

Board of Directors

Meeting Minutes

Date: Tuesday, September 19, 2023 (12:00 to 2:00 p.m.)

Location: In person at the Mi Casa Resource Center (345 S Grove St, Denver, CO 80219) and online via Zoom

Attendance

Members (In Person): Dr. Lydia Prado (Chair), Mr. Chris Daues (Treasurer), Mr. Michael Baker, Mr. Nathaniel Cradle and Ms. Susan Steele

Members (Zoom): Ms. Anne Rowe (Secretary), Ms. Andrea Albo and Ms. Janice Sinden

Members not in attendance: Ms. Erin Brown (Vice-Chair), Mr. Zach Hochstadt, Ms. Jennifer Luke, Ms. Amber Münck, Councilwoman Amanda Sandoval

Staff (In Person): Ms. Nayely Avila, Ms. Irene Bonham, Ms. Ellen Braun, Dr. Cristal Cisneros, Ms. Diana Herrera, Ms. Elsa Holguín, Mr. Chris Miller and Ms. Carley Noerr

Guests (In Person): Mr. Alex Dunn, Ms. Erin Curtin, Mr. Rhett Gutierrez, Ms. Gerri Gomez Howard, Mr. Zaki Robbins and Ms. Christine Sakoulas

Guests (Zoom): Ms. Keshia Allen Horner, Ms. Paulina Knoblock and Ms. Lindsey Mears

Agenda Topic	Discussion	Action/Follow-Up/Decision
Call to Order and Welcome	<u>Call to Order and Welcome</u>	
Consent Agenda (For Approval)	<p><u>Consent Agenda (For Approval)</u> Dr. Prado presented the Consent Agenda for approval, highlighting the following:</p> <ul style="list-style-type: none"> • August 15, 2023 Board of Directors Minutes • July 2023, Financial Statements 	Mr. Baker motioned to approve the consent agenda, Ms. Steele seconded; All in favor, motion approved.
2023-2026 Techint Labs Contract (For Approval)	<p><u>2023-2026 Techint Labs Contract (For Approval)</u> Ms. Bonham presented the 2023-2026 Techint Labs Contract, for approval, highlighting the following:</p> <p><u>Contract Type:</u> New Contract <u>Term:</u> Three (3) Years (October 1, 2023 – August 31, 2026), with two (2) options to extend the Agreement for one year each <u>Not-to-Exceed Budget request for Year 1:</u> \$300,000</p> <p>Contract Overview After a rigorous and competitive RFP process, The DPP Communications Committee has chosen Techint Labs as the media buyer and marketing services contractor.</p>	

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	<p>Techint Labs will provide Media Buying and Marketing Services for DPP. DPP uses Media to increase organizational awareness among key audiences, grow the organizational reputation, and increase participation in DPP programming.</p> <p>Budget</p> <table border="1" data-bbox="401 326 1465 654"> <thead> <tr> <th data-bbox="401 326 1220 367">Techint Labs Budget - October 1, 2023 – September 30, 2024</th> <th data-bbox="1220 326 1465 367"></th> </tr> </thead> <tbody> <tr> <td data-bbox="401 367 1220 407">Direct Paid Media Costs</td> <td data-bbox="1220 367 1465 407">\$225,000</td> </tr> <tr> <td data-bbox="401 407 1220 496">Agency Retainer</td> <td data-bbox="1220 407 1465 496">\$24,000</td> </tr> <tr> <td data-bbox="401 496 1220 610">Agency Fees & Creative Services – including management fees, placement fees, programmatic digital fees and ad serving (CPM), creative services include 10 hours of creative services are included, additional requests are billed hourly</td> <td data-bbox="1220 496 1465 610">\$51,000</td> </tr> <tr> <td data-bbox="401 610 1220 654">Total Year 1 Not-To-Exceed</td> <td data-bbox="1220 610 1465 654">\$300,000</td> </tr> </tbody> </table> <p><i>*These numbers may adjust slightly depending on media recommendations, with the overarching goal being to maximize our working paid media dollars.</i></p> <p>Funding Request DPP staff requests an amount, not to exceed \$300,000 for year 1 of the term outlined above. Payment for these services will be billed to DPP based on work completed and invoiced each month, beginning October 1, 2023, and ending September 30, 2024.</p> <p>Request for Approval The Denver Preschool Program staff is presenting Techint Labs’ Contract, as outlined above, for review and approval.</p> <p>Following a recommendation from the Finance and Governance Committee, this is being presented to the full DPP Board of Directors during the September 19, 2023 meeting.</p>	Techint Labs Budget - October 1, 2023 – September 30, 2024		Direct Paid Media Costs	\$225,000	Agency Retainer	\$24,000	Agency Fees & Creative Services – including management fees, placement fees, programmatic digital fees and ad serving (CPM), creative services include 10 hours of creative services are included, additional requests are billed hourly	\$51,000	Total Year 1 Not-To-Exceed	\$300,000	<p>Ms. Sinden motioned to approve the 2023-2026 Techint Labs Contract with a not-to-exceed of \$300,000 for year 1 of the term, Ms. Albo seconded; All in favor, motion approved.</p>
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<p>2023-2024 MetrixIQ Contract Amendment (For Approval)</p>	<p><u>2023-2024 MetrixIQ Contract Amendment (For Approval)</u> Ms. Braun presented the 2023-2024 MetrixIQ Contract Amendment, for approval, highlighting the following:</p> <p><u>Contract Type:</u> Extension <u>Original Term:</u> Three Years (October 1, 2017 – September 30, 2020) <u>Extended Term Year (Renewal Term 1):</u> October 1, 2020 – September 30, 2021 <u>Second Extended Term Year (Renewal Term 2):</u> October 1, 2021 – September 30, 2022</p>											

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	<p data-bbox="394 120 1436 185"><u>Additional Extended Term Year (Renewal Term 3):</u> October 1, 2022 – September 30, 2023</p> <p data-bbox="394 185 1419 250"><u>Proposed Second Additional Extended Term Year (Renewal Term 4):</u> October 1, 2023 – September 30, 2024</p> <p data-bbox="394 285 674 313">Contract Overview</p> <p data-bbox="394 318 1472 613">Metrix Advisors, LLC (dba MetrixIQ) provides the Denver Preschool Program (DPP) with comprehensive services to manage client transactions including: provider site records, student eligibility determination and enrollment services, periodic tuition credit payment calculation, customer service activities in support of the aforementioned items, an ongoing enrollment information technology system, system maintenance and support, development of the annual DPP tuition credit scale, and on-call consulting services to support DPP program activities not otherwise contemplated. Taken in combination, these items constitute the Base Scope of Work contemplated under this agreement.</p> <p data-bbox="394 649 1461 711">Through several work orders, MetrixIQ also provides the following add-on services to support DPP program expansion:</p> <ul data-bbox="443 716 1436 951" style="list-style-type: none"> • DPP Scholarship pilot program management • 3-year-old expansion of enrollment and tuition credit processing services, • Implementation and maintenance of the DPP (Metrix) Enroll online provider portal • One-time “redshirt” program for COVID-impacted students • Colorado UPK Customer Service (funded by the Colorado Department of Early Childhood) <p data-bbox="394 987 617 1015">Scope of Work</p> <p data-bbox="394 1019 1472 1149">The Board voted to postpone the RFP for the enrollment and customer service work at the February 21, 2023 Board of Directors meeting in light of the changing landscape. The proposed second additional extended term (Renewal Term 4) will mark seven (7) years for this contract.</p> <p data-bbox="394 1185 1020 1213"><u>Customer Service and Enrollment and Eligibility</u></p> <ul data-bbox="443 1218 1472 1466" style="list-style-type: none"> • Manage transactions including: provider site records, student eligibility • determination, enrollment services and tuition credit payment calculation. • Oversee the enrollment information technology system. • Consult and support the development of the annual DPP tuition credit scale. • Processing of Student Applications - verification and follow-up. • Calculate tuition credit benefit and aggregate amounts due to providers. • Tracking and recording student attendance. 	

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	<p><u>On-call Consulting Services</u> MetrixIQ will provide additional services not otherwise contemplated in this SOW.</p> <p><u>DPP Scholarship Funding</u> The DPP Scholarship Pilot (formerly called Gap Scholarship) was approved in March 2019 to address affordability of preschool and better support Denver’s lowest-income families attending DPP community sites.</p> <p><u>Preschool for 3s Pilot Program</u> The Denver Preschool Program (“DPP”) launched a pilot to support 3-year-old children with tuition support beginning September, 2021. The basic goal of the pilot is to work towards DPP’s goal of equitably expanding access to quality preschool.</p> <p>MetrixIQ will provide bilingual (English and Spanish) customer service support for providers and families regarding the Preschool for 3s pilot program.</p> <p><u>DPPEnroll</u> MetrixIQ built a secure, web-based provider attendance reporting tool called DPPEnroll. Using this portal, schools are able to confirm and update their rosters, and report attendance for enrolled students on a weekly basis.</p> <p><u>BridgeCare Web Functionality</u> Utilizing BridgeCare as an online marketplace to connect parents and provider electronically, MetrixIQ will support the functionality of BridgeCare and DPP’s uses of the software.</p> <p>Budget The budget for delivering the Renewal Term 4 scope is as follows:</p> <ul style="list-style-type: none"> • The core services budget includes a 10% increase needed to accommodate overall cost increases, particularly wages. Denver’s minimum wage has increased 38.4% since 2020. • Additional operations requirements needed to manage the Preschool for 3s program, reflecting a 30% increase in fees. • No price increase to manage the DPP Scholarship program. • One-time tech project budget includes not-to-exceed funding for CRM upgrade, API connection for renewal applications, and leads module for the system to capture BridgeCare Leads. • <p><u>Renewal Term 4 – October 1, 2023 – September 30, 2024</u> Existing scope:</p> <ul style="list-style-type: none"> • Core Services - \$774,888 	

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	<ul style="list-style-type: none"> • 3-Year-Old Expansion - \$129,816 • DPP Scholarship - \$140,484 • On-Call Services – \$30,000 <p>Total not-to-exceed with modifications - \$1,075,100</p> <p>Expanded Services (not-to-exceed):</p> <ul style="list-style-type: none"> • BridgeCare Web Functionality - \$57,035 • One-Time Tech Projects - \$20,000 • DPP Enroll License - \$3,600 <p>Total not-to-exceed expanded services - \$80,635</p> <p>Total Renewal Term 4 - \$1,155,823</p> <table border="1" data-bbox="396 570 1205 802"> <thead> <tr> <th>Term</th> <th>Total Contract Not-to-Exceed</th> </tr> </thead> <tbody> <tr> <td>Initial Term (3 years)</td> <td>\$2,230,694</td> </tr> <tr> <td>Renewal Term 1</td> <td>\$827,272</td> </tr> <tr> <td>Renewal Term 2</td> <td>\$1,116,368</td> </tr> <tr> <td>Renewal Term 3</td> <td>\$1,074,176</td> </tr> <tr> <td>Renewal Term 4</td> <td>\$1,155,823</td> </tr> <tr> <td>Total Not-to-Exceed</td> <td>\$6,404,333</td> </tr> </tbody> </table> <p>Staff Recommended Funding Request DPP staff requests an amount, not-to-exceed of \$1,155,823 for the additional term outlined above, bringing the total seven year not to exceed for the MetrixIQ contract to \$6,404,333. This request will amend the current contract dated September 1, 2017. Payment for these services will be billed to DPP as a fixed fee with the contingency line item billed hourly and will be invoiced at the end of each month, beginning October 1, 2023, and ending September 30, 2024.</p> <p>Request for Approval The Denver Preschool Program staff is presenting the amendment to the MetrixIQ contract as outlined above to the Board of Directors for final approval.</p> <p>The Board and staff reflected on the RFP process after which MetrixIQ was issued its initial contract with DPP.</p>	Term	Total Contract Not-to-Exceed	Initial Term (3 years)	\$2,230,694	Renewal Term 1	\$827,272	Renewal Term 2	\$1,116,368	Renewal Term 3	\$1,074,176	Renewal Term 4	\$1,155,823	Total Not-to-Exceed	\$6,404,333	<p>Ms. Rowe motioned to approve the 2023-2024 MetrixIQ Contract Amendment and not-to-exceed of \$1,155,823 for the additional term, bringing the total seven year not to exceed for the MetrixIQ contract to \$6,404,333, Ms. Albo seconded; All in favor, motion approved.</p>
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<p>DPP Outreach Presentation</p>	<p>DPP Outreach Presentation Ms. Gomez Howard presented the DPP Outreach Presentation, highlighting the following:</p> <p>Outreach Purpose</p> <ul style="list-style-type: none"> • Enrolling families/children 															

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	<ul style="list-style-type: none"> • Educating the value of quality preschool • Presenting preschool options <p>Outreach Focus Ares of focus for DPP’s outreach efforts include families in historically hard-to-reach populations such as those experiencing poverty.</p> <p>Keys to Success for outreach include <u>building</u> trust and forming relationships in the community and supporting additional languages by building a diverse community outreach team and transcreeating collateral and applications.</p> <p>Outreach Events On behalf of DPP, the GHG attended a total of 47 events, reaching approximately 1,026,370 attendees with a booth reach of 9,137. Facilitating this work was 11 GHG Community Connectors that together speak 14 different languages.</p> <p>GHG Community Connectors engaged in events in:</p> <ul style="list-style-type: none"> • Multilingual communities such as Hope Communities Tent Topics, Taste of Ethiopia and Our Lady of Guadalupe Bazaar • Historically underserved communities such as Cinco de Mayo Westwood, Juneteenth and the Dragon Boat Festival • Communities facing economic hardship such as the Jewish Family Service Resource Fair, Fax Fair Back to School Health & Resource Fair and the Denver Police Department District 4's National Night Out • Overarching communities such as Denver Public Library Storytimes, RMPBS KidsFest, Denver PrideFest and the Southwest Denver Coalition Neighborhood Showcase <p>Partner Outreach GHG connects with 78 total partners on behalf of DPP, of which include partners working in family services, early childhood education, government, places of worship, arts & culture, health services and housing services.</p> <p>Additional Support Additional support administered by GHG includes:</p> <ul style="list-style-type: none"> • Preschool Navigator <ul style="list-style-type: none"> ○ Support with finding a preschool ○ 1-on-1 assistance for families ○ Direct contact for partners • Provider Appreciation Event • Administrative Support (Phone & Mail Outreach) 	

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	<p>2023-2024 Initiatives Outreach to targeted multilingual communities by way of:</p> <ul style="list-style-type: none"> • Cultural events • Ambassadors • Places of worship • Markets • Social media <p>The 2024 DPP Preschool Showcase is scheduled for Saturday, January 20, 2024, from 9:00 a.m. to 12:00 p.m. at the Denver Zoo.</p>	
<p>DPP Family Focus Group Presentation</p>	<p><u>DPP Family Focus Group Presentation</u> Mr. Dunn presented the DPP Family Focus Group Presentation, highlighting the following:</p> <p>Strategies 360 conducted 2 online discussion boards (QualBoards) among parents in Denver. Groups were held July 24th to 26th, 2023.</p> <ul style="list-style-type: none"> • Group 1 consisted of parents with a child currently in a DPP school and/or receiving tuition credits. • Group 2 consisted of parents with young children who qualify for but do not currently utilize the DPP. <p>Unlike in a poll, these discussions are not statistically representative of the views of a full range of parents in Denver. Rather, they offer a deeper window into experiences and beliefs, allowing us to understand their concerns and expectations in a more nuanced way.</p> <p>QualBoard participants consisted of 42 parents of 0-4 year-olds in Denver. Group 1 included 21 parents who are already enrolled in DPP, and Group 2 included 21 prospective parents.</p> <p>Financial anxiety was rampant and, not surprisingly, childcare and preschool were some of the most frequently mentioned drivers of this anxiety.</p> <p>Participants expressed a near-universal belief in the value of preschool and a general understanding of its benefits (even though those benefits were often perceived differently).</p> <p>Strategies360 found a number of factors that drive parents’ information on—and approach toward—preschool:</p>	

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	<ul style="list-style-type: none"> • Generally speaking, most friends and family members have also bought into the concept of preschool for their kids (exceptions were few but included families on the rural boundaries of Denver County). • Most parents mentioned the daunting nature of preschool logistics, including factors like: <ul style="list-style-type: none"> ○ Can they afford it? ○ Is the location convenient? ○ Are preschool hours conducive to parents' work and life schedules? (We often witnessed a belief that preschool schedules would provide inadequate coverage for families.) ○ Waitlists: terrifying. • When parents start preparing for preschool varies from pregnancy to 3-4 years of age, and often hinges on privilege and access to resources (as well as word of mouth). • Factors parents want in their kids' preschools: affordability, safety, quality, equity. <p>Awareness of DPP among prospective parents was scattershot: some were quite familiar with it, while others hadn't heard anything at all. Once again, access to information about DPP appeared to be correlated with income.</p> <p>Enrolled parents generally expressed a better grasp of the basics, but many of them still have quite a bit to learn about DPP (whether it was coverage for extended day and summer programs, or that credits are paid directly to the provider).</p> <p>Meanwhile, familiarity with UPK tends to be a bit more robust than DPP, fueled by recent media at the time of the focus groups. Participants who are less familiar with preschool resources in general were more likely to have heard about UPK than DPP.</p> <ul style="list-style-type: none"> • When asked if they believe UPK will help their family with preschool costs, we saw mixed reactions: some were hopeful, some pessimistic...many simply lacked details. • To some extent, UPK seems to be overshadowing the conversation on DPP and causing some confusion on how to use these programs, who qualifies, whether they are mutually reinforcing, etc. <ul style="list-style-type: none"> ○ Some participants expressed the mistaken assumption that UPK is universal and DPP is limited (based on income). ○ After clarification, parents were more encouraged that UPK can work in conjunction with DPP. Still, they wanted more specifics (e.g. how do they work together—is UPK for the first 15 hours per week and DPP provides coverage after that?). 	

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	<ul style="list-style-type: none"> • There remains some confusion on when children become eligible (3 vs. 4 years old), which is further complicated by the conversation around UPK. 	
Early Childhood Mental Health Presentation	<p><u>Early Childhood Mental Health Presentation</u> Dr. Prado presented the Early Childhood Mental Health Presentation, highlighting the following:</p> <p><i>“When babies and adults interact, they are partners in an interactive social dance in which they jointly regulate each other, and this dance is essential for the baby’s social and psychological development.” - Meredith Small, 2008</i></p> <p>A Global Perspective</p> <ul style="list-style-type: none"> • In many cultures, bed or room sharing lays a foundation of connection and support so children can become confident individuals. <ul style="list-style-type: none"> ○ In some cultures, children are thought to be born independent, and it is a parent’s job to bring them into the fold. In the US, children are thought to be born dependent, and it is a parent’s job to make them independent. • By avoiding eye contact with their babies, Kisii moms teach their children to be less attention-seeking. <ul style="list-style-type: none"> ○ In some cultures, communication between parents and children is more focused on touch, whereas in the US, communication between parents and children is more focused on verbal communication. • Work vs Play also differs drastically from the US perspective and that of other cultures. In many other cultures, children from 0-8 years old often help with the care-taking of other children. <p><i>“Children in many cultures, where they participate in daily life, seem to be more grounded and more settled. I think it is not what they are shouldering, but rather that they feel like they belong and that they are useful and competent at something important to adults.” - Mei-Ling Hopgood, How Eskimos Keep Their Babies Warm</i></p> <p>Early Childhood Mental Health can be defined as the developing capacity of the child to-</p> <ul style="list-style-type: none"> • Form close and secure adult and peer relationships; • Experience, manage, and express a full range of emotions; • Explore the environment and learn; <p>-all in the context of family, community and culture.</p> <p>Brain Maturation</p>	

Agenda Topic	Discussion	Action/Follow-Up/Decision
	<ul style="list-style-type: none"> • In the first three years, babies’ brains make 700 new connections every second. • Focus/attention, executive function, impulse control and frustration tolerance are measurements of brain maturation. • Environmental impacts on both baby and caregiver, such as nutrition, exercise, sleep, etc. impact a baby’s brain maturation. • Feeling safe enables learning. <p>Dr. Prado shared an example of Delay of Gratification being used as an IQ measurement of a child.</p> <p>Dr. Prado shared the 2022 Denver Child Well-Being Index Map and the 2020 Households without Internet Access Map.</p> <p>Serve and Return The serve and return concept was developed at the Center on the Developing Child at Harvard University as a way of providing a clear description of the types of parenting strategies that scientific research has shown help the most to support children’s healthy brain development.</p> <p>Sharing Your Child’s Focus Sharing the focus of attention is when the adult identifies or notices what the child is interested in and then puts their attention there as well.</p> <p>Supporting and Encouraging Praise effort and encourage steps toward larger accomplishments.</p> <p>Dr. Prado emphasized the difference between complimenting a child versus encouraging them, highlighting that encouragement has greater impacts on learning and growth.</p> <p>Naming Naming can be simple, such as giving the child the word for what they are looking at, or how they seem to be feeling.</p> <p>Back and Forth At its best, back and forth is characterized by the adult pacing the interaction in such a way as to best suit the child’s abilities and needs.</p> <p>Beginnings and Endings</p>	

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	<p>The end of the turn-taking episode is signaled by the child or the episode naturally comes to its conclusion (e.g., the book is finished). The serve at the beginning of the next interaction always begins with the child.</p> <p>Hurray for Play</p> <ul style="list-style-type: none"> • We know that open ended activities are as important to a child’s neural growth as protein (John Medina, 2010) • Kids allowed open-ended play time are: <ul style="list-style-type: none"> ○ More creative ○ Better at language ○ Better at problem solving ○ Less stressed ○ Better at memory ○ More socially skilled 	
<p>President’s Update</p>	<p><u>President’s Update</u> Ms. Holguín presented the President’s Update, highlighting the following:</p> <p>City Council Holding Statement Since 2007, the Denver Preschool Program has helped families in the City and County of Denver find and pay for quality preschool. UPK Colorado will complement the Denver Preschool Program’s proven tuition credit and quality initiative programs. Both programs are universal models; however, there are some differences.</p> <p>Denver Preschool Program's 2023-2024 school year monthly cost of care rate for families is \$1,520, or \$18,240 for a full twelve-month school year. For most Denver children, UPK Colorado will only provide half-day funding of \$6,102.06 from August 2023 to May 2024. This leaves a substantial gap between the cost of care and UPK Colorado funding support, leaving many families needing additional funding from programs such as DPP to access preschool.</p> <p>We know 93% of Denver Preschool Program’s participating families require full or extended-day preschool. DPP’s tuition credits help to offset the cost of care year-round, including extended day and summer programming for all Denver 4-year-olds. For Denver families with the greatest need, the layering of these two funding sources may mean that the entire qualifying cost of preschool is covered.</p> <p>The chart below also notes some programmatic differences between DPP and UPK Colorado.</p>	

Agenda Topic	Discussion			Action/Follow-Up/Decision
	Program Details	Denver (DPP)	UPK Colorado	
First funding year	2007	2023		
Number of Children	4,706 (2021-2022)	27,500 (as of 6/16/23)		
Annual Budget	30 million	322 million		
Payment	Paid to the provider at the end of the month based on attendance	Paid to the provider at beginning of month		
Funding Model	.15% of city sales tax Choice- funding tied to child	This is being funded through Colorado House Bill 22-1295 that was a result of Proposition EE, voter-approved nicotine tax measure Funding tied to student slot		
Hours	Half day- 5 hours per week Full day- 25 hours per week Extended day-33 hours per week	10 or 15 hours per week Students with low-income and an additional factors can qualify for 30 hours per week		
<i>*U.S. Census Bureau, American Community Survey 5-Year Estimates Table S1401.</i>				
Adjourn	<u>Adjourn</u>			Mr. Baker motioned to adjourn the meeting, Mr. Daues seconded; All in favor, motion approved.

I certify that the above minutes are correct and approved by the Board of Directors.

Anne Rowe, Secretary