Annual Report

July 1, 2007 - June 30, 2008







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El Camino Community College District Citizens' Bond Oversight Committee

Citizens' Bond Oversight Committee Annual Report 2007-2008

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Executive Summary

The charter of the El Camino College Citizens' Bond Oversight Committee is to inform the public concerning bond revenue expenditures and to actively "review and report" on the expenditure of these funds. Our committee comprises a cross section of the citizenry who have volunteered their time to represent various constituencies, and fulfill the responsibilities listed above.

During this sixth year of existence, our committee has met on a regular basis; reviewing expenditures, touring campus renovations, asking questions, and expressing our concerns and recommendations. This Annual Report of the El Camino College Citizens' Bond Oversight Committee documents the results of these activities and serves to fulfill the basic tenets of our charter.

Within this report are the agendas and minutes of our open public meetings, as well as the independent audit for the fiscal year ending June 30, 2008, performed by the firm of Vicenti Lloyd Stutzman LLP. Our committee examined and reviewed this audit, the results of which are contained herein.

A summary of Bond Expenditures for the FY ending June 30, 2008:

Additional Classrooms & Modernization	\$19,001,109
Health & Safety Improvements	9,706,095
Information Technology & Equipment	1,821,665
Campus Site Improvements	8,008,825
Energy Efficiency Improvements	587,882
Subtotal	39,125,576
Bond Related Expenses	
Total Expenditures	\$39,125,576

Darlene Love, Chair El Camino College Citizens' Bond Oversight Committee

Statement of Compliance

In compliance with requirements of Article XIIIA, Section 1 (b)(3) of the California Construction and meeting requirements of the Certificate of Disclosure contained herein, we the undersigned members of the Citizens' Bond Oversight Committee as of June 30, 2007 do verify that this is a true and valid Annual Report, July 1, 2007 through June 30, 2008. Dated this 20th day of April, 2009.

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Citizens' Bond Oversight Committee 2008

Richard Browning is a licensed contractor who has worked on projects with federal, state, and city governments in several capacities. In the community, he is a member of the Torrance Planning Commission, and has served on the Torrance Airport Commission as a member and chairman, in addition to numerous Torrance sub-committees. He is also a past president and treasurer of Council of Homeowners Association of Torrance (CHAT).

Darlene Love is active in numerous community organizations, including the Olivet Lutheran Church, the Hawthorne President's Council for Low Income Families, and Moneta Gardens Improvement Program in Hawthorne. A member of the Hawthorne Chamber of Commerce and a civil service commissioner for the City of Hawthorne, Ms. Love also serves as president of the Hawthorne Women's Club and chaplain for the Hawthorne Chapter of the Lions Club, among other volunteer activities.

Megan Mc Lean is the El Camino College Associated Student Body president, and is a member of the college's foundation board of directors. Ms. Mc Lean is majoring in communications and is a member of the Honors Transfer Program and First Year Experience program on campus. She was also recently inducted into the SSTARS (Student Success Transfer and Retention Services) Hall of Fame.

Richard Montgomery is a local business owner in Manhattan Beach and is the mayor pro-tem of Manhattan Beach. He is a 20-year resident with a long and varied history of service to the City of Manhattan Beach. He is the former president of the Manhattan Beach Old Hometown Fair, former member of the Planning Commission, Leadership Manhattan Beach and current board of director of the Manhattan Beach Chamber of Commerce.

Frances Mullan is the community representative to the oversight committee, and an active member of the Torrance Rotary Club, where she has held many leadership positions, including president. She is also a longtime member of the Torrance Chamber of Commerce, recently participating in the North Torrance High School mentor program. In the Torrance business community, she owned and operated two successful Curves for Women franchises and has been an outside sales representative in the printing industry.

Thomas Quintana, a Hawthorne resident, is a public relations consultant for the City of Hawthorne, the Hawthorne School District and the Centinela Valley Union High School District. He serves as the business organization representative for the Citizen's Bond Oversight Committee. Quintana is active in a variety of community organizations, serving as a three-term past president of the Hawthorne Family YMCA; a past president and current secretary of Rotary Club of Hawthorne; and past president, executive director of the Hawthorne Chamber of Commerce, among others. He is a graduate of El Camino College and California State University, Dominguez Hills.

Citizens' Bond Oversight Committee

Name	City of Residence	Occupation	Representing	Length of Term
Mr. Richard Browning	Torrance	Licensed Contractor	Taxpayer Representative	Two Years 6/08-6/10
Ms. Darlene Love	Hawthorne		Senior Representative	Two Years 7/06-7/08
Ms. Megan McLean	Torrance	ECC Associated Student President	Student Representative	One Year 7/08-7/09
Mr. Richard Montgomery	Manhattan Beach	Business Owner	Foundation Representative	Two Years 4/08-4/10
Ms. Frances Mullan	Torrance		Community Representative	Two Years 4/08-4/10
Mr. Chris Powell	El Segundo	CFO, Washington Iron Works	Community Representative	Two Years 3/06-3/08
Mr. Thomas Quintana	Hawthorne	Consultant	Business Representative	Two Years 3/07-3/09

Each Term may be repeated once. Student members serve one year only.

Year Six Commentary

July 1, 2007 through June 30, 2008

During the sixth year of El Camino College's facilities master plan work, the college completed several new substantial projects and continued construction on others. Funding for this work has come from 2003 Series A, 2005 Series A refinance, and the 2006 Series B issuance. In addition \$7,243,757 of interest was earned during the fiscal year.

Milestones:

- Completed work on **Humanities Building**, which opened in time for the Spring 2008 semester. This new building is the first completely new instructional building on campus in nearly 40 years, replacing the last original "barracks-type" structures.
- The college's new Central Plant opened in Spring 2008. The two-story building is located on the north side of Murdock Stadium and contains state-of-the-art, energy-efficient systems designed to lower energy costs and reduce the campus' carbon footprint.
- The Parking Structure project started in March 2008 and is expected to be finished by May of 2009.
- A new **food service modular building** opened adjacent to the Manhattan Beach Blvd Modular classrooms.
- Construction was completed on the Learning Resource Center addition. Equipment is being acquired and installed following the Fall 2008 semester opening.
- The college continued looking at ways to modify the construction project schedule in order to optimize state matching funds.
- Preliminary plans for the Social Science Building Modernization were completed and submitted to the Chancellor's office.
- The architectural firm LPA, was selected to design the Math/Business building.
- Construction and design is continuing on the college's infrastructure modernization project.
- Construction plans to modernize the Bookstore/Cafeteria building was submitted to the Division of the State Architect's Office, the agency that performs code compliance review for community colleges.
- Construction was completed on the Energy Efficiency Phase One project. Over \$400,000 of rebates from utility companies was received for the energy conservation measures incorporated in this project.

Challenges:

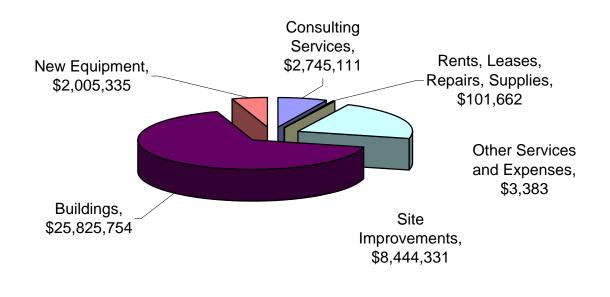
- Construction inflation continues, although at a somewhat slower pace. During the fiscal year numerous
 discussions were held at oversight committee meetings about the need to both begin the process of informing the
 public on the implications of this increased inflation.
- Five options for changes to the Facilities Master Plan were developed and presented to the Facilities Steering Committee. The goal was to reduce the cost of the plan, increase state funding and eliminate conflicts in state funding. ECC received state funding for the Social Science Building, but in order to use those funds, it had to work with the state's schedule, which affected swing space.
- The El Camino College Board of Trustees approved in October an updated Facilities Master Plan that will enable us to complete renovation projects while dealing with substantial construction cost increases. The plan covers projects scheduled through the next five years. However, the plan relies upon an anticipated \$37 million in new, but not yet confirmed, state funding.
- Due to escalating construction costs, the Facilities Master Plan was substantially underfunded. Estimates show that the original \$460 million plan would now cost \$733 million to implement. State funding has offset some funding shortfalls in fact, a proposal for El Camino College's Math Building renovation/conversion and the Student Services/Activities replacement/renovation met with positive initial reviews from the state.
- Master plan revisions include :
 - o Increase budgets to complete Bookstore renovation, new parking structure and infrastructure improvements.
 - O Construct a new building at the Business Division area to accommodate additional space for the Mathematics Division, creating a new Mathematics and Business Building (estimated construction 2009)
 - Redesign the north entrance of campus with additional parking by removing the Technical Arts Building (estimated construction 2012)
 - Use anticipated state funding to renovate the current Math and Computer Science Building, which will be converted for Industry and Technology programs (estimated construction 2011)
 - O Postpone construction of the Student Services and Activities Building replacement until state funds can be secured (estimated construction 2012)
- Budget adjustments include the shifting of projected contingency funds, allocating currently unbudgeted interest
 income, shifting uncommitted equipment/site purchases, and reallocating surplus funds from projects that were
 completed under budget.

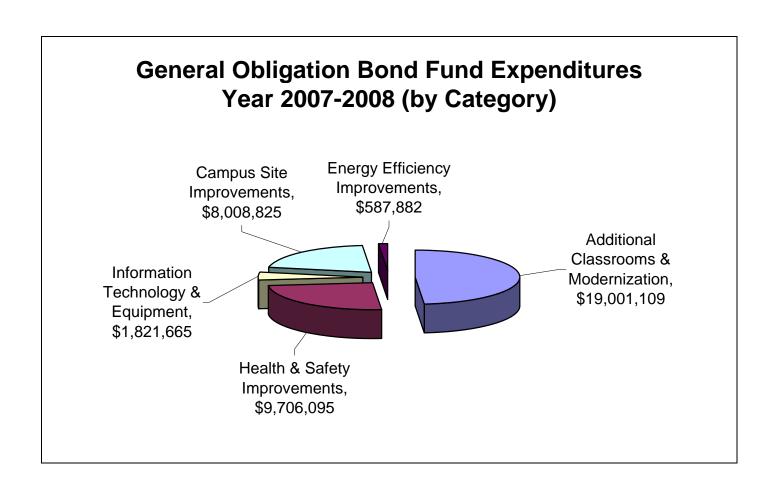
Facilities Master Plan Funding*

Source	Total Income Budget	Income Received as of June 30, 2008	Uncollected Income as of July 1, 2008
State Capital Construction Program	\$33,900,000	9,588,618	\$24,311,382
State Scheduled Maintenance Program	15,600,000	2,452,481	13,147,519
State Hazardous Substance Abatement Program	2,200,000	412,414	1,787,586
Redevelopment Funds	1,300,000	560,745	739,255
Campus Center Fees	2,000,000	0	2,000,000
Parking Fees	700,000	240,000	460,000
Bookstore/Food Services	700,000	0	700,000
State Equipment & Library Materials Program	9,100,000	2,265,160	6,834,840
General Fund Unrestricted	1,619,000	1,829,914	0
Measure E Bond Funds	394,516,464	213,700,000	180,816,464
Interest	8,418,472	15,662,229	0
Refunding Income	<u>6,866,756</u>	6,866,756	<u>0</u>
Total	\$476,920,692	\$253,578,317	\$230,797,046

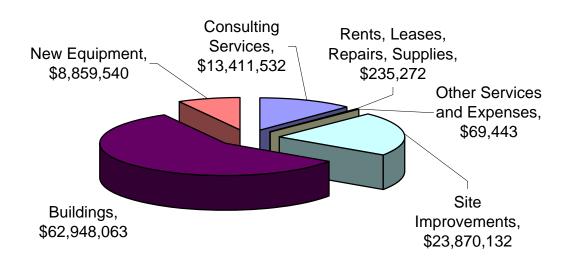
^{*}This chart includes income from voter approved bond construction funds and other sources.



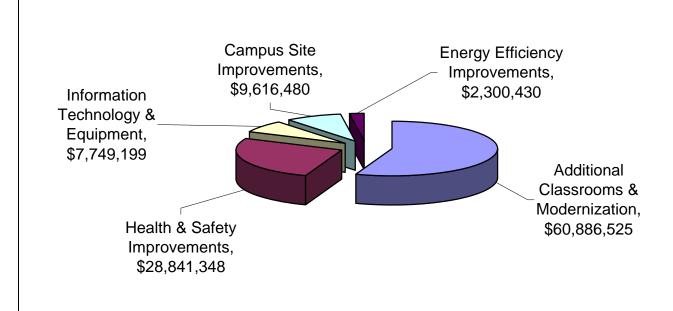


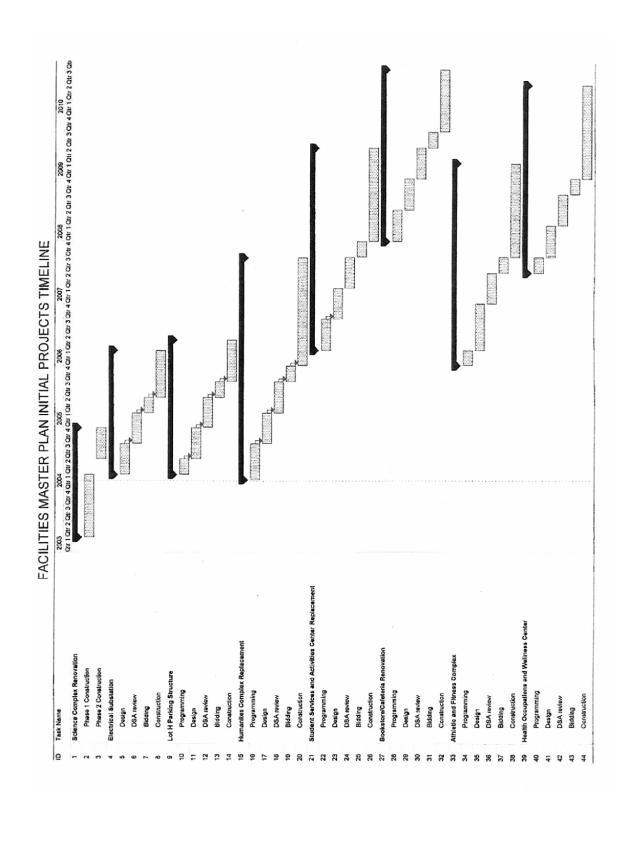




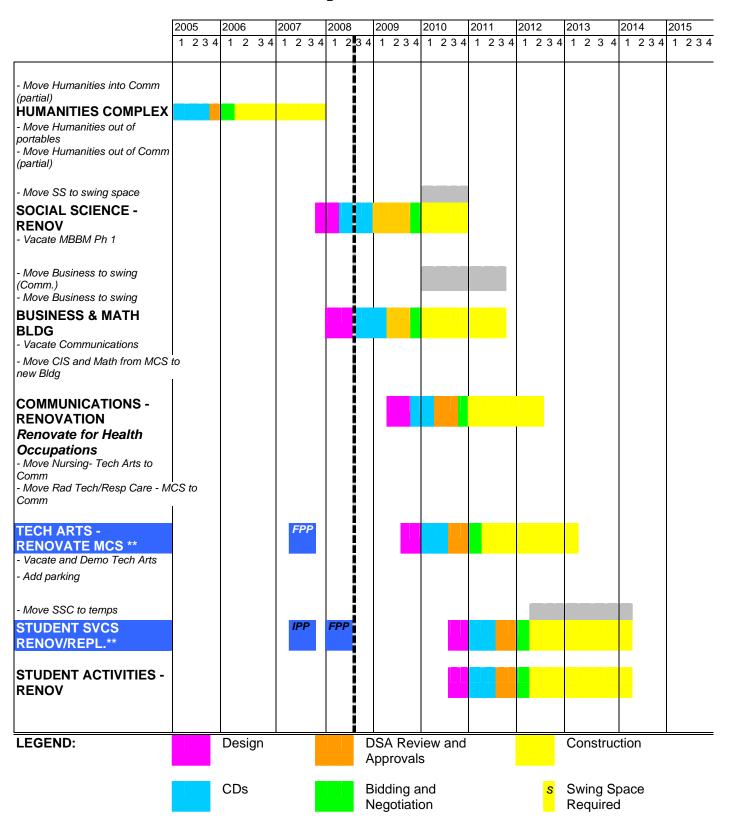


General Obligation Bond Fund Expenditures Years 2002-2008 (by Category)





El Camino College - Sequencing Schedule Option B



Continuing Disclosure Certificate

The Continuing Disclosure Certificate is executed and delivered by the El Camino Community College District in connection with issuance of \$63,700,000 General Obligation Bonds, Election of 2002, Series 2003A, \$40,252,335 in Refunding Bonds issued in 2005, and \$150,000,000 General Obligation Bonds, Series 2003B issued in 2006.

The Bonds are issued pursuant to a resolution of the Board of Supervisors of Los Angeles County adopted on February 11, 2003. The District Resolution and the County Resolution are heretofore referred to as the Resolution.

(See appendix iv for full text of the Continuing Disclosure Certificate)

In compliance with Section 4, Number 2 of the Certificate of Disclosure, here are specific answers relating to the period of July 1, 2007 through June 30, 2008.

- (A) State funding received by the District for the last completed fiscal year (2007-2008)

 Combined General Fund unrestricted and restricted- \$76,257,358
- (B) Enrollment for the District for the last completed fiscal year (2007-2008)

 Average enrollment 25,662
- (C) Outstanding District indebtedness
 The District had \$200,872,687 of general obligation bonds outstanding as of June 30, 2008.
- (D) Assessed valuation for real property in the District for the last completed fiscal year (2007-2008)
 Assessed Valuation \$75,338,601,314
- (E) List of 10 largest taxpayers, together with their assessed valuation of percentage of total assessed valuation for the District for the last completed fiscal year; to the extent such information is available from Los Angeles County.
 - On file in the County Assessor's office
- (F) Summary financial information on revenues, expenditures and fund balances for the District's general fund reflecting adopted budget for the fiscal year.
 Information contained in annual reports from the District is available through the Office of the Vice President of Administrative Services.

General Obligation Bond Fund Categories and Projects as of 6/30/08

	ORIGINAL BUDGET	REVISED BUDGET 10/15/07	TOTAL EXPENDED	COMMITTED	BALANCE
Additional Classrooms and Modernization (ACM)					
Acquisitions (0201)	\$ 5,000,000.00	705,867.00	705,866.93	-	0.07
Architectural Barrier Removal Phase 2 (0202)	1,529,000.00	18,582.00	18,520.43	-	61.57
Athletic Education and Fitness Complex (0203)	15,718,000.00	15,718,000.00	298,438.38	377,841.55	15,041,720.07
Bookstore/Cafeteria Conversion to Administration (0204)	10,700,000.00	14,100,000.00	741,995.62	153,889.93	13,204,114.45
Business Building Replacement (0205)	10,700,000.00	43,480,800.00	358,435.44	2,862,831.84	40,259,532.72
Central Plant (0206)	14,274,000.00	15,085,000.00	14,356,582.19	135,649.94	592,767.87
Child Development Center Phase 2 (0207)	2,525,000.00	30,573.00	30,470.13	-	102.87
Crenshaw Blvd. Frontage Enhancement (0208)	1,100,000.00	700,000.00	13,373.01	-	686,626.99
Fire Academy Structure (0209)	791,375.00	791,375.00	164,893.20	-	626,481.80
Fire Program Facility (0210)	123,000.00	123,000.00	1,651.03	-	121,348.97
Health Occupations and Wellness Center (0211)	12,200,000.00	-	(489.58)	-	489.58
Humanities Complex Replacement (0212)	20,500,000.00	30,896,287.00	27,084,135.57	716,261.75	3,095,889.68
Learning Resource Center Addition (0213)	7,100,000.00	5,099,964.00	4,271,484.73	582,758.70	245,720.57
Manhattan Beach Blvd. Parking Structure and Entrance (0214)	10,400,000.00	216,232.00	471.15	-	215,760.85
Remodeling Phase One-Three (0215-0217)	46,177,500.00	876,554.00	638,416.80	226,591.82	11,545.38
Reproduction and Publishing Center (0218)	668,000.00	-	-	-	-
Science Complex Renovation (0219)	3,986,000.00	6,721,738.00	6,524,617.97	3,073.12	194,046.91
Signage and Wayfinding (0224)	-	2,600,000.00	123,830.11	70,867.89	2,405,302.00
Student Services and Activities Replacement (0220)	20,300,000.00	26,492,800.00	1,789,173.43	737,936.28	23,965,690.29
Temporary Space and Relocation Costs (0221)	2,000,000.00	3,469,200.00	3,349,511.51	8,071.50	111,616.99
Vocational Education Complex (0222)	11,500,000.00	-	(906.38)	-	906.38

Master Planning (0223)		_			
(0220)			416,052.93	311,241.34	(727,294.27)
Activities Center (0225)	-	24,718,000.00	-	-	24,718,000.00
Reserve for Contingencies (0299)	7,339,027.00	-	-	-	-
Total Additional Classrooms and Modernization	204,630,902.00	191,843,972.00	60,886,524.60	6,187,015.66	124,770,431.74
Campus Site Improvements: Acce	essibility,				
Safety / Security (CSI)	<u> </u>				
Asphalt Resurfacing - All Lots (0301)	400,000.00	400,000.00	14,974.69	-	385,025.31
Emergency Generators and Distribution (0302)	1,400,000.00	122,672.84	116,172.84	-	6,500.00
Emergency Power to Security Lighting (0303)	175,000.00	4,289.42	4,289.42	-	-
Entrance - Redondo Beach Blvd. to Lot H (0304)	400,000.00	400,000.00	29,508.36	-	370,491.64
Fencing Replacement and Additions (0305)	375,000.00	375,000.00	5,776.65	-	369,223.35
Landscaping and Irrigation System Replacements (0306)	2,540,000.00	2,540,000.00	44,824.56	-	2,495,175.44
Lighting - Redondo Beach Blvd. (0307)	230,000.00	-	-	-	-
Lighting - Upgrade / Replace All Lots (0308)	2,500,000.00	2,440,000.00	59,806.66	-	2,380,193.34
Lot F Parking Structure Improvements (0309)	1,632,000.00	1,632,000.00	32,732.41	-	1,599,267.59
Lot H Parking Structure (0310)	10,400,000.00	25,600,000.00	9,121,734.40	13,082,525.07	3,395,740.53
Paving Replacement - All Walks and Driveways (0311)	2,187,000.00	2,187,000.00	61,062.21	-	2,125,937.79
Pedestrian Walks at Manhattan Beach Blvd. and Lot E (0312)	81,600.00	81,600.00	636.64	-	80,963.36
Security Video (0313)	180,000.00	7,831.18	7,831.18	-	-
Voice / Data / Signal Site Duct Bank (0314)	1,200,000.00	117,130.39	117,130.39	-	-
Reserve for Contingencies (0399)	4,734,548.00	-	-	-	-
Total Campus Site	00 405 440 65	25 027 522 52	0.040.400.44	40 000 505 65	40.000.540.05
Improvements: Accessibility, Safety / Security	28,435,148.00	35,907,523.83	9,616,480.41	13,082,525.07	13,208,518.35
Energy Efficiency Improvements (EEI)					
Energy Efficiency Improvements Phase One (401)	9,184,855.00	-		_	-
Energy Efficiency Improvements Phase Two (0402)	4,496,995.00	2,818,000.00	2,300,430.21	417,612.16	99,957.63
Reserve for Contingencies (0499)	3,137,248.00	-	-	-	-

Total Energy Efficiency Improvements	16,819,098.00	2,818,000.00	2,300,430.21	417,612.16	99,957.63
Health and Safety Improvements (HSI)					
Administration (0501)	3,736,372.00	4,367,732.00	98,231.91	-	4,269,500.09
Art & Behavioral Sciences (0502)	5,046,800.00	12,247,136.00	305,781.00	-	11,941,355.00
Infrastructure Phase I (0503)	1,119,716.00	37,000,000.26	17,961,091.27	1,118,918.02	17,919,990.97
Auxiliary Warehouse (0504)	105,042.00	105,042.00		-	103,740.85
Campus Theatre (0505)	1,814,262.00	-	-	-	-
Chilled Water System (0506)	3,574,600.00	-	-	-	-
Communications (0507)	1,359,812.00	8,223,354.00	219,262.44	-	8,004,091.56
Construction Technology (0508)	1,140,822.00	943,970.00	16,466.48	-	927,503.52
Domestic Water System (0509)	2,488,800.00	110,208.03	110,208.03	-	-
Facilities and Receiving (0510)	1,046,150.00	1,985,416.00	156,359.81	-	1,829,056.19
Fire Alarm (0511)	286,700.00	279,693.88	277,816.51	-	1,877.37
Firelines (0512)	3,580,700.00	119,904.67	119,904.67	-	-
Hazardous Materials Abatement (0513)	2,400,000.00	200,000.00	127,444.43	6,233.33	66,322.24
Heating Water System (0514)	1,252,330.00	-	-	-	-
Library (0515)	2,326,540.00	7,876,509.00	431,752.67	-	7,444,756.33
Marsee Auditorium (0516)	5,225,992.00	6,670,843.00	147,616.27	-	6,523,226.73
Math & Computer Sciences (0517)	4,330,512.00	12,600,000.00	216,635.19	-	12,383,364.81
Music (0518)	2,832,840.00	8,896,846.00	226,231.00	-	8,670,615.00
Natural Gas System (0519)	341,600.00	13,851.81	13,851.81	-	-
North Gymnasium (0520)	2,145,126.00	3,248,993.00	256,895.38	-	2,992,097.62
Physical Education and Men's Shower (0521)	2,462,936.00	4,216,871.00	67,135.28	-	4,149,735.72
Planetarium (0522)	285,480.00	559,465.00	12,814.90	-	546,650.10
Pool and Health Center (0523)	2,018,573.00	8,273,592.00	326,031.24	-	7,947,560.76
Primary Electrical Distribution System (0524)	18,934,400.00	5,480,458.18	5,226,313.61	(34,734.94)	288,879.51
Reimbursements (0525)	1,800,000.00	1,456,353.00	1,414,353.00	-	42,000.00

Security Systems (0526)					
, ,	1,363,350.00	30,244.81	30,244.81	-	
Sewer System (0527)	1,964,200.00	55,448.93	55,448.93	-	
Social Sciences (0528)	1,807,918.00	7,415,520.00	390,949.92	436,780.10	6,587,789.9
South Gymnasium (0529)	733,586.00	-	-	_	
Storm Drain System (0530)	481,656.00	30,643.60	30,643.60	-	
Technical Arts (0531)	1,891,976.00	1,927,800.00	387,224.57	-	1,540,575.4
Women's Shower and Locker (0532)	2,918,484.00	-	-	-	,,
Shops (0533)	-	10,600,000.00	213,337.55	-	10,386,662.4
Reserve for Contingencies (0599)	1,190,001.00	-	-	-	
Total Health and Safety Improvements	84,007,276.00	144,935,896.17	28,841,347.43	1,527,196.51	114,567,352.2
Information Toohnology and					
Information Technology and Equipment (ITE)					
Behavioral and Social Sciences (0601)	579,077.00	654,077.00	125,030.68	-	529,046.3
Business (0602)	1,123,650.00	1,143,650.00	477,595.54	-	666,054.4
Facilities Planning and Services (0603)	1,818,724.00	1,925,724.00	384,455.70	-	1,541,268.3
Fine Arts (0604)	2,805,096.00	2,870,096.00	435,700.95	-	2,434,395.0
Health Sciences and Athletics (0605)	1,203,993.00	1,269,987.00	298,264.41	1,929.03	969,793.5
Humanities (0606)	607,033.00	625,978.00	217,286.83	-	408,691.1
Industry and Technology (0607)	1,771,641.00	1,883,641.00	586,941.33	_	1,296,699.6
Information Technology (0608)	14,557,510.00			2,289,319.93	8,757,671.7
Learning Resources (0609)	4,665,775.00	4,940,775.00	260,085.15	_	4,680,689.8
Math (0610)	688,661.00			-	491,870.4
Natural Sciences (0611)	3,002,285.00	3,063,431.00		_	2,397,009.4
Nursing (0612)	252,651.00				136,173.3
Student and Community Advancement (0613)	567,500.00			-	424,261.1
Interfund Transfer (0614)	-	141,150.00		_	.2 .,20 1
Campus Police (0621)	-	68,500.00	66,649.79	<u>-</u>	1,850.2
Purchasing (0622)	-	10,000.00		_	582.2

Phase II, III, IV Purchases (0697)		_	_		-
	17,025,000.00			-	
Installation Contingency (0698)		-			
	4,464,194.00		348.80	-	(348.80)
Reserve for Contingencies (0699)	0.544.040.00	-	-		-
	3,541,949.00			-	
Total Information Technology	50 074 700 00	0.4.770.450.00	7740 400 00	0.004.040.00	04 705 700 44
and Equipment	58,674,739.00	34,776,156.00	7,749,198.93	2,291,248.96	24,735,708.11
Physical Education Facilities					
Improvements (PEFI)					
Baseball Field (0701)			-		
	1,091,800.00	1,091,800.00		-	1,091,800.00
North Field (0702)	404 000 00	404 000 00	-		404 000 00
	481,600.00	481,600.00		-	481,600.00
Sand Volleyball (0703)	40,000,00	40 000 00	-		40.000.00
	12,300.00	12,300.00		-	12,300.00
Reserve for Contingencies (0799)	363,601.00	-	-		-
Total Dissers of Education	303,001.00			-	
Total Physical Education Facilities	1,949,301.00	1,585,700.00	-	_	1,585,700.00
Total Allocated	1,040,001.00	1,000,700.00			1,000,100.00
Total Allocated	394,516,464.00	411,867,248.00	109,393,981.58	23,505,598.36	278,967,668.06
Unallocated Funds			-		
	6,866,776.00	1,571,850.00		-	1,571,850.00
,	\$				
	401,383,240.00	413,439,098.00	109,393,981.58	23,505,598.36	280,539,518.06

Appendix

Independent Auditor's Report

http://www.elcamino.edu/administration/bond/docs/El%20Camino%20Prop% 2039%20Perf%20Audit.pdf

Independent Auditor's Financial Audit

 $\frac{http://www.elcamino.edu/administration/board/boarddocs/Audit\%\,202005-06-}{El\%\,20Camino\%\,20CCD\%\,20.pdf}$

Citizens' Bond Oversight Committee Agendas

www.elcamino.edu/administration/bond/minutes.asp

Citizens' Bond Oversight Committee Minutes

www.elcamino.edu/administration/bond/minutes.asp

Citizens' Bond Oversight Committee Bylaws

www.elcamino.edu/administration/bond/docs/Ositebylaws406.pdf

Measure E Expenditures Approved by Board of Trustees, El Camino Community College District

www.elcamino.edu/administration/bond/minutes.asp

Original Resolution 2002-1 and Exhibit B

www.elcamino.edu/administration/bond/cboc_resolutions/

Resolution Authorizing the Issuance of General Obligation Bonds, Series 2006B

www.elcamino.edu/administration/bond/cboc_resolutions/

Resolution Authorizing General Obligation Bonds, 2005-1

www.elcamino.edu/administration/bond/cboc_resolutions/

"The Citizens' Bond Oversight Committee acknowledges with gratitude the cooperation of many departments within El Camino College throughout the past year. The Committee is particularly grateful to the following: Janice Ely, Bob Gann, Ann Garten, Jo Ann Higdon, Bruce Hoerning, Ellen Lorenz, Heather Parnock, and Ruth Sanchez."



