

## Minutes of the New Lebanon Building Committee

Date: September 8, 2015  
9:00AM until 4:30PM

Location: Havemeyer Building, Board Room  
290 Greenwich Avenue, Greenwich, Connecticut

Attendees:

Committee Members: Steve Walko (chairman)  
Patricia Baiardi Kantorski (clerk)  
Dean Goss  
Clare Lawler Kilgallen  
Brian Harris  
Peter Bernstein (BOE)

Ex-officio Members: Barbara O'Neill (BOE chair and non-voting: not present  
between 1:00PM and 2:50PM)  
Tony Turner (RTM and non-voting)  
Will Schwartz (DPW and non-voting)  
Nick Macri (P&Z Commission and non-voting)

Others: Jake Allen  
Barbara Ruccio (Principal of New Lebanon School)  
Joseph Kantorski  
Elizabeth Harkins (Temporary Recording Secretary)

Absent: William Drake (BET and Vice Chair)  
Drew Marzullo (Selectman and non-voting)

Steve Walko called the day-long meeting to order at 8:45AM for the purpose of reviewing presentations by six architects and their core teams. Brian Harris distributed documents that members would use to evaluate the presentations. Prepared by a building committee subcommittee, these documents included: a comparison, a list of questions to be asked of each firm, a rating form, and the state statute. Steve Walko reminded committee members to act impartially and mentioned that cost information provided by the firms would be just one of many considerations when making a decision on a firm. The procedure for each hour-long interview would be consistent and include a presentation, followed by prepared questions and appropriate, relevant follow-up questions. The goal was to narrow the list of six firms down to no more than four. As previously agreed upon, the committee would vote on Wednesday, September 9. Were the committee to have agreed upon a single architect by that time, the recommendation would be taken to the Board of Education for approval at its next meeting.

Summaries of presentations made by six firms:

At 9:00AM, **Tai Soo Kim Partners Architects** presented including Tai Soo Kim (Design Director, 40-year experience, love of elementary schools), Ryszard Szczpek (Project Director), Christine O'Hare (Project Manager, Senior Associate), Jesse Saylor (Project Architect, LEED, qualitative), Stephen Dietzko (Civil Engineer), Joe Lembo (M/E/FP/P/IT Engineering).

Tai Soo Kim's commented that his team works together from beginning to end. They would provide personal service and foster a happy relationship with the Building Committee. Their simple, logical solutions lead to economy. Ryszard Szczypek gave examples of the 47 schools of which 29 were elementary schools.

Tai Soo Kim addressed the following issues related to the New Lebanon site. The topography with lots of rocks created challenges, but keeping the school in its current location, near a major highway with related road sounds, would save money. Other issues included the different levels necessitated by the rock. There would be a portion with three stories, and the multiple levels would create some security issues. When a building has only two stories, one can create a sense of community. Buses and cars would need to be separated; buses and cars should also be separated from the play areas. Two bridges could make this possible. A large common area would be downstairs. The idea would be to erect a simple structure at elevated level of 46, close to the existing structure. The cafeteria would be sky lite.

Regarding costs, Szczypek spoke about: 15% contingency and estimated contingency as 5%: \$32.8M, would not include relocating children to another site. The firm has a history of meeting expectations. Stephen Dietzko (Civil Engineer) and Jesse Saylor (Project Architect, LEED) would be available for questions later. Tai Soo Kim asked the committee to consider building in a contingency for time as well as for money. Estimates do not include building demolition and abatement monitoring.

## Q&A

The current work load at TSKPA included finishing up Milford High School; Christine O'Hare would be ready and available. Tai Soo Kim said that the timing was good. Regarding the use of a construction manager, he said a CM would be important in order to manage the site during the actual construction as well as to work around any educational needs that might arise. All participants would need to know what the common goals would be. Tai Soo Kim also said that knowing what furniture and equipment would be use was especially important, so that the space could accommodate the multiple uses and purposes.

Nick Macri asked how the property might be used, e.g., nature trails in ravine. Clare Kilgallen asked about the LEED and QAQ process. Christine O'Hare and Jesse Saylor, the certified professionals on the job, know the state LEED requirements and also know what the LEED certification process includes. They pointed out that it was more than

just the building since it also included the items used in the building, such as cleaning products.

Randall Luther, who served on the Governor's commission for school safety guideline, would be called upon as the firm's additional set of eyes. Although not working on the project, he could be called in as a reviewer, a second set of eyes. REVIT Platform is used in TSKPA office. Patricia Baiardi Kantorski asked if the firm would help in the grant/reimbursement process from the State. TSKPA said that they were willing to do so. Christine O'Hare asked about negotiating reimbursement for space to accommodate preschools. Evidence of change orders would get approved as the project progressed. It would be important to consider that some issues and change orders could result in items becoming ineligible for reimbursement. Clare Kilgallen asked about school safety and construction standards enacted last year; Ryszard Szczypek responded that these would include creating staging area for first responders, providing for security doors to be kept locked, installing of a monitor system, and using bullet-proof glass.

The presenters left at 9:50AM. Committee reactions to the presentation included:

Only voting members should complete evaluation forms. Brian Harris said he was extremely impressed with the firm's capabilities. Nick Macri was pleased with the responses regarding security. Will Schwartz was impressed with the projected savings and ability to keep the children on the premises. Patricia Bairadi Kantorski was impressed with the site location of the building and how the slope solution impacted the cost. Steve Walko asked additional questions about the site area and stated that all the firms were given revised Option D. Barbara Ruccio (Principal at New Lebanon) remarked that TSKPA seemed to be in touch with the school's educational program. Patricia Bairadi Kantorski emphasized that a full set of construction documents was not requested by the building committee for these meetings. Steve Walko said that Board of Selectmen would be making the decision regarding the location for the building. Peter Bernstein called TSKPA's recommendation to bring in construction manager early a sound idea.

At 10:00AM, **Peter Gisolfi Associates Architects – Landscape Architects** presented including: Ronen Wilk, (Landscape Architect, oversee site work), Diane Abate (Project Architect), Peter Gisolfi (Senior Partner, Principal), Michael Tribe (Project Manager...GHS graduate, working on Greenwich Library project), and Richard Munday (Collaborating Architect).

Gisolfi Associates was described as a unique practice combining architects and landscape architects. They have worked on colleges and independent schools including in New Haven and, currently, at Greenwich Library.

Three categories of issues: 1) Manage the building and the property in order to make a coherent consistent use of spaces, e.g., five-story Peekskill High School with Middle

School and space for the community. They also mentioned the Byram Schubert Library. 2) Keep existing school operational while building the new building beside it. Two case studies of elementary schools: a) in East Rock neighborhood of New Haven, which incorporates the ideas of belonging and of “learning gives you wings.” 3) Create an energy-efficient structure. Gisolfi Associates created an energy-efficient structure that got the federal Energy Star ratings in Tarrytown, New York. Originally K-12, the school was built on a slope of 80 to 125 feet. Like New Lebanon, it had wetlands. Dobbs Ferry field for the school and the community is similar to New Lebanon. Hackley School in Tarrytown has its bottom floor is six feet below grade. It is heated and air-conditioned with 24 heat geothermal exchanged wells.

At 10:33, at Peter Gisolfi’s request, the building committee chairman granted an additional 5 minutes before questioning. Peter Gisolfi showed the proposed schedule for New Lebanon on a three-digital platform. He emphasized that the team would work collaboratively. Diane Abate spoke of efforts to control the cost. Access to the school would meet a number of objectives: The Gisolfi design has the school built on two levels at the north end, two levels above, two levels below, with three outdoor spaces.

#### Q&A

Nick Macri began by stating that Greenwich has a \$650M construction for which the State of Connecticut could provide reimbursement; consequently, we have a need for a firm that can provide quality control keeping in mind the reimbursement criteria. 2) Richard Munday said that his team would work closely with Gisolfi. This large-scale project would be a priority for our office. His firm was currently working on smaller projects. 3) Re school safety standards, Peter Gisolfi said that they would adhere to sound structure in school design, meeting state guidelines. 4) Re a construction manager overseeing the job, Mr. Gisolfi said that the use of a CM was cost effective and delivered success. Three of their major projects have CM’s. 5) Re a time frame guarantee, Gisolfi has come in on budget and on time in the past. Rule of thumb was 3.5% set aside for change orders on renovation work, but Gisolfi recommended only a 1% contingency for change orders on new construction. He said that documents were tighter, interrelated, all of which reduced the need for change orders. 5) Brian Harris, asked if the firm uses REVIT. Patricia Kantorski asked with which firm would the Town of Greenwich be signing a contract and had the two firms worked together before? Gisolfi replied that the signers would be Gisolfi. Richard Munday desired the shared experience and wanted to learn from the other team. Combined, the two teams would be able to deliver a better end product.

Gisolfi pointed to Greenwich (Byram Schubert Library) as one of their successes. They have a deep understanding of the landscape.

The presenters left at 11:00AM. Committee reactions to the presentation included:

Comments: Barbara O'Neill liked that they would work with us. Although on short list, the group has potentially problems. Brian Harris was concerned about how much interplay there would be. Patricia Bairadi Kanjorski pointed out that the two firms had never worked together before.

At 11:05AM **Perkins Eastman Architects**, DPC, presented including: Joseph Costa (Principal Architect); Mark McCarthy (School Design, Principal, former teacher), Joe Banks (Project Manager, coming off North Haven Middle School project), Mike Berger (Project Designer; buildings issues), Earl Goven (Landscape Design), and Graham Curtis (for Steve Gentro).

Joseph Costa presented an overview of the Perkins Eastman Firm. As a full service architect firm in Stamford, they have designed schools, as the core of their business. He pointed out that their strengths as the thought leadership they provide and the collaboration they foster with the community. As one of largest firms in school design in Connecticut, the firm has 65 persons located in Stamford.

Joe Banks said he understood the limit of \$32.8M and was comfortable with schedule.

Mark McCarthy spoke about three core ideas: Inspire, Comfort (light), Adapt (schools change over time day-to-day and year-to-year). The plan drew on the idea of campus with library and park. He said his firm was familiar with the IB Curriculum and project-based learning with it inclusive/global citizen to engage, learn, celebrate, and play. Perkins Eastman had recently done a study that showed trends in use of whole space and use including the library. The cafeteria and gymnasium would need to be used all day long. IB school with many parts needed to be able to interact together resulting in overlapping spaces: Celebrate, Play, and Create. The rooms would be arranged around a central space, creating a three-dimensional approach.

Mark Berger spoke of a lower level public space that would embrace the topography of a 24-26-foot drop. The library would open up to the other rooms and to nature and environment. The school would be broken into houses PreK-K, 1-2, etc., with the gym on the lower floor, and the administrative offices in the center in order to monitor visitors. The landscape has its challenges but also its opportunities.

Earl Goven (Landscape Architect) spoke about site security and separating buses and cars. The traffic generated by the school would need to be separated from the traffic related to Byram Schubert Library. All should be pedestrian friendly. School space used by the community would need to be made safe, creating an environment conducive for learning.

Graham Curtis (engineer standing in for Steve Gentro) spoke about the R value of the walls, the lighting, water conservation, geothermal, green-roofs. He emphasized the need to look at what can be added to qualify for state reimbursement, e.g., photo voltaic cells on the roof.

Joe Banks said that the schedule would work and they would take care of any changes by the summer 2016. The firm had Web-based communications ability and that they would work with the IT group to take those needs into consideration.

In speaking about what was included in the fees Joseph Costa said that everything was included with the exception of the survey, which had already been done. Perkins Eastman had set limits in number of testing and abatements.

Q&A at 11:40

Nick Macri asked about Perkins Eastman's current work load which included North Haven, now under construction, but it would be done by next summer. Stamford IB project was currently supported by a separate team. The Ludlow High School project in Fairfield has been finished. Were the Stamford team to be unavailable, the team outside of Stamford in NY would be available to help. It was expected that the New Lebanon team would be primarily a team located in Stamford. Regarding the safety and security of the building, Perkins Eastman said that the design goal was to slow persons from getting into the structure but allow access for all first responders. Perkins Eastman has liked to work with Construction Managers. Most recently they have worked with Turner Construction. Joe Costa said that Perkins Eastman took restrictive budgets very seriously, and they have worked with Construction Managers or with in-house third party/experts. They have always looked at potential issues, such as code, that may have been overlooked.

Clare Lawler Kilgallen asked about moving dates for reviews saying that Greenwich is now at mid-December review. No longer three-month cycle. There has been a need to get architectural drawings with long mobilization time. Patricia Kantorski asked about getting construction documents into the hands of Greenwich officials and tightening up the schedule at the end. Joe Costa said he was committed to keeping change orders to a minimum. The trades organizations will be looking for these changes. Perkins Eastman understood the need to meet internal deadlines in order to meet the final deadline.

The presenters left at 11:50AM. Committee reactions to the presentation included:

Committee comments: Dean Goss remarked that the presentation was very polished, well prepared. Barbara O'Neill said Perkins Eastman has all the right instincts, but they showed no real sense of imagination and energy. Clare Lawler Kilgallen felt a stronger connection with Tai Soo Kim and Peter Gisolfi than with Perkins Eastman. Tony Turner thought Eastman Perkins was a larger, more commercial operation. Clare Kilgallen remarked about the firm's having put only a 1% change order contingency on documents because of their confidence in the documents they had created. Principal Barbara Ruccio observed that Perkins Eastman was efficient, citing that the Glenville project had come in on time and within budget. Principal Ruccio said that

communication was not present in Glenville. Too many community meetings would seriously affect school construction schedule.

Broke for lunch at 12:05PM.

Reconvened at 1:00PM (without Barbara O'Neill present), **Svigals & Partners** presented including: Julia McFadden (Project Manager and contact, experienced in working together on Connecticut School Projects and elsewhere), Joe Schlosser (Senior Design, team manager), Bill Richter (Landscape Architect, award winner for his designs), Ilona Prosol (Project Manager), Barry Svigals (Design Principal), Chris Cardany (Civil & Geotechnical engineer with Langan Engineering), and Jay Brotman (not present).

Julia McFadden observed that New Lebanon building committee has a healthy budget, challenges with the topography for the project including a wild nature ravine with opportunity to preserve it and connect to it, integrate. The firm did not know the full history of native wood, nor was it easily ascertained.

Barry Svigal suggested a process incorporating some creative engagement with the community (process was developed over past 20 years). The Columbus Academy in the New Haven school system was the first project to use this process. It engaged the kids in the process on how design was done. Columbus Academy in New Haven (a magnet for discovery and navigation...fueled by wind, guided by stars) has integrated art works that fit the name and development project. At the new Sandy Hook Elementary School, the community has been engaged and led to a school that fits and belongs to surrounding community. The school included a rain garden that acted as a buffer. Reed Elementary School (Waterbury) has incorporated "watch" and "brass," thus the dates with the clock and timeline were brought inside. Martinus School in New Haven was influenced by art work as well. Bridgeport, with its proximity to wetlands, has been integrated into the landscape of the surroundings.

Bill Richter pointed out opportunities at New Lebanon including multiple drop-offs, overall security, zoning/wetlands/and neighborhood. The design could exploit the inside and outside relationships. In order to prevent delays related to land use rules, the firm would work closely with the deciding town agencies before any vote gets to a public hearing. Ilona Prosol pointed out potential sustainable design features: geothermal, radiant heat, and LED lighting. The firm would use Greenwich's Request for Proposal (RFP) and then work closely with the building committee to consider it's feasibility and affordability. Chris Cardany, who would work with the internal building team, pointed out his experience with the Connecticut Building Congress. Svigal would have already leveraged the team's expertise to shorten the design period. Julia McFadden, the Project Manager, said she currently had two projects in the design phase, she had used the checklist forms and letters. Having the building vacated for 16-18 months would make it easier. She said that the land use and construction would incorporate the new OSF construction process making the period the facility needed to be vacated shorter. The Svigals & Partners base fees included everything needed to

complete the project. Fees represented the quality provided by the firm and quality of results. Julia McFadden encouraged the building committee to consider long-term costs vs. cost of fees. She reiterated the need to engage the committee and the community throughout this mission, adopting a slogan similar to the one at Sandy Hook: not THEIR children but OUR children.

Q&A 1:30.

When asked about Svigals' current workload, Julia McFadden (project manager, currently on Sandy Hook project), said that the firm could take on another school. Regarding working with a construction manager, she said a CM is another cost, but hiring one pays out many times over. It was the partnership that is important for these relationships. Projects come in on time and on budget because of tried and true relationship with consultants and OSO, avoiding the need to do value engineering at the end, since it has been happening all the way along.

Were the Svigal team to be chosen, they would show up all the time. Julie McFadden would always be there. The firm has a flat-office design. Clare Kilgallen asked about safety and security. Julia McFadden replied: "Deter, detect, delay, and ...". Security consultants would work with New Lebanon building committee. Patricia Bairadi Kantorski mentioned that New Lebanon was a long-term project, would try to keep the teams together. Steve Walko asked about Svigal's help in seeking state reimbursement re eligible vs. ineligible costs. Barry Svigals said that off-site work that is done would not be eligible for reimbursement.

The presenters left at 1:47PM. Committee reactions to the presentation included:

Some Building Committee members thought that Svigals had no sense of what they would do. There were no drawings nor evaluation of our site. Primary focus was on process and integration of art into building. One member did point out that Julie McFadden had already been to one New Lebanon Building Committee meeting. Another member was impressed that the firm got the Sandy Hook contract and met with the community. Another commented that it was difficult to get comfortable with the firm's approach to pricing. Julia McFadden would be in charge, but there was some question if the principal would actually be involved.

**At 2PM S/L/A/M Glenn and Geddis:** Glenn Gollenberg, The Slam Collaborative presented including: Glenn Gollenberg (Principal), Barbara Geddis (Principal, Leadership and Programming Planning), Kemp Morhardt (Principal, Management), and John Brice (Principal, Design).

Glenn Gollenberg, principal of S/L/A/M largest architecture firm in Connecticut, has had experience in Greenwich and was currently working on The Nathaniel Witherell. Barbara Geddis, principal of Geddis, was a WBE rated architect and had been brought



into the process for New Lebanon because of her location in close by Southport. Both firms put kids first. The two had a common design philosophy and were nationally ranked in K-12 schools. Both firms understood the high performance requirements for Connecticut schools. Much of the Connecticut work had been done in private schools (e.g., Stanwich School). Other local work included the restoration at The Nathaniel Witherell and work at Greenwich Hospital.

The firm's initial impressions of the project included the drivers for the design: Create Parity, Magnet Component of School, IB (and other programs in the future) Program, Neighborhood School, "Campus" Relationship. In addition to supporting the curriculum, the building needed to provide space for the community, serve many purposes.

The Byram Schubert Library, the playing fields, and the school plot with a 27-foot elevation difference created challenges including the need to separate pedestrian and bus traffic, while accommodating the public spaces and the drop in topography. Creating clusters of classrooms allows some flexibility of design. Different kinds of furniture would help to make different designs.

Kemp Morhardt (Principal, Management) would approach the project with building committee consensus, would stay on budget, week by week, workshop by workshop. He reported that the schedule was every important in this project in order to minimize the amount of time that kids would need to be off site, i.e., for one year. OFS review process by the state has been streamlined, so the process can move along more quickly. He said for the sake of the schedule, there was a need to bid the project a couple of months earlier, thereby getting the children off the premises earlier. With coordination of trades and the use of BIM technology, the change orders would be reduced and more savings could be realized.

Glenn Gollenberg defended the choice of their two firms. He said that Geddis has a well-defined approach and that S/L/A/M had the technology. Both were familiar with teaming and collaborating.

Q&A: Nick Macri asked about the two firms' partnership. Glenn replied that S/L/A/M would be primary in spite of the partnership with Geddis (108 people). The current public school workload included a high school in Hartford. The New Lebanon project would be a team effort but the two firms would be seen as one. He considered the use of a construction manager an asset to the community and project. Glenn would want to make sure the CM was comfortable with the budget and the time schedule. There might well be an escalation in the construction costs. The building committee should consider getting additional time for construction by getting the project out for bids earlier.

Glenn reported that school safety standards were changing all the time. Glenn wanted the scope and documents to be correct before school construction started. Also,

because of technology, construction engineering is more accurate than in the past. It would be wise to spend more time at the beginning of the project so that the results would be better. Better quality control could be realized. Defending the collaboration, Glenn said that the two firms have been working collaboratively over the past two to three years. However, they have never worked together from scratch. They have had experience with obtaining reimbursement from the state. Glenn said that the firm can design the project in order to make that happen. For larger cities designing with the reimbursement requirement is a must. He warned that in those instances, nothing more can be added along the way.

The presenters left at 2:48PM. Committee reactions to the presentation included:

Comments: Building committee members questioned why the two firms were combining for this project. Building Committee members suggested that there may be a lack of public school experience in this particular geographic area. Geddis's reputation as more well-known would be desirable. Another comment, as with Svigal's presentation, S/L/A/M & Geddis showed no plans, so it made it difficult to know what the firms might do. In addition, the two firms acting as one do not have a proven track record.

At 3PM **Fletcher Thompson** presented including: Mark Hopper (Principal), Daniel Davis (Design), Glenn Giustino (Engineering), Kate Ryan (absent) (Interior Designer), and Richard Cegan (Principal, Landscape).

Found in 1910 and with offices in Bridgeport, Hartford, New York City, and New Jersey, Fletcher Thompson is a full-service firm. They do go outside for consultants including in the fields of education and health care. They have done work including geothermal work, magnet school elementary in Hartford, and elementary schools.

The presenters did a side-by-side comparison of New Lebanon with another school now under construction in Prospect and Beacon Falls. The change orders had been less than 1%. The construction time was compact at only 15 months. Another school, Longfellow, had 22 months and had issues with hazardous material for the site. Dan Davis spoke of the design principals including bringing in natural light throughout the building. "Display and learning" can enhance the educational process, thus a suggestion to bring the art room out to the hallways. In construction, display the structure, sprinklers, sustainability, etc., as means of teaching about design.

Richard Cegan spoke of the challenges of the New Lebanon site, but also remarked that it offered lots of opportunities. The site provided challenges for accessibility. He spoke of the IB program as a source for new ideas. The group presented four architectural visions. Media center and shared spaces should be on the first floor. He remarked that a three-story scheme should be avoided. Geothermal should be helpful. Potential project challenges could help with the construction design. Moving students off site would be helpful, but not impossible were they to remain. He said that value

was added with a construction manager, since the CM could help with alternative construction manner and sequences. A construction manager could help with making decisions in the design phase. The committee should consider having some work done off-site that would push the time table along faster and minimize the length of time students might need to be out of the building. Fletcher Thompson considered a construction manager on site helpful.

Fletcher Thompson fees would include: professional fees, also reimbursable costs. Lump sum \$1.5M. LEED fees, administration, abatement plans, traffic (vehicular and pedestrian) analyses, etc. Build an appropriate kitchen for food services. They estimate reimbursable expenses to be: ~\$65K, and fees for LEED certifications.

Fletcher Thompson defended the choice of their firm because they are a practice dedicated K-12, with emphasis on magnet, urban and suburban schools. They invited the building committee to visit schools they have worked on. They described themselves as a full-service firm, using 3-D design that results in savings of approximately 1% on change orders.

Q&A 3:32PM

Nick Macri asked if Fletcher Thompson was ready to go to work on the project. Mark Hopper replied yes, this is a good time. Regarding school safety, he responded that Fletcher Thompson had long been integrating school safety in its structures, even before it was required. These measures do influence design and landscape design, including reducing the visual access by using shades in their designs. Most items have already been included in Fletcher Thompson designs. Fletcher Thompson said that they were familiar with the reimbursement review process. In addition to the educational specifications, Fletcher Thompson uses programming books that help everyone understand the spatial context. They said that they keep a large database to help make determinations from experience. They have in-house quality control measures involving people (in-house, who have nothing to do with a particular project)--a Lessons-Learned approach. They said that AvisWorks, a program, has helped to reduce the number of change orders. As for their own experience with expected and actual reimbursements, they responded that they understood the grant process with the IWC (ineligible worksheet charges). They warned that change orders can alter those reimbursements. Proximity to the Capitol of the Fletcher Thompson office in Hartford has been helpful in these matters. This is less of a problem for new projects than it is for renovation projects.

The presenters left at 3:55PM. Committee reactions to the presentation included:

One committee member thought that the presentation from Fletcher Thompson was formulaic that would prevent them from creating an inspired school. Others felt the firm was very competent, and the presentation was much better than others. They were the only firm, who took Scheme B and revised it; the only one to follow directions.

Some thought the firm was disconnected with topography and driveway because of the rock outcroppings on the building site. One commented that Fletcher Thompson has been on site and followed-up again and again.

Recap at 4:00PM

The Committee will meet on Wednesday to plan for the BOE meeting and to narrow the search to four firms or fewer. The Committee will use their score cards to narrow the field of candidates. If there are two to four, members of the committee will do site visits. They will discuss the process while tallying results, and then vote.

Meeting ended at 4:20 PM.