



SACRAMENTO CITY UNIFIED SCHOOL DISTRICT BOARD OF EDUCATION

Agenda Item 10.1o

Meeting Date: March 21, 2019

Subject: Approve Minutes of the March 7, 2019 Board of Education Meeting

- ☐ Information Item Only
- ☒ Approval on Consent Agenda
- ☐ Conference (for discussion only)
- ☐ Conference/First Reading (Action Anticipated: _____)
- ☐ Conference/Action
- ☐ Action
- ☐ Public Hearing

Division: Superintendent's Office

Recommendation: Approve Minutes of the March 7, 2019 Board of Education Meeting.

Background/Rationale: None

Financial Considerations: None

LCAP Goal(s): Family and Community Empowerment

Documents Attached:

1. Minutes of the March 7, 2019 Board of Education Regular Meeting
2. Strategic Time Breakdown of the March 7, 2019 Meeting Minutes

Estimated Time of Presentation: N/A

Submitted by: Jorge A. Aguilar, Superintendent

Approved by: N/A



Putting
Children
First

Sacramento City Unified School District BOARD OF EDUCATION MEETING AND WORKSHOP

Board of Education Members

Jessie Ryan, President, (Trustee Area 7)
Darrel Woo, Vice President, (Trustee Area 6)
Michael Minnick, 2nd Vice President, (Trustee Area 4)
Lisa Murawski, (Trustee Area 1)
Leticia Garcia, (Trustee Area 2)
Christina Pritchett, (Trustee Area 3)
Mai Vang, (Trustee Area 5)
Rachel Halbo, Student Member

Thursday, March 7, 2019

4:30 p.m. Closed Session

6:00 p.m. Open Session

Serna Center

Community Conference Rooms
5735 47th Avenue
Sacramento, CA 95824

Minutes

2018/19-21

Allotted Time

1.0 OPEN SESSION / CALL TO ORDER / ROLL CALL

Meeting was called to order at 4:46 p.m.

Present

President Ryan

Vice President Woo

2nd Vice President Minnick

Member Murawski

Member Garcia

Member Pritchett

Member Vang

No Members absent.

2.0 ANNOUNCEMENT AND PUBLIC COMMENT REGARDING ITEMS TO BE DISCUSSED IN CLOSED SESSION

None

3.0 CLOSED SESSION

While the Brown Act creates broad public access rights to the meetings of the Board of Education, it also recognizes the legitimate need to conduct some of its meetings outside of the public eye. Closed session meetings are specifically defined and limited in scope. They primarily involve personnel issues, pending litigation, labor negotiations, and real property matters.

3.1 Government Code 54957.6 (a) and (b) Negotiations/Collective Bargaining SCTA, SEIU, TCS, Teamsters, UPE, Non-Represented/Confidential Management (District Representative Cancy McArn)

3.2 Government Code 54956.9 Conference with Legal Counsel – Anticipated Litigation:

a) Existing litigation pursuant to subdivision (d)(1) of Government Code section 54956.9 (OAH Case No. 2018120657)

b) Significant exposure to litigation pursuant to subdivision (d)(2) of Government Code section 54956.9 (One Potential Case)

c) Initiation of litigation pursuant to subdivision (d)(4) of Government Code section 54956.9 (One Potential Case)

3.3 Government Code 54957 – Public Employee Discipline/Dismissal/Release/Reassignment

3.4 Government Code 54957 - Public Employee Performance Evaluation: Title: Superintendent

- 3.5 *Education Code Section 35146 – The Board will hear staff recommendations on the following student expulsion(s):*
a) *Expulsion #9, 2018-19*
b) *Expulsion #10, 2018-19*
c) *Expulsion #11, 2018-19*

4.0 CALL BACK TO ORDER/PLEDGE OF ALLEGIANCE

Meeting was called back to order at 6:34 p.m.

4.1 *Broadcast Statement (Student Member Halbo)*

4.2 *The Pledge of Allegiance was led by Rosemont High School Art Installation student, Alejandro Sanchez. Presentation of Certificate by Member Pritchett*

5.0 ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

None

6.0 AGENDA ADOPTION

Vice President Woo Motion to adopt agenda

2nd Vice President Minnick 2nd the motion

Board Unanimous

7.0 SPECIAL PRESENTATIONS

7.1 *Approve Resolution No. 3060: Fiscal Solvency Plan to Save Our Schools (Jorge A. Aguilar)*

This resolution was presented by Superintendent Aguilar and the Board for approval.

Public Comment:

None

Vice President Woo motion to approve

Member Pritchett 2nd

Student Member Halbo – Aye

Board Unanimous

8.0 PUBLIC COMMENT

Members of the public may address the Board on non-agenda items that are within the subject matter jurisdiction of the Board. Please fill out a yellow card available at the entrance. Speakers may be called in the order that requests are received, or grouped by subject area. We ask that comments are limited to two (2) minutes with no more than 15 minutes per single topic so that as many people as possible may be heard. By law, the Board is allowed to take action only on items on the agenda. The Board may, at its discretion, refer a matter to district staff or calendar the issue for future discussion.

- | | |
|---|--|
| 1. Ian Arnold and Alan Daurie (combined) | 9. Sammi Hawes and Sarah Thomas (combined) |
| 2. Carolina Flores | 10. Bob Hommes |
| 3. Carrie Cornwell | 11. David Fisher |
| 4. Joel Tell with son Liam | 12. Anna Molander |
| 5. Melissa Tell (on behalf of a family not in attendance) | |
| 6. Carolyn Wiggin | |
| 7. Cassandra Jennings | |
| 8. Naomi Roberts and Sally Mandujan (combined) | |

9.0 BOARD WORKSHOP/STRATEGIC PLAN AND OTHER INITIATIVES

(Board Minutes, March 7, 2019)

9.1 Approve 2018-19 Second Interim Financial Report (Dr. John Quinto)

Dr. John Quinto, Chief Business Officer; Gloria Chung, Director, Budget Services and Amari Watkins, Director, Accounting Services presented this item for approval.

Public Comments:

- | | |
|------------------------------|------------------|
| 1. Liz Guillen | 5. Rosa de Anda |
| 2. Bob Hammes | 6. Cecile Nunley |
| 3. Marlene Garcia | 7. Marisol Avina |
| 4. Josefina Ramirez Notsinne | |

Board Comments:

President Ryan when Mike Fine presented when looking at the root source of our budget deficit he identified a series of things, increasing health care costs and having a obligations that exceeded our revenues, declining enrollment, they also identified a real issue around average daily attendance and finally special education expenditures. We have a moral and legal obligation to meet the needs of this critical student population but saw a significant growth in our special education expenditures such that we are expending in this fiscal year \$60,000,000 above our revenue. That alone is our multiyear budget deficit. Wants to ask how we are implementing policies to draw down that special education liability and meet the needs of our students who deserve to have high quality special education services. Dr. Quinto responds, with anything it's important to know where you've been. There was a history done. Working with fiscal advisor we had to know where we were at. What are our expenses. The history tells us, trending where it's at. When the budget was put together in July our budget in special education was \$113,000,000 but our actuals came in at \$114,000,000. President Ryan continues with wanting to talk about the declining enrollment. There has been discrepancy around the declining enrollment numbers based on the new cohort model that's being adopted. The LAO report has come out with a projection on declining enrollment across the state. We have definitely seen that in the District. Saw numbers that reflected a 300 decline in enrollment then there was one that looked like an error listing out a drop of 1,000 in average daily attendance and enrollment. Dr. Quinto responds, familiar with the 300. The 1,000 not sure, would have to research. President Ryan said that is a number being referenced. If this is a discrepancy, certainly want to ensure that its corrected so we have accurate data to work with. Wants to know about the governor's budget. Much has been made on the potential of having some additional monies for special education and some ability to delay our obligation to contribute to retirement. Wants to know if that was taken into account in the report and if was allowed to be taken into account by SCOE so that we have an accurate sense of the total dollars of which we have to make reductions. Dr. Quinto responds yes and we are waiting. The yes part is we did take the governor's proposal for COLA which is 3.46%, that was added to the multiyear projections which added about \$3,000,000 to our multi year. the STRS contribution or the pay down of that will attribute about \$1.7 million in the next coming years. Thereafter it's about 1/2 %. Those two factors were taken into consideration. In agreement with SCOE it's too early to bank on special education at this point in time. Too much of a risk at this time.

Member Garcia concerned that the governor's budget proposal would be considered as revenue that we have on our hands. There is very long budget process and there are a lot of competing pressures and priorities, would not want for us to consider those revenues as something we have in the bank. Mentioned some budget assumptions that changed from first interim and second interim, some revenue that came in through maybe some grants, the low performing student block grant, additional revenue coming in. wondering if there are any trends that are either in our favor in terms of bringing additional dollars or any trends that work against us were we are seeing maybe our budget hole increase. Gloria Chung responds we are seeing many trends, as discussed, of lowering our ADA so unfortunately that's not a good picture. The federal funding at the moment looks flat, but anything can happen at the federal level. As our enrollment declines, our ADA declines and that will play into the possibility of our unduplicated accounts. We are having a concerted effort to increase our unduplicated accounts. Member Garcia continues working hard as colleagues are, to ensure state receivership is not an outcome. Would like to know how assumptions, changes and trends effect the cash flow? Amari Watkins responds we actively are monitoring our

cash flow with all expenditures made as well as revenues received. Also receive weekly reports from the County Treasury on what's in the bank and monitor daily. Member Garcia asks if there is any scenario that the November date that has been identified for running out of cash can come any sooner than November? Amari Watkins responds with the expected projections that have already been presented, we don't foresee that at this time. Member Garcia adds everything we've talked about has been reducing our expenditures. Doesn't hear talk about a plan to increase revenue. Would like to see what other opportunities we have locally to increase our revenue. Whether here at the district or talking about generating new dollars at the local level in our community. we can't cut our way out of this fiscal mess. We are going to decimate our entire school district if we do that. We also can't expect billions of dollars more from the state. Wants for us to focus on what we are doing locally. We need to help ourselves.

Member Murawski likes idea of suggestion to establish a Blue Ribbon Commission. Would suggest considering making it broader not just to look at revenues but to also look at resources that we can bring into our district through partnerships, other governmental agencies or community partners as well. Its important first to know where we are in terms of our overall. We have been talking about having to cut \$35,000,000 per year over the next two years. Is that still true? Gloria Chung responds next year we need to reduce about \$2.3 million and it will be about \$50,000,000 over two years which is down from the \$66,000,000 from first interim. Member Murawski responds our overall savings target has been reduced quite a bit. That's important to understand and thanks Financial/Budget team for their work. Dr. Quinto wants to make an important note that it was \$67,000,000 but with work able to bring that number down but that's making sure all expenses are held static. There's unfunded mandates we don't have control over. Like if COLA is reduced, it's going to reduce revenue. Member Murawski wants to ask regarding the cash flow issue, we learned we are not going to run out of cash sooner than November 2019 and obviously we are in a better place now. please address whether our cash position has changed. Are still looking at 2019? Amari Watkins responds we are doing additional analysis because this is such a critical area. Working with SCOE to make sure our numbers are as accurate as possible. There is a target in the next two weeks to fine tune that. Member Murawski would like the discrepancies in the projected enrollment numbers to be looked at.

President Ryan would like to thank Ms. Ryland, Fiscal Advisor, for all the time and energy put into working closely with staff as well as County Superintendent for having such an open and constant dialogue with us to ensure that this work is done to the best of our ability under this difficult timeline. Would like to call out the removal of the cash flow item from the second interim financial report so that we can ensure the fidelity of the data and moving item forward.

Vice President Woo motion to move from conference to action

Member Pritchett 2nd

Student Member Halbo – Aye

Board Unanimous

Vice President Woo motion to move approve

Member Pritchett 2nd

Student Member Halbo – Aye

Board Unanimous

9.2 Approve Resolution No. 3058: Resolution to Eliminate Certificated Employees Due to a Reduction of Particular Kinds of Service (Cancy McArn and Cindy Nguyen)

President Ryan starts by saying we are very aware these are preliminary notifications based on Ed Code. Wants to reiterate these notifications can be rescinded as we continue to work through the process of trying to find the savings necessary to reduce the \$35,000,000 budget deficit.

Cancy McArn, Chief Human Resource Officer and Cindy Nguyen, Director, Employee Relations presented this item for approval.

Public Comment:

1. Stan Perez
2. Phyllis Mosley
3. Cassandra Kelly-Tillman
4. Melissa Aita and Linda Aita (combined)
5. Frederick Gotha
6. Janelle Jennings
7. Judith Arnold
8. Beth Curtis
9. Renee Webster Hawkins
10. Nikki Milevsky
11. David Rose
12. Grace Trujillo
13. Patricia Benoit

Board Comment:

Superintendent Aguilar thanks everyone who came out and spoke. Appreciates one of the speakers who mentioned their willingness to continue to work with staff to find ways in which we may still continue to operate fee based programs.

Member Murawski wants clarification on what is being considered for elimination through resolution. Cancy refers to exhibit A. Member Murawski wants clarification on whether these reductions effect our fee based child development centers. Cancy responds those reductions were approved by the Board at the last Board meeting on 2/21. What's on the resolution tonight is a Coordinator position that is vacant as well as a Coordinator position that is not vacant. President Ryan respond, what she heard from the Superintendent and what she is also suggesting is beyond tonight's motion a commitment is made to work with fee based programs to find out what the gap is to be able to continue services.

Member Garcia wants to clarify the process, the sequence of events that take place in analysis. Cancy responds the analysis completed once decision is made, it specifically speaks to which individuals, which staff receive which notices. That involves looking at each individual based on seniority, what credentials held, what vacations they may hold, also connected to additional resolutions that are coming forth tonight.

President Ryan curious to know how many in past layoff notices have been rescinded. Cancy responds majority have been rescinded.

Member Pritchett fear is decisions made tonight are not going to be the last. We have to achieve fiscal solvency. We have to achieve health care savings. What process is being taken to ensure there are not disparities in our lowest income neighborhoods and our lowest performing students? Cancy responds each Chief in the various areas has been working with their respective departments to look at all of that. There are no easy answers or conversations or considerations. These were put forward with that heaviness of knowing not only are these positions, but these are real people and they are connected to services and programs.

President Ryan starts by saying this is the most difficult work. We are faced with very few options. We are looking at trying to attain health care savings as an alternative potentially to these layoffs. We will be moving forward in the weeks ahead alongside our community to prioritize how we make cuts.

Member Murawski

Vice President Woo motion to move approve

Member Pritchett 2nd

Board Unanimous

9.3 *Approve Resolution No. 3063: Determination of Tie-Breaking Criteria (Cancy McArn and Cindy Nguyen)*

Cancy McArn, Chief Human Resource Officer and Cindy Nguyen, Director, Employee Relations presented this item for approval.

Public Comment:

None

Board Comment:

Vice President Woo wants to know why National Board Certification as a point. Cancy responds National Board Certification requires additional professional development and work on behalf of certificated individuals. It's a recognition of other items on there like a doctorate or masters.

Vice President Woo motion to move approve
Member Pritchett 2nd
Board Unanimous

9.4 Approve Resolution No. 3064 To Determine Criteria for Deviation From Eliminating a Certificated Employee In Order of Seniority (“Skipping” Criteria) (Cancy McArn and Cindy Nguyen)

Cancy McArn, Chief Human Resource Officer and Cindy Nguyen, Director, Employee Relations presented this item for approval.

Public Comment:
None

Board Comment:
None

Vice President Woo motion to move approve
Member Pritchett 2nd
Board Unanimous

9.5 Approve Resolution No. 3059 Notice of Layoff: Classified Employees – Reduction in Force Due to Lack of Funds and/or Lack of Work (Cancy McArn and Cindy Nguyen)

Cancy McArn, Chief Human Resource Officer and Cindy Nguyen, Director, Employee Relations presented this item for approval.

Public Comment:
Patricia Payan
Amanda Vargas
Denae Derby

Board Comment:
Member Murawski asks Cancy to describe how some of our students will be effected with these positions being cut. Cancy responds when there are reductions like this, there is some shuffling that is going to happen and there are some things that are not going to be able to happen.

Vice President Woo motion to move approve
Member Pritchett 2nd
Board Unanimous

10.0 CONSENT AGENDA

Generally routine items are approved by one motion without discussion. The Superintendent or a Board member may request an item be pulled from the consent agenda and voted upon separately.

10.1 Items Subject or Not Subject to Closed Session:

10.1a Approve Grants, Entitlements and Other Income Agreements, Ratification of Other Agreements, Approval of Bid Awards, Approval of Declared Surplus Materials and Equipment, Change Notices and Notices of Completion (Dr. John Quinto)

10.1b Approve Personnel Transactions 3/7/19 (Cancy McArn)

10.1c Approve C.K McClatchy High School Educational Field Trip to New York, New York April 15-20, 2019 (Dr. Iris Taylor and Chad Sweitzer)

10.1d Approve West Campus High School College Campus Tour Field Trip to Reno, Nevada April 3, 2019 (Dr. Iris Taylor and Chad Sweitzer)

- 10.1e *Approve Youth Development Humanitarian Project Field Trip to Lima, Peru June 17-27, 2019 (Doug Huscher and Lisa Allen)*
- 10.1f *Approve Staff Recommendation for Expulsion #9, 2018-19; Expulsion #10, 2018-19; and Expulsion #11, 2018-19 (Doug Huscher and Stephan Brown)*
- 10.1g *Approve Resolution No. 3062 Board Stipends (Jessie Ryan)*
- 10.1h *Approve Minutes of the February 21, 2019 Board of Education Meeting (Jorge A. Aguilar)*

Before approving consent agenda, President Ryan would like to change two items. First 10.1f move to open session after reconvening into closed session tonight to hear those items also 10.1g. President Ryan is waiving ability to receive reimbursement for 10.1g.

Vice President Woo motion to move approve

Member Pritchett 2nd

Student Member Halbo - Aye

Board Unanimous

11.0 COMMUNICATIONS

11.1 Employee Organization Reports:

- SCTA –N/A
- SEIU –N/A
- TCS–N/A
- Teamsters –N/A
- UPE–N/A

11.2 District Parent Advisory Committees:

- *Community Advisory Committee* –Renee Webster Hawkins
- *District English Learner Advisory Committee*–Maria Flores
- *Local Control Accountability Plan/Parent Advisory Committee*–Cecile Nunley

11.3 Superintendent's Report (Jorge A. Aguilar)

Starts by acknowledging the anxiety and very serious apprehension that many employees are feeling based on decisions made by Board following recommendations discussed in open session. There is absolutely is not any sense of pleasure being the responsible person for sending out layoff notices over the next few days. Not only because does not want to do that but also familiar with the pain and suffering that comes when a family loses employment. Empathizes with the families that will be impacted. Wants to say layoffs are never a preferred choice. Is committed, we are all committed, to rescind these notices are resources are found through negotiations. Because state takeover is not acceptable as an alternative. The impacts are long lasting, decades long. The idea of taking a state loan and paying interest essentially means we have even less money to provide to our students. does not see that as a responsible plan to adopt. This is where we stand, unfortunately. Not giving up on better and more responsible way. Continues to invite all labor partners to begin negotiations process that is necessary for us to negotiate the savings that are very viable and will put us back on the right path. In the spirit of transparency, a budget dashboard went live today on our website. Which shows and gives our public the same financial information that we use in the district office to make budget decisions. Thanks Chair Murawski of Fiscal Transparency and Accountability Committee for leading the work that led to the development of this budget dashboard. Thanks staff who took it upon themselves to put in countless hours to develop this dashboard. This is not a result of a third party contract or any resources expended to get to this point. This afternoon listened in on the community effort to save Sac schools. Thanks all individuals who called upon district to take a responsibility to remedy our budget challenges. Thanks the Board for adopting resolution that clearly set expectation serving as Superintendent to make sure to put a cap on our administrative spending until budget improves, make sure we have an accountability plan, make sure vacation liability doesn't grow as it previously have. Board is also committed to studying and looking to adopt other Board policies around reserves and other matters so we are not

in this situation again. Hope that these small actions demonstrate commitment to taking a responsible approach to addressing our fiscal challenges. Thank you for being here this evening.

11.4 President's Report (Jessie Ryan)

Wants to take few minutes to talk about the trauma that our community is experiencing post the Stephon Clark decision. The magnitude of the weight that so many community members feel and what is the retraumatization of a community that already feels marginalized. We've seen that manifest in many peaceful protests. Which has resulted in youth coming out across the city in healing spaces and safe zones that have been created. Also wants to recognize the moments of beauty as our students have exercised the power of their voice in peaceful protest. Our youth are asking to be heard, to be valued. They are asking for a community that is inclusive and most importantly they want to ensure that they have the same lifetime opportunity that more affluent communities have.

11.5 Student Member Report (Rachel Halbo)

Source Media, the official media agency of SCUSD which is student led, runs the Be Here Campaign which is designed to increase attendance rates. This school year Source Media has held four successful school rallies. The schools part of the program so far are Rosemont High School, Hiram Johnson High School, Harkness Elementary and Oak Ridge Elementary. The next Be Here Rally will be at Elder Creek Elementary on March 29. Student Advisory Council is working on LCAP recommendations and leading focus groups on high school campuses to discuss district level issues the students find important. Election information for both Student Advisory Council and Student Board Member position will be available soon.

11.6 Information Sharing By Board Members

Member Murawski feels it's important to say, given our budget situation its critical for us to have full parent and community and stake holder engagement as we make final decisions on our budget going forward to 2019-20 and the following year. we have been moving so quickly given we have statutory deadlines if we want to even preserve certain budget options to take. Wants to reiterate the options we have on table that we can take, without our stakeholders, our partners, are not scalpel type options. There cleaver like options. They're deep and hurtful. We don't have a whole lot of flexibility to work with. We are stronger together and hopes that we can all work tougher to come out of problem and rescind some or all of the layoff notices.

Vice President Woo wants to recognize former School Board Member Karen Young, who is in the audience.

11.7 Board Committee Reports

- *Board Evaluation Committee*—N/A
- *Board Fiscal Transparency and Accountability Committee* -met on 2/28 working on format for district fiscal update and will have regular reporting on how FCMAT recommendations are being implemented. Will not be meeting next week, will reschedule.
- *Board Facilities Committee*- next meeting 3/18 at 11:45 a.m. at Facilities Office
- *Board Governance Committee* - not meeting next week.
- *Board Policy Committee* - meeting 3/8 11:30 a.m.-1:30 p.m. in Indiana

12.0 BUSINESS AND FINANCIAL INFORMATION/REPORTS

Receive Information

12.1 Business and Financial Information:

- *Enrollment and Attendance Report for Month 5 Ending January 25, 2019*

Item received.

Public Comment:

Cecile Nunley

13.0 FUTURE BOARD MEETING DATES / LOCATIONS

March 21, 2019 - 4:30 p.m. Closed Session, 6:00 p.m. Open Session, Serna Center,

(Board Minutes, March 7, 2019)

5735 47th Avenue, Community Room, Regular Workshop Meeting
April 4, 2019 - 4:30 p.m. Closed Session, 6:00 p.m. Open Session, Serna Center,
5735 47th Avenue, Community Room, Regular Workshop Meeting

14.0 ADJOURNMENT

Meeting reconvened into closed session at 10:14 p.m.

2nd Vice President Woo called the Board back to open session at 10:41 p.m.

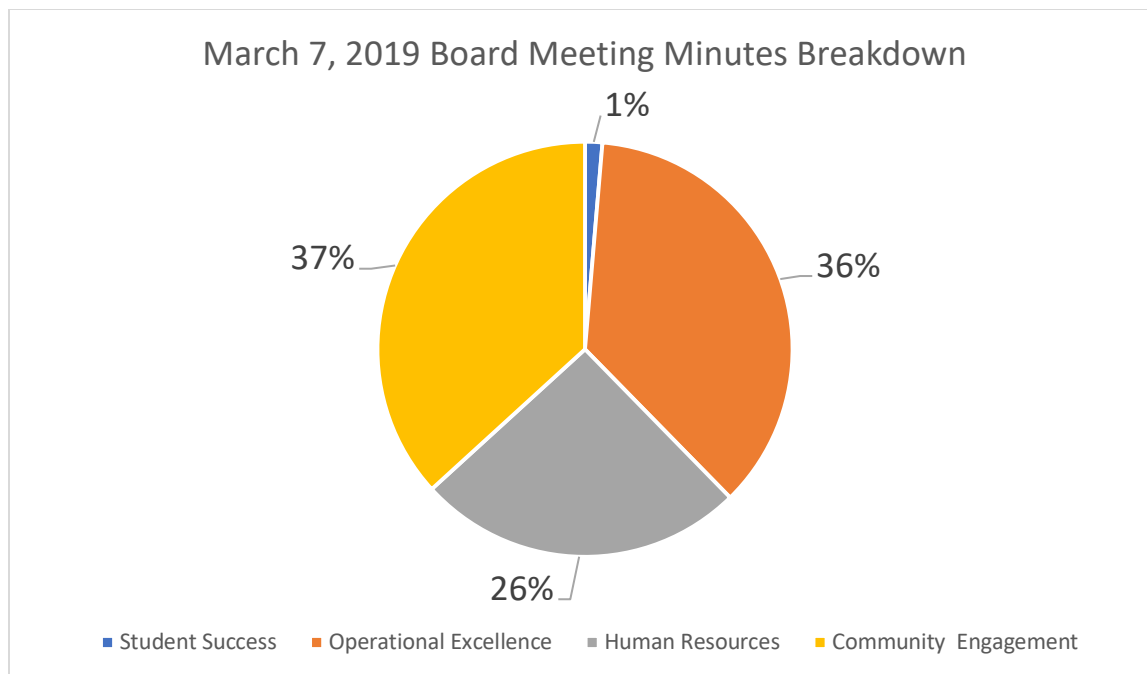
One announcement made out of closed session, Board approved under consent agenda

10.1f Approve Staff Recommendation for Expulsion #9, 2018-19; Expulsion #10, 2018-19; and Expulsion #11, 2018-19.

Board adjourned at 10:45 p.m.

Jorge A. Aguilar, Board Secretary/Superintendent

NOTE: The Sacramento City Unified School District encourages those with disabilities to participate fully in the public meeting process. If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in the public meeting, please contact the Board of Education Office at (916) 643-9314 at least 48 hours before the scheduled Board of Education meeting so that we may make every reasonable effort to accommodate you. [Government Code § 54953.2; Americans with Disabilities Act of 1990, § 202 (42 U.S.C. §12132)] Any public records distributed to the Board of Education less than 72 hours in advance of the meeting and relating to an open session item are available for public inspection at 5735 47th Avenue at the Front Desk Counter and on the District's website at www.scusd.edu.



The SCUSD Board of Education has set a goal to focus on Student Success for no less than 33% of each meeting. This is a recap of each category of time spent at the March 7, 2019 meeting.

Definitions:

Student Success encompasses any Board agenda item that involves the academic, social, emotional, and related outcomes of students.

Operational Excellence incorporates Board items that cover operations, budget, customer service, program efficiencies, and similar topics.

Human Resources entails any topic related to employee relations, collective bargaining agreements, and other similar Board items.

Community Engagement includes any Board item that includes community group communications items, public comment, sharing from Board Members and the Superintendent, stellar student presentations, and other similar topics.