



**EDUCATION ADVISORY BOARD MEETING  
CITY HALL  
8<sup>TH</sup> FLOOR CONFERENCE ROOM  
100 NORTH ANDREWS AVENUE  
FORT LAUDERDALE, FL 33301  
THURSDAY, February 18, 2021 6:30-8:30 PM**

<b>Members</b>	<b>Attendance</b>	<b>July 2020 – May 2021</b>	
		<b>Present</b>	<b>Absent</b>
Dr. Allen Zeman, Chair	P	8	0
Ruchel Coetzee	P	7	1
Lisa May	A	4	4
Amy Ellowitz, Vice Chair	P	8	0
Heather Brinkworth	P	3	0
April Jeff	A	2	6
Dr. Heather Munns	P	6	2
Tina Jaramillo	A	7	1
Colleen Lockwood	P	8	0
Sarah Owen DelNegri	A	6	2
Vickie Melus	A	4	4
Christopher Relyea	P	8	0
Lillian Small	P	3	5
Rory Sponsler	P	7	1
Betty Shelley	P	6	2
Dr. Michele Verdi-Knapp	P	8	0
Yolanda B. Francis	A	4	4
Tomislav Lukic	P	8	0
Dr. Jean-Jacques Rajter	P	2	0
Leah Polhemus Hopkins	P	1	0

**Staff/Guests**

Zoie Saunders, Chief Education Officer, City of Fort Lauderdale  
 Dr. Lori Canning, Executive Director for Early Learning Language Acquisitions  
 Mark Strauss, Cadre Director  
 Danielle Smith  
 Joseph E. Beck  
 Denia Perloff  
 Dennis Ulmber  
 Jill Young  
 Robert Strickland  
 Crysta Parkinson, Prototype, Inc.

- **Welcome**

This meeting was called to order at 6:30 p.m.

- **Attendance and Roll Call, 20 appointed members; 10 needed for quorum**

As of this date, February 18, 2020, 14 of the 20 appointed members were present, which constituted a quorum.

- **Chair's Minute**

Chair Dr. Zeman indicated that tonight's discussion would be about Equity in Education, so the Board can get some updates. Strategic Initiatives would be done after Equity in Education related to Bennett Elementary School, Joint Use Parks, and Early Learning, finishing up with a potential SMART project at Stranahan High School. He mentioned Miguel Cordona, the new Secretary of Education. CDC guidelines made a clear case about students back in classrooms and most recently the State announced that FSA's would go on with live students across the State of Florida. All members of the Education Advisory Board are encouraged to share their thoughts about Equity in Education and think in a critical, but constructive way, of how an organization gets put together that has the greatest success of achieving our goal, which is outstanding educational achievement or to close or eliminate the gap between the potential for academic achievement and actual academic achievement.

- **Equity in Education**

- Explore community models & discuss existing initiatives.

Ms. Saunders reported that over the last two months the Board focused in-depth and she wanted to share examples of how other communities are approaching Educational Equity. There has been a lot of discussion about collective impact and tonight they will be discussing a place-based approach, localizing that effort within a specific geographic area in the boundaries of their City and what they can learn from other communities. The concept is, "How do they get to Equity and Education Achievement?"

Ms. Saunders provided a Power Point presentation showing Community Education models and examples. Also highlighted were the Promised Neighborhood and Community Schools, which are Federal Grant funded projects.

When thinking about Community Schools, it is school-driven effort where different partners are identified who can visit schools, do in-services, extended learning opportunities for children, along with wrap around support, which includes partnerships with academic, health, and social service providers to provide a comprehensive system support within the school. Community Schools often become an essential hub within a

larger Promise Neighborhood effort.

Promise Neighborhood (Chula Vista)

- The Promise Neighborhood is a place-based approach, which targets a specific geographic area. They are looking to put multiple agencies together to address contributing factors to educational success.

Children's Cabinet (By All Means Initiative)

- The idea is to bring cross sector leaders to focus on the needs and interests of all children. Many Mayors and Superintendents speaking about this approach. The "By All Means Initiative" was an effort out of the Harvard Graduate School of Education to look at six Cities and pilot this approach.

To make Educational Equity systemic and enduring, they must redesign, align, and integrate all community services that support children and families.

When looking at different models, key concepts and lessons learned emerge. One is making sure there is a shared agenda. When there are different partners around the table, there must be clarity of purpose and what they are looking to achieve at the highest level of organizational leadership for all involved in that effort.

- Coordination of resources is a critical element of this work understanding there is limited funding.
- Systemic change is looking to reform the entire system, not just the school system.
- Building trust is important, ensuring there is trust among everyone involved in the effort and in the system.
- Efforts highlighted are collaborative and participatory in nature, moving away from a top-down approach and trying to understand challenges, opportunities, and what can be done differently to address the challenges to make a real impact.
- Braiding resources was mentioned and the question is how to strategically align government funding, grant opportunities, and private funding resources to focus on the best interests of children in the community to improve educational outcomes and their overall wellness.

As a City, we have an opportunity to think about framework for education and the goal a municipality can have in promoting equity. There are multiple layers to this work, and there has been discussion about focusing on the student, the family system, the school focusing on the neighborhood in which the school is located, building collaborative structures across organizations and sectors, and looking at how they impact systems change for sustainment. Many different programs and initiatives are funded by grants.

They want to focus on the following:

- Racial equity and social justice.
- Participatory and community driven.
- Cradle to career model.
- Align and connect to broader context.
- Create synergies and avoid duplication.

The City wants to make sure they are building on work underway and creating a strategic alignment, so together they are achieving more as opposed to creating a duplication, which ends up being an efficient use of resources.

Ms. Saunders highlighted exciting opportunities as a City and how they can create resources to achieve and further impact students. This work was started by developing a Community Resource Map. She acknowledged Joe Beck, Demographer with Broward County Schools, for collaborating on this project. This map is ultimately going to be an interactive planning tool to identify opportunities to activate within the community to support education and where there are opportunities for better connectivity across different youth serving organizations to better the outcomes. This map looks at poverty rates within the City and layered on top are schools along with housing development, local churches, grocery stores, City parks, etc. Another element is thinking about roads and how roads segment Cities. Consider a 20-minute walk community to access everything needed. Those are things to consider while thinking about clusters of impact and how to organize resources to best benefit the community.

The City has a great opportunity to pursue a grant called the “Full-Service Community Schools Grant”, which is one of the models shown in the beginning of the presentation. This grant is the “ABC Community Schools”, which stands for align, bridge, and connect services for schools, students, families, and communities. Based on the map, they zeroed in on the highest need areas in the community; this will be a school-based effort, but they are creating a regional alignment. The model is bringing resources into those schools, but also creating connectivity across those schools, so they are creating a broader impact within the community.

Broward County Public Schools is the Lead Applicant; this is a five-year grant, and partners are YMCA, City of Fort Lauderdale, United Way, Children’s Services Council, and a broad array of partners coming together that will all serve on a Cabinet in concert with community members, which includes adults and youth to identify and co-develop opportunities to bring different resources to the schools and community. The grant will fund key staffing resources; there will be a community connector at each school, and an Alignment Manager will help create that cohesion in a broader neighborhood-based approach. Schools will have access to an Equity Fund, so families who need additional resources or help with rent, medication, or those types of things, that will be available. There is a partnership with University of Central Florida to help with this evaluation in training and resources for the extended school time opportunities. They will also be able to create additional support for school-based teams currently in the schools and the

community staff person will help bring in many different resources. This is not a school-by-school approach. When looking at the geographic zone, three elementary schools in proximity are serving the same community. The question is how they are working collaboratively with those schools and thinking about how to locate services for middle and high school students within the schools, so children who live in that neighborhood within walking distance can access those types of programs. In looking at the map of the highest poverty areas within the City, there is a high concentration of elementary schools, but not middle and high schools. These schools feed into four different high school zones, which is something else to consider when thinking about continuity. Part of this role will help support readiness into moving into the next level, middle and high school, through the partners involved in the Cabinet.

Many grant opportunities are being pursued and are focused on the City of Fort Lauderdale as follows:

- Broward College is pursuing the Promise Neighborhood Grant.
- The W.K. Kellogg Foundation has a Racial Equity 2030 Grant.
- FAU is a lead applicant and they are looking to develop leadership programs for adults and youth to help identify where the system needs to change and how to achieve that while supporting communities developing an MGO to assist in that effort.
- Economic Mobility through Bank of America Charitable Foundation is pursued by the Greater Fort Lauderdale Alliance to bring additional work force training support within the community.
- The City is also looking for opportunities to expand the Summer Enrichment Programs and internet Broadband access through CDBG Funds.

The most critical of these efforts is that they work within the community and develop a model to support the importance. Equity has been discussed in-depth and many Board members have questioned, "Should they have Equity training?" They would like to commit to Equity training and there have been some conversations with the Children's Services Council in helping to design a training program for the Education Advisory Board, which will add value.

Another key piece is identifying efforts currently underway. There is a lot of good work within the community, which needs to be identified and the Board needs to make sure they are coordinating with those efforts to build on this success, so they are not duplicating.

Ms. Saunders stated there is an opportunity as a group to think specifically about the outcomes these types of initiatives are generating and about some of the lessons learned that could be taken to heart while building a program.

Chair Dr. Zeman requested Ms. Saunders go back to Slide #9 (Key Concepts). He noted six things that are important for the Board to discuss, debate, edit, and think through. The

Board needs to think about how much work needs to be done in Equity in Education to get the whole City to high levels of academic achievement. He questioned if these were the right concepts and if there were some discussions around any of these things. Once these principles have been locked in, they will become static and will be things the Board goes back to time and time again. He mentioned the slide and requested the Board to think about the following:

- Shared Agenda
- Coordinated Resources
- Systems Change
- Building Trust
- Community Participation
- Braiding Resources

The Board continues to invite people to join the journey on improving education achievement for Equity in Education. Like the values of an organization, everyone must know they are not just a poster on a wall, they are backed by behaviors and conversations.

Dr. Rajter thought community participation was an important key factor, “Engage community in meaningful and authentic ways”. Without participation of the stakeholders, which are ultimately students and their family members, this will not be successful because their participation and engagement is required. Ms. Saunders should talk a little more about how to interpret testing results. Parents need to be able to understand how their children are doing compared to their peers and compared to the community at large and providing those tools would be incredibly important.

Mr. Relyea indicated that part of the community involvement is the understanding of what growth and progress look like. School grades and realigning how to measure one year’s worth of progress have been discussed. He noted that it is exasperating to parents who cannot track whether progress is being made and to partners who are asking to dedicate resources to. He did not think they could quantify whether progress has been made until they rebrand what progress looks like. Dr. Rajter cannot figure out the formula because the State of Florida cannot tell him what it is. If an organization is going to be built, there must be a clear Mission Statement, so everything done is centralized towards making that mission happen and their Mission Statement is Growth and Broward County Schools, and the City cannot define Growth, so they are stuck. Until everyone is on the same page about a quantifiable metric and what progress looks like, he did not know how they would work towards something like that.

Chair Dr. Zeman assumed that application would be applied to the Equity in Education Initiative. If there is not a clear definition of a measurable objective, it is difficult to rally people around what is being done.

Vice Chair Ellowitz commented that Ms. Saunders said there would be a liaison at each school. With all these participants, she questioned the best way to communicate this information to one another and to the community at large as far as the goals, Mission Statement, and progress. Getting everyone to understand what is being measured and how their child is doing compared to everyone else will be a big motivating factor. The question is, "How do we communicate that information?"

Ms. Saunders advised that specific projects and measurable goals would be reported regularly to make sure there are tools to interpret the information.

Dr. Canning mentioned the Full-Service Community Schools Grant and noted they must write the evaluation component into the grant. An external evaluator will be used, who tells them what those measures are, so they would be looking at school readiness, academic achievement, and the number of services provided to the families, and the same healthy, supportive environment of parents and communities at home. Those are the specific metrics they will be looking at and that external evaluator will help build a logic model they will assess. That data will be collected and compared and will ultimately show the success and outcomes. She thought something within the grant should talk about the communication piece. This will be an ongoing evaluation, so at the end of year one they will be able to show specific outcomes, then again in year two and in year five when it is complete.

Ms. Saunders commented that is the specific grant. She advised that they are looking to put that within the broader framework and have a set of measures they are evaluating Citywide from Early Learning all the way to college matriculation and degree certification. In many ways, this grant is going to be exceptional in helping the City pilot that approach, understanding how they can evaluate and readjust as needed. She thought there would be an opportunity to bring a community of volunteers back to this Board. In addition to measuring progress, there could be a feedback loop for identifying opportunities to connect with partners and to see if networks could be leveraged to support that.

Ms. Coetzee felt that some small, achievable goals could be shared in the beginning stages when rolling out the agenda. Perhaps there is a small goal that could go across the board of all schools involved that has the community involved to provide some hope that they are moving in a forward direction.

In response to Chair Dr. Zeman, Ms. Coetzee stated it would be easy in the community participation, but she thought there could be a side note that says, "Lists of achievable goals" in every one of the six key concepts.

Dr. Chair Zeman thought there would be a point where the model of change adopted would also be an intentional decision. At that time perhaps they could come back to this and question if they want to get easy wins early and show this can be done. This will be part of the discussion over the next few months. It is probably separate from the actual

principles, but it is something to start thinking about because there are change models that are more likely to be successful. He would invite people to read more about the education initiatives that have been done; the systemic education change initiatives and things like the Children's Harlem Zone, but more than that, in terms of what principles help the most and which principles people thought would be important but turned out not to be. Another concept he would like to hear some feedback on is the notion of data and analytics of capturing what is documenting the specific strategic objection and keeping data on how things got better or not. To be able to show people that they took their time, money, or energy, and tried something, and this is the effect they thought they would get is important to the two FAU Professors who attended last month's meeting.

Mr. Sponsler stated there was an idea of development of trust on the slide and trust comes with all stakeholders. It is difficult to get parents of struggling students to buy into this unless it is something easy to understand. He liked the idea of the ability to measure what they are doing and to see if it is working. There needs to be a system of measurement that is easily understood. He mentioned a similar experience in his former School District in Delaware and at the end, the community came together and pooled resources through the Volunteer Fire Department. Grades went up and standardized test scores began moving forward. There needs to be a different method of explaining progress and what it should look like.

Chair Dr. Zeman suggested adding connotations about analytics and measuring outcomes. They will continue to test this set of principles.

Ms. Brinkworth mentioned the data and was not aware the School Board was not interested in what the Board previously discussed regarding measurement of growth and a different lens. Data is important; what is measured and how it is measured is a burden on the schools or the system. She questioned, "How they are we going to make sure there is a consistent measurement throughout their term?" Schools use different programs based on when contracts end and the State changes what measuring tools and standards they are using. That does not mean they should not measure, but they need to be very intentional about what is being measured and how it is being measured. As a City, they need to make sure whatever tool is going to be used to measure is going to be in existence for the term they are looking to do. Community participation is a concerted effort, not only with people already engaged in the conversation, but for those in the community who are not; everyone should be engaged in this conversation and supportive of this work. Where there are coordinated resources, she thought dedicated resources were also important because schools are used to being on the lowest 300 performing elementary schools they are on. They get many resources; they get extra times and dollars, and when they come off the list those resources are pulled away and it becomes a yoyo effect for the schools. Whatever they are putting forward with a road map comes with coordinated and dedicated resources. As far as grants coming in, they need to look at the sustainability plan for those grants going forward.

Chair Dr. Zeman stated all of those will be refined. It is incumbent on the Board to measure, but also to communicate and to be transparent about what and why they are doing it. It is also important to share outcomes even when trying something that does not work. The Board will come back to Change management and how they are going to do the change. He questioned how they could operationalize the maps so when there is a resource that part of the initiative would make sure those layers of support are put together and integrated in a systemic way and with some measurement, they can test to see whether the recommendation made and what they followed led to the outcome they thought. There are also concerns about sustainability and resources need to be found to make sure reading levels are sustainable. In his vision, that is what Equity in Education must do; integrate to make sure the alignment of resources is optimal and to identify deficiencies in clear measurable remedies so they can get the resources, time, County, or City, to be aware of opportunities to do better. This model was followed in their assessment several years ago and with some of the work done on Joint Use Parks and in both cases, it led to great effects. He thought some good working patterns have been established, but this is going to be another scale and they must think ahead on how to design for success.

Ms. Saunders thought it might be helpful for the Board to think about identifying what initiatives are underway in the community. There are limited resources and organizational partners tend to be the same organizational partners involved in many of the efforts with community leaders, so it is important to make sure they are intentional and have the integrate work in a way that will yield the biggest outcome. A further discussion may be having a broader understanding of what is going on within the community and tapping into what each individual Board member is already engaged in along with some of the larger collaboratives happening at the County level. She encouraged everyone to bring that back, so they are building on the work underway and leveraging that to yield a higher impact. It is not about an individual approach, when thinking about systems change, it is not about one teacher, one student, it is thinking about how to create an overall system that is going to be supportive of outcomes, which she thinks is critical. A grant will go for five years, so as a community, they have to own this and think about different creative ways to resource.

Chair Dr. Zeman opened comments to the Board and others. There were no comments and he thanked everyone for attending.

- **Old Business**

- Strategic Initiatives: Updates

- Bennett Elementary School

Chair Dr. Zeman welcomed Principal Smith and thanked her for hosting the playground ribbon cutting. He and Dr. Verdi Knapp were there representing the Education Advisory

Board along with multiple School Board members, the Mayor, Vice Mayor, Superintendent, City Manager, and the Principal of Bennett Elementary School.

Principal Smith advised that Bennett Elementary School is doing very well. They are still excited about the playground that just opened. Ms. Saunders sent pictures of the playground, which is also open to Fort Lauderdale residents on weekends. They have been having meetings with the Project Manager regarding the SMART Bond and with the architect, looking at different options for the school as far as moving forward. The first phase was for repairs and renovations on the buildings that are not the Castaldi buildings, which they are looking at and then going to the School Board for the next approval. She was not sure of the dates but stated she could provide them next month. They just finished mid-year assessments and teachers are working with the students. About 51% of the students have returned to school and calls are received every day asking if there is room for other children, who are accepted with open arms. They are enjoying every day and counting their blessings.

Chair Dr. Zeman questioned if they were comfortable with the progress made with the larger construction project.

Principal Smith stated they are receiving information on the project. She reiterated that she met with the Project Manager and they are looking at different options as to what would be most economical and best service for the community, the needs of Bennett Elementary School, and working with the City.

Mr. Relyea mentioned the trophy and questioned how many meetings in a row Principal Smith has attended; he thought it was about 12 and hoped someone was keeping count.

- Joint Use Parks

Ms. Saunders provided a brief update regarding Joint Use Parks. She encouraged everyone to go into the virtual open houses for the Parks and provide their input. For school sites that are currently active Joint Use Parks, they are collecting input through that means and she will follow up to make sure everyone has the link. There will be separate meetings for the schools identified as new Joint Use sites. Initially, those meetings were going to be in February; however, they thought that might create confusion since they are trying to direct everyone to the virtual open house. Those meetings will be scheduled for the March timeframe and Board members will be made aware once those meetings are scheduled. During those meetings ideas will be brought forward that were developed in coordination with the principal teams in thinking what would make the most sense for those sites and to get wider community and school input on the scope of those projects.

In response to Chair Dr. Zeman, Ms. Saunders stated she would send an email with the flyer and noted that it should have been received in the water bill and on social media.

She will follow up directly with the link so everyone can go to the virtual open house, which is open through the month of February.

- Early Learning Initiative

Ms. Saunders advised most of the update was situated within the Community Schools Grant. As noted, a key in that grant is kindergarten readiness, so there will be a lot of focus around Early Learning. Additional resources will be brought on board to support that transition for students into school.

- **New Business**

- Stranahan High School SMART project

Ms. Saunders reported that a few months ago through a community meeting there was an error presented to the community of reduced capacity for the cafeteria. Since then, there have been several community meetings and the School Board has committed to ensuring they would provide the capacity that was agreed upon with the community and two options were presented. The next step is to come back to the community with those two options, which are creating two different bump out options with the existing cafeteria to accommodate the student stations and to identify the cost of tearing down the cafeteria and replacing it. When those options are available, updates will be provided to the Education Advisory Board and there will also be community meetings around that to get further input. Those options will likely be brought forward in the next month or two.

Ms. Brinkworth indicated she was at the community meeting and was highly disappointed that comments were made about a decision that was brought to the Board and the capacity reduction was approved by the School Board, which it was not. She sent an email directly to Ms. Leonardi shortly after the meeting to let her know that was not the case and knows that she followed up. Staff got to work very quickly on figuring out what would be an acceptable option possibly to the Principal and the community; the first three options brought back to the Principal were not acceptable, so they had to come back with additional options. She was not sure how much work this would take from the community, but as an Education Advisory Board, they need to make sure they are prepared if they need to speak in front of the School Board to support whatever option is going to be the best for the school and students in the community, because that school has waited a long time. In her opinion, the students deserve a new cafeteria, but it was an uphill battle to get the addition. They need to make sure the addition is right because there is only one opportunity to do so and there cannot be a mistake in this opportunity. She looks forward to the Education Advisory Board supporting whatever is the best decision for the community and raising their voices if needed to get the School Board to do what they need them to do.

Chair Dr. Zeman questioned if there is an action in the next month or if it this is something to watch and then discuss action in March.

Ms. Brinkworth thought there would not be an action prior to next month; Ms. Saunders might have a better understanding when the options will be presented to the community. When they go back to the designer, it is going to create a delay, which is not what the community wants to hear, but it is important that they do not do a disservice to this community again. Ms. Saunders could probably keep tabs on the timing and let everyone know.

Ms. Saunders stated they have committed that those options would be brought back to the community before going to the School Board. She has been invited to participate in some of the pre-planning meetings to represent the City as they look at different options to make sure they are factoring in those questions and concerns community members have raised to this point. She let the team know she would be giving a brief update to the Education Advisory Board and asked for a timeline on when an update could be expected. That will be brought back, and she will stay engaged. The Commission is also engaged in this project and they have had conversations about it at the Commission level, making sure that as a community they can advocate for what is in the best interest of Stranahan High School. The Principal was unable to join the call this evening and sent her regrets, but appreciates the Board being aware and supporting Stranahan High School.

Chair Dr. Zeman advised that the Board is supportive of Stranahan High School and aware of the challenges they have had in infrastructure in the past. It is the right thing to do and it is a matter of equity. He requested Ms. Saunders let the Board members know if there are meetings they need to attend. Perhaps Principal Padura can join the meeting next month and he extend the flexibility to her.

Ms. Saunders indicated that she would coordinate with Principal Padura. There are some parallels with Bennett Elementary School, in that this is a Castaldi building and there is conversation around planning for current enrollment versus planning for future enrollment. It is anticipated that improvements would create a broader demand.

In response to Chair Dr. Zeman, Ms. Saunders advised Commissioner Ben Sorenson represents Stranahan High School.

- **Approval of Last Meeting Minutes:** January 21, 2021

Chair Dr. Zeman mentioned Page 2, first paragraph, second line, under Chair's Minutes, and noted that it should read, "Equity *in* education".

He also referenced Page 10, third full paragraph, first line, and stated it should read, "Superintendent Runcie is a *big* advocate".

**Motion** by Vice Chair Ellowitz, seconded by Ms. Coetzee, to approve the January 21, 2021 minutes as amended. **Motion** passed unanimously. (14-0)

- **Closing**

Chair Dr. Zeman commented that exercises need to be put together for Board members to discuss Equity in Education. They may go into Principles and Values and further in Change Management. They may also start to think about preliminary actions the Board could take as members and they should come up with some ideas how to engage Mr. Relyea's students. A couple ideas have come up and will be shared ahead of time; things like helping populate the GIS maps and finding all the restaurants, churches, and daycare centers. The image of allowing a 20-layer GIS map with all the layers would be immeasurably valuable when talking about integrating and aligning resources available or identifying places that need to be found in the future. He requested the Board members think about that in preparation of next month's meeting and about what they should be doing at the March meeting that would allow them to plan for the Equity in Education Initiative to be successful. He mentioned meetings he has attended with Senior Community Leaders in the past month and noted that the Board needs them to join them to make sure things being done are credible and compelling. Many members are guests in some of the areas in which they will be working, and they are very mindful to make sure they work with the community to find solutions the community would value rather than solutions they think they should value. That will be another key driver; Board members are not the inventors of the solution, they are the integrators, aligners, coordinators, and the ones who do all the hard work and research. The next step will be how to control the system, so it becomes perpetual. He suggested members read some about education initiatives that are done for more than one or two schools, so they can spend time getting into the details of what can be done now, what needs to be in the plan, what some of the principles are that they started and decide if they want to endorse them completely. He thought they would get into Change Management and the principles of the change they want to begin and how it tells them they should show up and be present as they move forward. His goal, which is ambitious, is to be running by the start of school next year. He has never seen a group of volunteers this talented in his life.

Hearing no further business, the meeting adjourned at 7:55 p.m. The next meeting will be held on March 18, 2020 at City Hall.

[Minutes transcribed by C. Guifarro, Prototype, Inc.]