

Oakland Unified School District

Board of Education
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Meeting Minutes Long - Final

Tuesday, September 7, 2021

5:00 PM

**INTERNET STREAMED (VIA ZOOM AND GRANICUS LIVE MANAGER) AND
BROADCASTED ON KDOL-TV (Cable Channel 27) - LIVE - SIMULTANEOUSLY**

Measure N - College and Career Readiness Commission

Jason Gumataotao, Chairperson
Louise Waters, Vice Chair
Whitney Dwyer, Secretary
Members: Emma Paulino, James Harris

measurencommission@ousd.org

LEY CUMPLIMIENTO PARA AMERICANOS CON DISCAPACIDADES Y SERVICIO DE IDIOMAS

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個別人士需要傳譯及翻譯服務或有合理安排去參與會議的應該在舉行會議之前的七十二 (72) 小時通知教育委員會。請致電(510)879-8199 (留言) ; 或 boe@ousd.org (電郵) ; 或(510) 879-2300 (電子文字電話/聽障專用電信設備 (eTTY/TDD)) ; 或(510) 879-2299 (電子圖文傳真 (eFax))。

TUẦN HÀNH ĐẠO LUẬT NGƯỜI MỸ KHUYẾT TẬT VÀ DỊCH THUẬT

Những người nào cần thông ngôn hay phiên dịch hay một sắp xếp hợp lý nào để tham gia các buổi họp phải thông báo Văn phòng của Hội đồng Giáo dục bảy mươi hai (72) tiếng đồng hồ trước buổi họp, số điện thoại (510)879-8199 (VM); hay là boe@ousd.org (E-Mail); hay là (510) 879-2300 (eTTY/TDD); hay là số (510) 879-2299 (eFax).

សេវាបកប្រែភាសា និងការអនុលោមតាមច្បាប់ជនជាតិអាមេរិកាំងពិការ

អ្នកណាដែលត្រូវការសេវាបកប្រែភាសាដោយផ្ទាល់មាត់ ឬជាលាយលក្ខណ៍អក្សរ ឬត្រូវការការជួយសម្រេចសម្រួលយ៉ាងសមរម្យមួយ ដើម្បីចូលរួមក្នុងកិច្ចប្រជុំសាធារណៈ ត្រូវផ្តល់ដំណឹងទៅកាន់ទីការិយាល័យនៃក្រុមប្រឹក្សាអប់រំ ឱ្យបានចិតសិចពី (72) ម៉ោងមុនកិច្ចប្រជុំ តាមរយៈទូរស័ព្ទលេខ (510) 879-8199 ឬតាមរយៈអ៊ីមែល boe@ousd.org ឬទូរស័ព្ទ eTTY/TDD លេខ (510) 879-2300 ឬទូរសារលេខ (510) 879-2299។

الامتثال لفانون الأمريكيين ذوي الإعاقات (ADA) وتوفير الخدمات اللغوية

من يحتاج إلى خدمات الترجمة المكتوبة أو خدمات الترجمة الفورية أو الترتيبات التيسيرية المعقولة لكي يساهم في الاجتماعات فالمرجو منه إبلاغ مكتب إدارة التعليم إثنين وسبعين (72) ساعة قبل الاجتماع بوسيلة من الوسائل التالية:

الهاتف الصوتي:	الهاتف للصم والبكم:	الفاكس الإلكتروني:	البريد الإلكتروني:
510.879.8199	510.879.2300	510.879.2299	boe@ousd.org

NOTICE - COVID-19 PUBLIC HEALTH EMERGENCY MEMBERS TO ATTEND VIRTUALLY

NOTICE - COVID-19 PUBLIC HEALTH EMERGENCY PUBLIC COMMENT @ THIS VIRTUAL MEETING

A. Call to Order

Chairperson Jason Gumataotao called the meeting to order at 5:18 P.M.

B. Roll Call

Present 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao
Absent 2 - Member James Harris
Member Emma Paulino

C. Speaker Request Cards/Modification(s) To Agenda

None

D. Adoption of Commission Minutes

None

E. High School Network Superintendent's Report



E.-1

[21-2186](#)

High School Network Superintendent's Report - September 7, 2021

Presentation to the Measure N Commission of the High School Network

Superintendent's Report:

- Enrollment
- Staffing
- Impact of Covid

Attachments: [21-2186 Presentation - High School Network Superintendent's Report - September 7, 2021](#)

Matin Abdul-Qawi, High School Network Superintendent, gave a report to the Commission and to the Public regarding Enrollment, Staffing and Impact of COVID.

Public Speaker(s):

Assata Olugbala

Discussed

Roll Call (Secretary's Observation)

Commissioner James Harris present at 5:35 P.M.

Present 4 - Member James Harris
Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Absent 1 - Member Emma Paulino

F. Adoption of the Commission General Consent Report



F.-1

[21-2081](#)

Measure N Commission - 2021-2022 Budget Modification - Skyline High School

Approval by Measure N Commission of a 2021-2022 budget modification request from Skyline High School transferring \$6,000.00, from Facility Rental (no impact -they are only reducing the action slightly to make room for a new action) to Textbooks, for new total of \$6,000, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2081 Measure N Commission - 2021-2022 Budget Modification - Skyline High School](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Abstained: 1 - Member James Harris

Absent: 1 - Member Emma Paulino

Enactment No: 21-1459



F.-2

[21-2082](#)

Measure N Commission - 2021-2022 Budget Modification - Skyline High School

Approval by Measure N Commission of a 2021-2022 budget modification request from Skyline High School transferring \$1,500.00, from Facility Rental (no impact - they are only reducing the action slightly to make room for a new action) to Supplies & Materials, for a new total of \$1,500.00, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2082 Measure N Commission - 2021-2022 Budget Modification - Skyline High School](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Abstained: 1 - Member James Harris

Absent: 1 - Member Emma Paulino

Enactment No: 21-1460



F.-3

[21-2083](#)

Measure N Commission - 2021-2022 Budget Modification - Dewey Academy

Approval by Measure N Commission of a 2021-2022 budget modification request from Dewey Academy transferring \$10,000.00, from Teacher Salaries (no impact - the District allocated additional funds to fully cover this position) to Supplies & Materials, for a new total of \$10,000, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2083 Measure N Commission - 2021-2022 Budget Modification - Dewey Academy](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Abstained: 1 - Member James Harris

Absent: 1 - Member Emma Paulino

Enactment No: 21-1461



F.-4

[21-2084](#)

Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy

Approval by Measure N Commission of a 2021-2022 budget modification request from Ralph J. Bunche Academy transferring \$20,000.00, from two different strategic actions; Teacher Salaries Stipends \$10,000.00 and Teacher Salaries Stipends \$10,000.00 (no

impact -both strategic actions will occur, but they'll be paid using a different funding source) to Consultant Contracts, for a new total of \$20,000.00, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2084 Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Abstained: 1 - Member James Harris

Absent: 1 - Member Emma Paulino

Enactment No: 21-1462



F.-5

[21-2085](#)

Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy

Approval by Measure N Commission of a 2021-2022 budget modification request from Ralph J. Bunche Academy transferring \$2,000.00, from Teacher Salaries (no impact- the STIP Sub was hired using a different funding source) to Supplies & Materials, for a new total of \$2,000, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2085 Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao

Abstained: 1 - Member James Harris

Absent: 1 - Member Emma Paulino

Enactment No: 21-1463



F.-6

[21-2086](#)

Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy

Approval by Measure N Commission of a 2021-2022 budget modification request from Ralph J. Bunche Academy transferring \$4,000.00, from Teacher Salaries (no impact - the STIP Sub was hired using a different funding source) to Meeting Refreshments, for a new total of \$4,000.00, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2086 Measure N Commission - 2021-2022 Budget Modification - Ralph J. Bunche Academy](#)

That this Appropriation be Adopted. The motion carried by consent roll call

- Aye:** 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao
- Abstained:** 1 - Member James Harris
- Absent:** 1 - Member Emma Paulino

Enactment No: 21-1464

 F.-7

[21-2087](#)

**Measure N Commission - 2021-2022 Budget Modification -
Madison Park Academy**

Approval by Measure N Commission of a 2021-2022 budget modification request from Madison Park Academy transferring \$10,000.00, from Consultant Contracts (no impact -they are reducing the amount of funding for ECCO to make room for this new strategic action) to Books Other-Than Textbooks, for a new total amount of \$10,000, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2087 Measure N Commission - 2021-2022 Budget Modification - Madison Park Academy](#)

That this Appropriation be Adopted. The motion carried by consent roll call

- Aye:** 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao
- Abstained:** 1 - Member James Harris
- Absent:** 1 - Member Emma Paulino

Enactment No: 21-1465

 F.-8

[21-2088](#)

**Measure N Commission - 2021-2022 Budget Modification -
Castlemont High School**

Approval by Measure N Commission of a 2021-2022 budget modification request from Castlemont High School transferring \$10,000.00, from Classified Support Salaries (no impact - the balance for the this position will be paid for using other site resources) to Consultant Contracts, for a new amount of \$20,000, as stated in the justification section of the New or Revised Strategic Action Section of the Budget Modification Form.

Attachments: [21-2088 Measure N Commission - 2021-2022 Budget Modification - Castlemont High School](#)

That this Appropriation be Adopted. The motion carried by consent roll call

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao
Abstained: 1 - Member James Harris
Absent: 1 - Member Emma Paulino

Enactment No: 21-1466

Adoption of the Commission General Consent Report

A motion was made by Vice Chairperson Waters, seconded by Secretary Dwyer, to Approve the General Consent Report. The motion carried by the following vote

Aye: 3 - Secretary Whitney Dwyer
Vice Chairperson Louise Waters
Chairperson Jason Gumataotao
Abstained: 1 - Member James Harris
Absent: 1 - Member Emma Paulino

Roll Call (Secretary's Observation)

Vice Chair Louise Waters absent at 5:36 P.M.

Present 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao
Absent 2 - Member Emma Paulino
Vice Chairperson Louise Waters

F1. Adoption of the Commission General Consent Report No. 2



F1.-1

[21-2061](#)

Measure N Commission - ARISE High School - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and ARISE High School for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$422,625.00.

Attachments: [21-2061 Measure N Commission - ARISE High School - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters



F1.-2

[21-2062](#)

Measure N Commission - Aspire Golden State College Preparatory Academy - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Aspire Golden State College Preparatory Academy for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$271,150.00.

Attachments: [21-2062 Measure N Commission - Aspire Golden State College Preparatory Academy - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters



F1.-3

[21-2063](#)

Measure N Commission - Aspire Lionel Wilson College Preparatory Academy - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Aspire Lionel Wilson College Preparatory Academy for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$143,850.00.

Attachments: [21-2063 Measure N Commission - Aspire Lionel Wilson College Preparatory Academy - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-4

[21-2064](#)

Measure N Commission - East Bay Innovation Academy - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and East Bay Innovation Academy for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$116,025.00.

Attachments: [21-2064 Measure N Commission - East Bay Innovation Academy - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-5

[21-2065](#)

Measure N Commission - Envision Academy of Arts and Technology - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Envision Academy of Arts and Technology for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$255,000.00.

Attachments: [21-2065 Measure N Commission - Envision Academy of Arts and Technology - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-6

[21-2066](#)

Measure N Commission - Lighthouse Community Charter High School - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Lighthouse Community Charter High School for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$243,100.00.

Attachments: [21-2066 Measure N Commission - Lighthouse Community Charter High School - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-7

[21-2067](#)

Measure N Commission - Leadership Public Schools Oakland R&D - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Leadership Public Schools Oakland R&D for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount

not to exceed \$410,550.00.

Attachments: [21-2067 Measure N Commission - Leadership Public Schools Oakland R&D - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-8

[21-2068](#)

Measure N Commission - Oakland School for the Arts - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Oakland School for the Arts for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for A.II Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$239,700.00.

Attachments: [21-2068 Measure N Commission - Oakland School for the Arts - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

 F1.-9

[21-2069](#)

Measure N Commission - Oakland Unity High School - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Oakland Unity High School for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$422,150.00.

Attachments: [21-2069 Measure N Commission - Oakland Unity High School - Measure N Memorandum of Understanding – School Year 2021-2022](#)

That this Agreement or Contract be Recommended Favorably to the Board of Education . The motion carried by consent roll call

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters



F1.-10 [21-2070](#)

Measure N Commission - Lodestar - A Lighthouse Community Charter Public School - Measure N Memorandum of Understanding – School Year 2021-2022

Approval by Measure N Commission of a Measure N Memorandum of Understanding between District and Lodestar: A Lighthouse Community Charter Public School for Fiscal Year 2021-2022, to ensure that revenues from the Measure N College and Career Readiness for All Act ("Measure N") are spent in strict accordance with Measure N and is also an oversight and operational agreement that outlines and defines the Parties' respective operational and reporting responsibilities for Measure N, in an amount not to exceed \$13,200.00.

Attachments: [21-2070 Measure N Commission - Lodestar - A Lighthouse Community Charter Public School - Measure N Memorandum of Understanding – School Year 2021-2022](#)

Adoption of the Commission General Consent Report No. 2

A motion was made by Member Harris, seconded by Secretary Dwyer, to Approve the General Consent Report. The motion carried by the following vote

Aye: 3 - Member James Harris
Secretary Whitney Dwyer
Chairperson Jason Gumataotao

Absent: 2 - Member Emma Paulino
Vice Chairperson Louise Waters

G. Unfinished Business

None

H. New Business



H.-1

[21-2187](#)

Measure N Commission - Status - 2019-2020 Audit Corrective Actions

Report and discussion by Measure N Commission of the status of corrective action recommendations identified in 2019-2020 Independent Auditor's Report.

Attachments: [21-2187 2021-22 Measure N Justification Form Rev. \(10/5/2021\)](#)

Stacey Blankenbaker, Coordinator, Measure N, presented the 2019-2020 Audit Corrective Actions.

Public Speaker(s):

Assata Olugbala

Discussed



H.-2

[21-2188](#)

Measure N Commission - Budget Modification Approval Process

Presentation to and discussion by Measure N Commission of Budget Modification Approval Process.

Attachments: [21-2188 Presentation - Measure N Commission - Budget Modification Approval Process](#)
[21-2188 Measure N Budget Modification Form Charter Template \(Multiple BM\)](#)
[21-2188 Measure N Budget Modification Form Charter Template \(Single BM\)](#)
[21-2188 Measure N Budget Modification Form OUSD Final Template \(Multiple BM\)](#)
[21-2188 Measure N Budget Modification Form OUSD Final Template \(Single BM\)](#)

Nancy Gomez, Program Manager, Measure N, presented the Budget Modification Approval Process.

No Public Speaker(s).

Discussed



H.-3

[21-2189](#)

Measure N Commission - 2021-2022 Charter School Reimbursement Process

Discussion by Measure N Commission of 2021-2022 Charter School Reimbursement Process.

Attachments: [21-2189 Measure N Commission - 2021-2022 Charter School Reimbursement Process](#)

Stacey Blankenbaker, Coordinator, Measure N, presented the 2021-2022 Charter School Reimbursement Process.

No Public Speaker(s).

Discussed

I. Public Comments on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Commission

I.-1 [21-2198](#) **Public Comment on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Commission – Up to 30 Minutes - September 7, 2021**

Public Comment on All Non-Agenda Items Within the Subject Matter Jurisdiction of the Commission - Up to 30 Minutes - September 7, 2021.

No Comments

J. Introduction of New Legislative Matter

None

K. Adjournment

Chairperson Gumataotao adjourned the meeting at 6:13 P.M.

Prepared By: _____

Approved By: _____