finance Committee's Long-Range Planning Slide
 7. Draft Communication re: Suburban Coalition
 8. Accounts Payables & Payroll Warrants
 9. Invoice from Pinck & Company
 10. Regular Minutes of October 6, 2014
 11. Special Minutes of October 27, 2014