



## **Board of Directors Meeting**

**December 7, 2017**

MDC THE CHILDREN'S TRUST

BOARD OF DIRECTORS MEETING

The Children's Trust Board of Directors Meeting was held on Thursday, December 7, 2017, commencing at 9:30 a.m., at MDC The Children's Trust, 3150 SW 3rd Avenue, 8th Floor, Miami, Florida 33129. The meeting was called to order by Laurie Weiss Nuell, Chair.

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BOARD MEMBERS:

- Laurie Weiss Nuell, Chair
- Kenneth C. Hoffman, Treasurer
- Miguel Balsera
- Magaly Abrahante
- Nicholas Duran
- Gilda Ferradaz
- Alvin Gainey
- Mindy Grimes-Festge
- Pamela Hollingsworth
- Steve Hope
- Esther Jacobo
- Marissa Leichter
- Frank Manning
- Marta Perez
- Orlando Prescott

- 1 Karen Weller
- 2 Shanika Graves
- 3 Leigh Kobrinski
- 4 \*\*\*\*\*
- 5 STAFF:
- 6 Deborah Robinson
- 7 Donovan Lee-Sin
- 8 Emily Cardenas
- 9 Imran Ali
- 10 James Haj
- 11 Juana Leon
- 12 Juliette Fabien
- 13 Lori (Katherine) Hanson
- 14 Maria Paula Garcia
- 15 Muriel Jeanty
- 16 Sabine Dulcio
- 17 Stephanie Sylvestre
- 18 Urania Vergara
- 19 Vivianne Bohorques
- 20 Wendy Duncombe
- 21 William Kirtland
- 22 \*\*\*\*\*
- 23 GUEST:
- 24 Stephen Lopez
- 25

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## PROCEEDINGS

(Recording of meeting began at 9:39 a.m.)

MS. WEISS NUELLE: This meeting will come to order.  
I don't think there's anyone here from the public. Is there?

Okay. So no public comments.

So before you on paper and I think on our -- on  
our iPads, although mine has some -- a very pretty picture of  
some waves, so I don't know. I assume it's on the iPad.  
Sorry, I use paper anyway. Is the procurement policy.

We really appreciate everyone coming in today to  
the special meeting. We were, you know, I think most of you  
know, we were hoping that we were going to -- we brought --  
bring this to finance in November and then to the Board in  
November, but it wasn't ready so -- and then we actually  
originally thought we would bring it to Executive Committee  
and then have it ratified if it passed and ratified at the  
Board in January. And then Shanika then suggested and said I  
think we should go ahead and just have the Board approve it  
because as you know, from the presentation on the  
solicitations and the Board retreat, the Trust is ready, you  
know, they're standing and ready to put out the solicitations  
and -- or this one proof of solicitations, which is the bulk  
of, you know, a large percentage of what we do.

A lot of work has gone into this procurement

1 policy. I believe it really hadn't been re-looked at for --  
2 from the beginning, 15 years. I think there was a tweak maybe  
3 a few years ago. What year?

4 MS. GRAVES: Like 2009.

5 MS. WEISS: Yeah, so that's still a long time ago,  
6 and so Shanika and Leigh with the new solicitations and some  
7 of those changes and as you know, one of the things that we're  
8 trying to do is just really finally clean up all the  
9 governance, bylaws, so in keeping with that it was their  
10 recommendation to go through the policy -- procurement policy  
11 to make sure that, you know, it's in line with what actually  
12 -- what we're doing.

13 And so a lot of -- sorry. We just got started.

14 So I know staff in legal worked on it for about  
15 four or five months and then finance looked at it. Then it  
16 went to the County attorneys, the procurement attorneys, just  
17 as a -- it's not a -- it wasn't necessary, but it was  
18 recommended for them to look at it and they did. And then  
19 there was -- they met last week or the week before and came  
20 together on what any of those recommendations were and -- and  
21 then now finance met on Monday and went through the entire  
22 document and made those recommendations.

23 So what's before you today, is the culmination of  
24 all of those meetings and recommendations and etcetera. I  
25 know it was sent to you like a week ago, and then I think two

1 days ago as well, so I hope you had time to look at it and  
2 then I'm going to turn it over to Ken, and you have the --  
3 everyone doesn't -- oh, yeah, everyone has this, I think. So  
4 this is a shorter version really highlighting all the changes  
5 that were different. There weren't that many changes, but  
6 this is the highlights, so I'm going to turn it over to Ken,  
7 and then I think Imran will go through the policy and the  
8 changes in the policy with you.

9 MR. HOFFMAN: Thank you. Okay. So with that  
10 brief history, first of all I think we've talked about this at  
11 the last Board meeting and at several finance committee  
12 meetings. Important for this today, is that the solicitation  
13 process that the Trust was about to implement for the new  
14 procurements and we needed to update the policy to do that,  
15 but at the same time, as Laurie said, this has been an ongoing  
16 process.

17 We did -- the finance committee has seen this a  
18 few times, but we didn't really take up a discussion, a full  
19 discussion of it at the meeting on Monday.

20 At that meeting, we didn't formally approve what's  
21 in front of you because there was still some discussion points  
22 between the Trust management and counsel and procurement  
23 counsel. The questions of either the scope of some of the  
24 exemptions that were being recommended by management or  
25 otherwise, so we directed management to continue to work to

1 bring the product on a few points, and I think those are the  
2 points that are highlighted in yellow on the new sections to  
3 continue to work on a few points and either resolve those  
4 issues or take them out of the policy for the time being. For  
5 example, certain exemptions and bring them up at a later date  
6 with another process.

7 I do want to thank our Trust counsel, Shanika  
8 Graves, as well as management. They've worked hard on this  
9 and obviously, thank all of you on behalf of management for  
10 being here to facilitate this.

11 So with that, I think that Imran will just give us  
12 a quick update on what we've done and then we can take any  
13 questions or comments.

14 MR. ALI: Okay. So I know yesterday was the first  
15 time you probably seen the final document. We apologize for  
16 that, you know. Shanika and us and Dave, we finally got it  
17 approved yesterday afternoon, which we updated after David  
18 sent out the package. So on the iPad you have the latest and  
19 cleanest version of the document.

20 Just a few clarifying statements. The policy was  
21 first created in 2004 and there were actually some revisions  
22 in 2009, 2010 and 2011. The original policy was nine pages.  
23 Now we have a 19 page document, so there's a lot of,  
24 hopefully, clarifications and additions that would make the  
25 policy much clearer.

1           The old policy is divided into the portions of  
2 goods and services and also outlines an application process,  
3 which includes the issuance of the competitive solicitations,  
4 history of the application once submitted and selection  
5 criteria. It also outlines an appeal process.

6           The policy, the old policy, also had a section  
7 that outlined nine exemptions with a competitive process and  
8 which included, to mention just a few, auditing services,  
9 health services, prevention services and services related to  
10 mental health and drug abuse. And the old policy also  
11 mentioned and highlighted how we entered, we the Trust  
12 entered, into a single source contract.

13           The updated policy and the document you have one  
14 page highlights the new sections. You see we have now a  
15 section at the beginning that have the definitions in the  
16 policy. For the defined purchases of the \$5,000 for goods and  
17 services between a range of \$5,000 and \$50,000 and this is new  
18 because the limit before was \$24,999. So we are asking for  
19 the Board to approve the additional \$25,000 and about \$5,000,  
20 so that we have the ability to not have the number of  
21 exemptions that we had.

22           The main aspect of this also is to allow the Trust  
23 not to go to a competitive solicitation for goods and services  
24 because if you -- we think that if you went to a competitive  
25 solicitation stage to buy handbags or T-shirts and you have to



1 wait for the bids to come back and you know, until -- and we  
2 honor the code of silence, it really prevents us from taking a  
3 look at the product and the quality of the product and so on.  
4 So I think this would allow us to go a little bit above the  
5 \$25,000 threshold that we had.

6 In the new policy we also outline the routine  
7 administrative expenses with the exception of IT expenses, so  
8 we sort of made this out so that we're more specific for us an  
9 easier process what we routinely have on purchase; paper,  
10 copiers, you know, anything to do with a premier need to keep  
11 the Trust running.

12 We also have now created a vendor pool, which was  
13 not in the old policy and this is outlined in the original  
14 that finance committee looked that we did not have. It was  
15 acquired through a falling competitive process. You see we  
16 highlighted that and we added that to the new final policy, so  
17 the whole vendor pool will be competitively solicited and once  
18 the vendor pool is created, then we will choose the  
19 appropriate vendors we see fit from the responses that we  
20 have.

21 We also included a section for the unsolicited  
22 request for funds and the reason we included this section  
23 here, as you know, the CEO had to approve both resolution  
24 authority for 24,999 capacity, our limit to approve funding.  
25 So we tried to lay out a structure because earlier in the year

1 we had some discussion in the finance committee as to what the  
2 authority entailed and reporting back to the finance committee  
3 and then for a vote.

4 So we want to make sure that all the applications  
5 that were coming in unsolicited, that it's going through a  
6 process, so now all of them will be entered into the system,  
7 not just by paper even if they do write to the CEO, it will  
8 still have to be entered. We will direct them to enter it  
9 into the system for the formal request and then we will review  
10 and have staff score that application before we approve the  
11 funding.

12 We also included on the date section for the  
13 emergency funding in case there's an emergency, that we have  
14 the ability to provide emergency funding to providers and also  
15 to keep the Trust running, based upon what our needs might be  
16 at that time.

17 We have in the form of competitive procurement  
18 process we outline an update there that might be a problem for  
19 the finance committee, so we updated the section. Our  
20 attorneys were good enough to highlight the section from the  
21 statutes, so we did update that piece there.

22 The entire application review section is now  
23 aligned to our technology power and will allow us the ability  
24 to have a new -- an entirely new process. The requests will  
25 come in not by paper, like the formal hard paper application,

1 but it has to go through the system and we have a different  
2 computer system as to how it will be reviewed. We also  
3 advised the CEO of all these requirements.

4 In the exemptions, the original policy had nine  
5 exemptions or exceptions and now we, back and forth with our  
6 attorneys, and the procurement attorney, we changed quite a  
7 few of those. We kept some of them and we also added a piece  
8 at the bottom of that section, whereby we would have a bid  
9 waiver process, and this would allow us, in case we think that  
10 it's in the best interest of the Trust, we will bring that  
11 request to the Board where two-thirds of the members present  
12 will have to approve that bid waiver, so that we don't have to  
13 go to bid. So that's an entirely new section there.

14 The solicitation and information section and  
15 support services for the bidding process we added a few things  
16 that we thought would make the whole process better. We may  
17 or may not have it by web and presented it, and we have this  
18 technology support that we properly add to make sure that  
19 everything is also in the form of technology and that is much  
20 better and easier for us to use.

21 We updated the appeal process, the finance  
22 committee, we thought that it would be better to make a  
23 distinction between a request for appeal and a request for  
24 review. A lot of times people make a formal request for an  
25 appeal and a lot of times people just want to know why is it

1 that they didn't get funded, not that they're appealing. So  
2 we added a section there so they could come in and talk to us.

3 We'll give them feedback and hopefully the next time they  
4 apply, they'll have that kind of feedback.

5 We also increased the minimum of the new final  
6 formal appeal and when I say formal appeal, that means that  
7 they requested an appeal to Jim or the CEO and after we start  
8 for the appeal, we try to keep it status quo, then they have  
9 the ability to make another appeal, in which a hearing officer  
10 will be appointed.

11 These hearing officers normally -- they're  
12 normally retired judges and they will come and hear the  
13 appeal. Now we have to pay those retired judges a good amount  
14 of hourly rate, so we have -- previously we -- you start with  
15 a deposit of \$5,000 to get the process going, so we increased  
16 that based upon recommendation of the procurement attorney to  
17 \$8,000.

18 If they do win that appeal, then all of that will  
19 be reimbursed to them, you know, so that's a change we made  
20 there.

21 As far as dollar amount, we've increased from a  
22 single vendor, which used to be 2500. We're asking you to  
23 approve an increase to 5,000. You know, even the County has  
24 made an increase to their amount, their capacity and their  
25 limit, so that we're able to buy things and not have that

1 small limit of 2500.

2 We added and updated a section there to match  
3 funding to make it clear as to how we will do the match  
4 funding and the match funding applications, so that is  
5 comprised of what feedback we got from the Board over the  
6 years. And the last section we updated is the community  
7 outreach activities, whereby we specifically outline how  
8 anything to do with community engagement and outreach will be  
9 processed.

10 Again, all of these applications will be submitted  
11 via our website. So these are the changes that we've made to  
12 the old policy. Hence, the additional ten pages that you have  
13 in front of you.

14 MR. HOFFMAN: Okay. Thank you. I'd also like to  
15 point out to the Committee is that at the last finance  
16 committee meeting we had a discussion of a few points,  
17 including dealing or encouraging Trust to deal the small  
18 business organizations. Given the time we had to adopt this  
19 to help the current solicitation process, we feel that the  
20 management should take that up at a later date and bring this  
21 back to the Board; either the specific changes related to that  
22 or, you know, other improvements in the process.

23 So with that, is there any questions or comments  
24 on what's before you today?

25 MS. JACOBO: Do we move it first? Do we need to

1 move it before we discuss or does that not --

2 MR. HOFFMAN: Okay.

3 MS. JACOBO: I'll move it.

4 MS. WEISS NUELL: That's Jacobo.

5 MR. HOFFMAN: So we have a motion to approve the  
6 procurement policy that's in front of us.

7 MR. BALSERA: I second.

8 MS. WEISS NUELL: That's Balsera. We have a court  
9 reporter, so I'm giving the name.

10 MS. JACOBO: Oh, sorry.

11 MS. ABRAHANTE: I have a question.

12 MR. HOFFMAN: Yes.

13 MS. ABRAHANTE: On the match funding and one of  
14 the waivers, was that one of the waivers before over nine or  
15 is that a new one of the ten?

16 MS. KOBRINSKI: What waiver are you talking about?

17 MS. ABRAHANTE: Waiver of the procurement process.

18 MR. ALI: Yeah, that's a new waiver.

19 MS. ABRAHANTE: Okay. So if that is the case,  
20 what is the percentage of the budget that currently goes to  
21 match funding?

22 MR. HOFFMAN: That's a good question.

23 MR. ALI: I don't know from the top of my head the  
24 total, but you know, we could think about the head start  
25 waiver. That's like a million-six-hundred. We have a couple

1 other small ones that we give, like the CBC Alliance. They're  
2 funded 55,000. I don't remember the --

3 MR. KIRTLAND: Because the profit -- the way our  
4 budget is structured, it's not its own separate line item  
5 budget. You would have to go specifically identify each  
6 matching fund contract and each initiative that we have, so I  
7 mean, we can do that and pull that information.

8 MR. HOFFMAN: But because the policy does require,  
9 I think the threshold to be over \$10,000 to be approved by the  
10 Board, so I think we have seen those over time irrespective of  
11 the policy addressing the procedure for it.

12 MS. ABRAHANTE: I think Imran mentioned an  
13 application process. Can someone elaborate a little bit on  
14 what is the application process for a match or a request for a  
15 match?

16 MR. ALI: Lori, you wanted to say something?

17 MS. WEISS NUELLE: I was just going to say we've  
18 been pulling together for an annual report all the match  
19 contracts and last year we had a Trust investment and match  
20 contracts of five-point -- about 5.4 million dollars. That  
21 included things like the Soccer Foundation, the Together for  
22 Children programming, the Early -- the Early Learning slots  
23 dollars that we match, as well as early head start. While we  
24 have a reading a math program for Pre-K classrooms, we have  
25 some match for Public Allies, for the CBC Alliance. The Miami

1 Children's Initiative is funded as a match, a funder  
2 collaboration project, so there's a lot of -- let me see.

3 There's 14 different contracts funded within that  
4 total amount and those together leverage 23.5 additional  
5 million dollars in the other funding that's brought to the  
6 table as investments, so it's a pretty big return on  
7 investment.

8 MS. ABRAHANTE: Do any -- I'm sorry, can I ask  
9 another question?

10 MS. WEISS NUELLE: Yes.

11 MS. ABRAHANTE: Have any requests for a match been  
12 denied?

13 MS. WEISS NUELLE: Yes.

14 MS. SYLVESTRE: Yes.

15 MR. ALI: I think that we have match denied.

16 MS. SYLVESTRE: So the request for a match can  
17 come from either through the community engagement or from a  
18 provider, and when we receive a request, we need to evaluate  
19 it to determine if it aligns with our mission and ensure that  
20 it's not something that's going to enround our competitive  
21 solicitation process. And then once we verify that that's  
22 true, then we make a determination of whether or not we should  
23 fund it and -- so it has to -- the match has to align with one  
24 of the missions that we're trying to get.

25 Most of the things that Laurie talked about fall



1 under -- they're from the collaboration or quality accounts  
2 ensuring that we have quality childcare.

3 MR. HOFFMAN: We haven't set aside funds for match  
4 funding particularly. We've used funds available to us over  
5 time to --

6 MS. SYLVESTRE: Exactly.

7 MR. HOFFMAN: -- to be responsive to match funding  
8 opportunities.

9 MS. ABRAHANTE: Right. I mean, the concern that I  
10 have with it being a new waiver is that we have a clear  
11 process that everyone who might be interested in requesting  
12 can access because otherwise, it may be the perception of  
13 creating a direct access to funding that is not available to  
14 other people. And I think that we have an opportunity now to,  
15 since it's now officially on the procurement policy as a  
16 procurement waiver item, that we have to have clear delineated  
17 processes for how that happens and we may do. I just don't  
18 know.

19 MR. HOFFMAN: Bill.

20 MR. KIRTLAND: Yes. We were just discussing that  
21 their -- the waiver process for match funding actually now  
22 that we've had the chance to revise the policy and it's all  
23 included under our exemptions listing. In our older policy  
24 under the exemption listing we did not have match funding as a  
25 specific identified exemption, but as we re-addressed the

1 procurement policy and added some additional policy and  
2 procedures in -- during the amendment process in two thousand,  
3 I would say, nine and eleven, we did add language to how we  
4 would approach requests for match funding, so we've been  
5 utilizing this -- this policy before and now it's just revised  
6 in -- in this current policy all under the exemptions list.

7 So it's not new in practice, but at least it is in  
8 the way it appears in the policy now.

9 MS. ABRAHANTE: And that's why I'm bringing it up  
10 because I think --

11 MR. ALI: And anything over -- anything over  
12 10,000 still comes to the Board.

13 MS. ABRAHANTE: Right, but what you just said is  
14 exactly the reason why I brought it up because it's now in the  
15 policy, it's now up for everybody to see as a waivable. And  
16 so that in itself can raise questions. I just want to make  
17 sure that we're protected.

18 MR. HOFFMAN: But your concern is that, for  
19 example, on our website it's in places where you at least  
20 announce the availability of match funding.

21 MR. ALI: Yes.

22 MR. HOFFMAN: There are ways to match funds  
23 available, but given in limited circumstances and yes, I think  
24 we'll have to make that a little more clearly and point to the  
25 policy --

1 MS. ABRAHANTE: Just to cover ourselves.

2 MR. HOFFMAN: -- in the future.

3 MR. PRESCOTT: I guess what I hear you saying is  
4 that if the match funding is available, what is the process of  
5 receiving the match funds and if you say, go on the website  
6 and there's an exemption to match funding for other entities  
7 that receive match funding, how do I apply for match funding  
8 because it's of the process. Is that correct?

9 MS. ABRAHANTE: Yes, exactly. Because now it's a  
10 waiver of a policy, which wasn't before.

11 MS. GRAVES: I'm concerned if staff can determine  
12 what they're using now the fact just to consider the request  
13 for match funding, we can work with them if they need to be on  
14 there and it'll be a process in place for consideration. So  
15 if anything is challenged, we can say this is what we're  
16 doing.

17 MS. ABRAHANTE: Exactly.

18 MS. GRAVES: It's used the same across the board  
19 for all requests for match funding.

20 MS. KOBRINSKI: I mean, the policies say that the  
21 competitive procurement process is going to be followed, but I  
22 think maybe the question is that these are considered on a  
23 rolling basis, so it's not really a competitive process. It  
24 is a non-competitive process, but the process to evaluate that  
25 is following the competitive procurement procedures.

1 MS. ABRAHANTE: It may be as simple as having  
2 something that states the same thing that you just said about  
3 the CEO, you know, approval, the amount that the CEO can  
4 approve that now you're clarifying the process. That's my  
5 point.

6 MR. HOFFMAN: Okay.

7 MS. ABRAHANTE: There should be a process of it in  
8 case there's a challenge we can defend it.

9 MR. ALI: Point taken.

10 MR. HOFFMAN: And as I pointed out earlier, the  
11 threshold is such that there are things that the CEO could  
12 have approved under the exemptions anyways.

13 MS. ABRAHANTE: Right.

14 MR. HOFFMAN: But anything over \$10,000, it's this  
15 competitive solicitation has to come before the Board.

16 MS. WEISS NUELLE: I have a question on it, with  
17 this specific thing since it came up with the funder  
18 collaborations. So funder collaborations fall under this  
19 category even though, I think, on our budget we do have a line  
20 item for -- and budget for funder collaborations. Right?  
21 Where you're saying that's funding we don't, so -- and they're  
22 not necessarily in sync as -- although I see it says "matched  
23 with funding from one or more other sources". So that is a  
24 funder collaboration, but it isn't necessarily drawing down  
25 money, so I just want the clarification on that.

1 MS. SYLVESTRE: Let me ask. We're saying yes, the  
2 funder collaboration is a type of match funding we do. In  
3 order for us to enter into a funder collaboration it has to be  
4 at least two or more funders that are going to be putting in  
5 money. And when we're looking at a funder collaboration, we  
6 want to ensure that our investment has a four-to-one return.  
7 So that in of itself is a match fund. It's not -- it's a  
8 slightly different match fund from like the typical match fund  
9 where somebody says I need money to draw down public ally's  
10 money or AmeriCorps dollars where AmeriCorps is saying, but it  
11 is a type of match fund.

12 MS. WEISS NUELLE: So -- okay, so that's where  
13 that.

14 MR. HOFFMAN: Any other questions or comments?

15 MS. WEISS NUELLE: I have one. Not related to  
16 that.

17 MR. HOFFMAN: Yes.

18 MS. WEISS NUELLE: Okay. At the bottom of the  
19 community outreach activities, so you know, it says The  
20 Children's Trust logo is not part of any promotional materials  
21 for an event without prior approval of the CEO or its  
22 designee. Blah-blah-blah.

23 My question is, and I didn't see it in here, is  
24 there part of the policy of what if someone actually uses our  
25 logo, because I think this has happened or said things that,

1 you know, it's the Trust Committee on or that kind of thing.  
2 Is there anything in this policy, you know, to address when it  
3 is used without our permission and what those steps are?

4 MR. HOFFMAN: I'm not sure we would address that  
5 with policy as much as hand -- hand that over to our counsel  
6 --

7 MS. WEISS NUELLE: Okay.

8 MR. HOFFMAN: -- at the time it happens. In other  
9 words, we wouldn't necessarily say the procedures.

10 MS. WEISS NUELLE: Okay. Because I think that has  
11 happened before, where it's not been approved by this  
12 organization.

13 MR. HOFFMAN: Any other questions or comments?  
14 Laurie?

15 MS. WEISS NUELLE: I have none.

16 MR. HOFFMAN: Okay. All those in favor?

17 (WHEREUPON, the Board members all responded with  
18 "Aye")

19 MR. HOFFMAN: Any opposed?

20 MR. HOFFMAN: Okay. Policy is unanimously  
21 approved.

22 MS. WEISS NUELLE: And once again, I just want to  
23 thank everyone for all the work. I know it's been a lot of  
24 work on behalf of everyone, the staff and legal counsel and  
25 committee members, so thank you very much.

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It's kind of exciting and I'm sure as we live it, there will probably be some tweaks and changes as we live it and then we're going to be able to put out our, you know, well solicitation and so it's exciting. It'll be a nice Christmas.

Thank you very much. Thank you for coming. Happy Holidays everyone again.

(Whereupon, at 10:08 a.m. the meeting concluded.)

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CERTIFICATE OF REPORTER

STATE OF FLORIDA

COUNTY OF MIAMI-DADE

I, Johnny Caldera, Court Reporter and Notary Public in and for the State of Florida at Large, do hereby certify that I was authorized to and did report the proceedings in the above-styled cause; that the foregoing pages, numbered from 1 to 23, inclusive, constitute a true and complete record of my notes.

I further certify that I am not a relative, employee, attorney or counsel of any of the parties, nor am I a relative or employee of any of the parties' attorney or counsel connected with the action, nor financially interested in the action.

Dated this 7th day of December, 2017.

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Johnny Caldera  
Court Reporter



<b>A</b>				
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