

Overview of Seismic Strengthening Interventions in School Buildings in Portugal

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SUMMARY:

This paper contains an overview of the seismic strengthening interventions in school buildings, within the scope of the School Building Modernization Programme.

The selection of the schools to be retrofitted was based in the analysis of the time-frame for structural design codes in Portugal and the correspondent evolution of the construction practices and materials. This analysis led also to the identification of five building groups – “historical”, masonry wall with RC slabs, “no code” RC; “low code” RC, and other less typified building solutions (e.g.: precast RC).

The major problems for each of the former five school building groups are generally presented. Some of these problems stem from the absence or use of outdated structural design codes, aggravated by constructive or detailing flaws. The implemented seismic strengthening procedures are outlined through a brief presentation of a collection of cases that exemplify the interventions in all the former main school building groups.

Keywords: school buildings, codes, strengthening, reinforced concrete, masonry wall

1. INTRODUCTION

The School Building Modernization Programme (SMP) was launched by the Portuguese government in 2007 to modernize over 330 public secondary school facilities in mainland Portugal. The fact that some of these schools are located in moderate-to-high seismic hazard areas and that a part were built without any (or with limited and outdated) earthquake resistant design concerns, led to the assessment and strengthening of a significant number of school buildings. The schools selected to be retrofitted generally correspond to those designed prior to 1983 set of Portuguese codes (actions and reinforced concrete design) and located in areas considered to present the highest seismic hazard.

Secondary school construction in Portugal generally occurred in a centralized manner since the end of the 19th Century, following education models that evolved discontinuously along time, combined with the also discontinuous extension of the mandatory education levels and geographical dissemination of these schools. These characteristics led to a rather typified school building stock, that, when confronted with the evolution of constructive practices and design codes for earthquake resistance, allows for the distinction of five building groups (identified in §2). Each of these building groups presents specific deficiencies, also outlined in §2, that were tackled with different approaches, exemplified in §3. In the end (§4), some considerations are presented in terms of the need to include seismic assessment studies and measures in large scale building modernization programmes.

It should be stressed that the OCDE/OECD recommendations (resulting the concerns and approaches conveyed by PEB, now CELE, in 2004) were considered in the SMP.

2. SELECTION OF SCHOOLS TO BE RETROFITTED AND BUILDING TYPOLOGIES

2.1. Selection of Schools

One of the most influential aspects in terms of the aprioristic assessment of the earthquake risk of existing schools buildings is related to the enforcement of successive structural design codes, generally more discriminative and stringent. The previous work by Grant et al (2006) points in that direction. It is interesting in the former context to look at the time-frame of the Portuguese codes for earthquake resistance and for the design of reinforced concrete structures (table 2.1).

Table 2.1. Evolution of Portuguese earthquake-resistant design practices and codes

Date	Code	Description
-1755	None	
1755-1918	None (?)	Constructive practice. Construction of the Pombaline cage after the 1755 Lisbon earthquake. Structural system progressively lightened to give way to the "gaioleiros" buildings.
1918		Code for the Use of Reinforced Concrete (Decree no. 4036 of 28 March). No EQ-resistant rules.
1935	RBA	Code for the Use of Reinforced Concrete (Decree no. 25948 of 16 October). No EQ-resistant rules.
1958	RSCCS	Code for Building Safety against Earthquakes (RSCCS , Decree no. 41658 of 31 May). Initial zoning of the territory and use of the seismic coefficient method (equivalent static analysis).
1961	RSEP	Code for Building and Bridge Loads (RSEP , Decree no. 44041 of 18 November). Revision of the RSCCS essentially keeping the same approach. Inclusion of seismic action in the context of the other loads. Exacerbation of seismic coefficients on unfavourable ground for foundations or constructions lacking non-structural bracing elements.
1967	REBA	Code for Reinforced Concrete Structures (REBA , Decree no. 47723 of 20 May).
1983	RSAAEP and REBAP	Code for Safety and Actions for Building and Bridge Structures (RSAAEP , Decree-law 235/83 of 31 May) and Code for Reinforced and Prestressed Concrete Structures (REBAP , Decree-law 349-C/83 of 30 July). Dynamic analysis or lateral force method of analysis. More objective introduction of the concept of ductility. Care and differentiation in detailing of reinforced concrete structures. Differentiations of acceptable seismic risk does not objectively consider schools.
2010	NP EN 1998-1 and National Appendix	EC8 . Multiplication of analytical methods, in-depth studies on seismicity, better differentiation of seismic risk taking into account the importance of constructions (explicitly considers schools). Introduction of damage limitation requirement.

Another aspect that should be considered in the selection of schools is the constructive practices at the time of their construction (somehow correlated with the different generations of design codes).

The selection of the schools to be retrofitted was then based in the analysis of the time-frame for structural design codes in Portugal and the corresponding evolution of the construction practices and materials: the first, "low code", design code was enforced in 1958 (at the onset of the generalized use of wholly reinforced concrete structures), slightly updated in 1961 (following the 1960, Agadir, Morocco, earthquake), and completely superseded by a relatively modern set of codes in 1983.

The "pre-code" constructive practices in existing school buildings correspond to reminiscent Pombaline (cage) timber frame construction in the late 1800s, followed by load bearing masonry wall structures with timber floors, from the 1900 to 1920s, with a progressive increase in the incorporation of reinforced concrete structural elements – floor slabs, beams and lintels – from the 1930s, an increasing number of columns, and the appearance of generalized one-way frames in the 1950s.

Considering the evolution of EQ-resistant design code requirements and the constructive practices, five school building groups can clearly be identified: "historical" buildings (erected by the end of the Nineteenth Century until the 1920's according to the French model of *Lycée* with predominantly load bearing masonry wall structure with timber floors); masonry wall buildings with reinforced concrete floors (early 1930's up to 1950); "no code" reinforced concrete structures (1950's); low code reinforced concrete structures (1960-1983); and other less typified solutions (e.g. precast reinforced concrete, frame or large panel, in the 1980's).

2.2. Building typologies

2.2.1. Historical buildings

This building typology roughly corresponds to major central schools initially built in Lisbon and Porto

since the onset of the 20th Century following the French model of *Lycée*. The spatial configuration is varied, although dominated by those extending partially or fully occupying the perimeter of the city block, defining one or more open courts. These schools are now considered buildings of acknowledged heritage and symbolic value.

On the whole, the structures of these buildings consist of outer and interior walls made of stone masonry and solid brick, which support the floors. Stone masonry exterior walls are usually very robust and may be 1.10 thick at their foundations and varying between 0.80-0.90m and 0.60-0.70m higher up. Interior walls, mostly made of brick masonry, are less robust and are rarely any thicker than 0.30-0.40m. The construction of this group of buildings coincides with the first applications of reinforced concrete and structural steel in schools, comparatively new materials in the building industry.



Figure 1. Maria Amália V. De Carvalho (left) and Pedro Nunes (right) Lyceums, Lisbon (AF SG/ME)

Except in gyms, where very light structures supported on steel trusses can be found, the roofs were of tile supported on wood rafters and frames which themselves are supported either on steel trusses or on the masonry walls. As a rule the steel trusses cross the span between the façades and there are no supports on the interior walls.

Even if the vertical structural system consists of masonry walls, in certain circumstances some alignments are interrupted and they are then supported on steel profiles. The foundations of these buildings are either direct or consist of wells filled with masonry and joined by masonry arches.

The main seismic vulnerabilities of these buildings are related to eventual inadequate strength and poor deformation capacity of the load bearing walls to in-plane and out-of-plane horizontal loads, deficient functioning of the floors as rigid diaphragms in their planes and deficient functioning of the connections between the orthogonal load bearing walls and between load bearing walls and the floors.

2.2.2. Load bearing masonry wall buildings with reinforced concrete floors

During the 1930s and 1940s a new surge of secondary schools was built, initially adopting modernist architecture models and, later on, in the 1940s, progressing towards a more traditional architectural language (pitched roofs, decorative masonry in the main façades, etc).

These schools are generally composed of a single main building with a linear layout with “side corridor” configuration (from which a single line of classrooms led off), sometimes encompassing inner courts.

The structure of these buildings can be considered robust and mostly consists of load bearing walls of stone masonry (the exterior ones being at least 0.60m thick), ceramic brick or concrete block masonry (the interior ones are only 0.25 to 0.30 m thick), which support reinforced concrete slabs (as a rule voided, ribbed and reinforced in one direction) and reinforced concrete beams. The stairs are also of reinforced concrete, but solid. In areas where an open space is required, generally the entrance lobby and covered play areas, there are usually reinforced concrete substructures consisting of grids of reinforced concrete beams (main and secondary), which, supported on columns, support the overlying floor. Load bearing masonry walls that support the slabs of the upper floors and the roof slab are often

built over these reinforced concrete main beams. The roofs of these buildings are tiled, using wooden structures as support. Where there is a roof slab (nearly always with reinforced concrete inverted beams) these structures are directly supported on the slab (or on the beams). In the absence of a roof slab, the roof usually consists of steel or wood trusses supported on the exterior walls of the building.

Studies undertaken in some of these schools have shown the following main seismic vulnerabilities in this building group:

- inadequate local resistance or inadequate deformation capacity of the load bearing masonry walls both to in-plane and out-of-plane loads/displacements;
- malfunctioning of the floors as rigid diaphragms. This deficiency could be indicative of possible separation between the floor slabs and the masonry walls that support them;
- absence of the diaphragm effect at roof slab level, sometimes because of lack of reinforced concrete roof slabs and at others due to the roof slab failing to cover all the floor;
- inadequate resistance and deformation capacity of the reinforced concrete columns;
- fall of ornamental elements from the façade and roof (gables, spires, etc.).

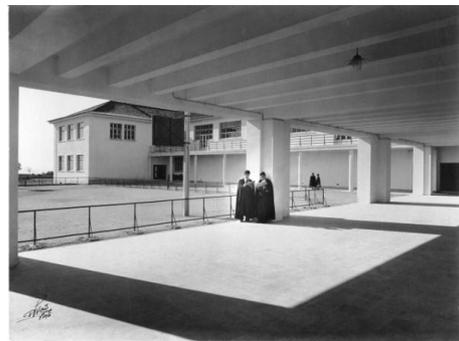


Figure 2. Sá da Bandeira Lyceum, Santarém (AF SG/ME)

2.2.3. “No code” reinforced concrete structures

This group comprises the buildings whose structure was entirely made of reinforced concrete (slabs, beams/lintels and columns), but whose design did not consider the seismic action. The number of school buildings concerned is quite small since the widespread use of structures wholly made of reinforced concrete only took off in the 1950s and the first EQ-resistant design code was published in the same decade, in 1958.

In terms of architectural layout, the concept of a single building is retained (apart from the possible addition of a second building for the canteen, kitchen, changing rooms and gym or other single / groups of buildings), with a linear layout and a “side corridor” or “central corridor”. In the first case the layout is similar to that of the preceding constructive type, with masonry structure, and in the second the corridor runs down the middle with a line of classrooms on either side.

The structural system of the buildings that form the main block containing classrooms and administrative services generally consists of a reinforced concrete frame structure, with longitudinal façade and corridor frames made of columns and beams which support the loads associated with the slabs. As a rule the building has no beams running in the transverse direction and the floor slabs in the classrooms are voided (ribbed transversally) and those in corridors are solid. The buildings are divided longitudinally into blocks 15 to 25 metres long, separated by expansion joints of reduced thickness (usually 1 to 2cm). The roofs are sloping, tiled and supported on frames built up from the lower frames extension or on precast reinforced concrete trusses. Columns supported indirectly on beams occur fairly often, particularly when the space layout differs from floor to floor.

The dimensioning of the columns took into consideration simple compression, without bending moments, and smooth rebars, with an anachronistic detail that indicates limited ductility.

The detailing of the walls in elevation, in the façades and longitudinal corridors alike, constrains the

columns laterally for most of their height, with the exception of regular openings (for stretched windows), which may give rise to the well-known short column (or captive column) effect. Sometimes the layout of the walls induces irregularities in plan (because they are asymmetrically distributed) or elevation (because they have totally or partially hollow floors).

The studies undertaken show that all the detrimental distinctive features referred to previously can give rise to increased seismic risk.

2.2.4. "Low code" reinforced concrete structures

The design of school buildings after 1958 and before 1983, i.e. after the RSCCS and before the RSAEEP came into force, included a simplified seismic analysis using the so-called "seismic coefficient method". Comparative studies have shown that the prescribed seismic coefficient (ratio between the seismic base shear force and the total weight of the building above the foundation), of 0.10 for the highest seismic zones, is clearly insufficient, and that the rule for the (uniform) distribution of the base shear force along storeys is non-conservative.

In that period, a standardisation strategy was followed to achieve rationality, speed and economy in the process. It was based on the conception of a standard design – 1st Standard Design "projecto Mercúrio" (Mercury project) (1960); a 2nd Standard Design was launched in 1964; the 3rd Standard Design created for industrial and commercial schools (1964), and the 4th Standard Design, applied to lyceums in Lisbon and Oporto(1968). These were later harmonised to produce what was termed the "technical base" design, the Standardised Study applied to Pre-Secondary Education (1968)and the Standardised Study for Standard Lyceums (1968,) then known as the "lyceum base", Basic Study for the Drafting of Final Designs for Pre-secondary and Secondary School Facilities (EPI-2 – 1976-77) that led to the 3x3 standard design.

This 1st Standard Design was developed based on a linear configuration of the main building with several aggregated bodies (separated by expansion joints) and a "central corridor" layout. The blocks that constitute the main building have a longitudinal development from three to seven bays, and are separated by 2cm thick expansion joints. In most cases the main building elevated two floors, roof slabs and sloping roofs. The main building presents a reinforced concrete frame structure, with longitudinal façade and corridor frames made of columns and beams which bear the loads associated with the slabs. The floor slabs are voided in the classrooms and solid in the corridors. Longitudinally the structural system considered for seismic action consists of the aforementioned frames, façade and corridor, which were designed for the horizontal forces in this direction (seismic coefficient of 0.10). Transversally the designers planned a more unusual structural system in which the solid corridor slab acts as a horizontal beam, making it possible to gather the transverse inertia forces and route them to the transverse substructures at the end (joint), thus serving as (transverse) supports of this beam. The structure is locked transversally by reinforced concrete diagonals in both lines of classrooms, hence enabling the resultants of the inertia forces to be routed from the floors to the foundation. Leaving aside the thickening of slabs in the classrooms under the respective end walls, the only existing transverse beams are in the joint alignments, in the same plane as the aforementioned diagonals. Considering the current seismic action (RSAEEP), there is a widespread deficiency of strength in structural elements, as well as the risk of pounding between bodies separated by joints.



Figure 3. Rainha D. Leonor Lyceum (precursor 1st Standard Design), Lisbon (AF SG/ME)

The pavilion-type solution, which started with the 2nd Standard Design, was used from the end of the 1960s and became steadily more important. The “lyceum base”, “technical base” and “3x3” standard designs are all structured from a group of separate blocks linked by covered external galleries, allowing the building to adapt to different situations, being replicated nationwide in the succeeding decades. One of the more disseminated occurrences corresponds to the “technical base” model generally composed of one administrative pavilion and some academic pavilions. The more numerous academic pavilions, with variable height up to three storeys high, are developed based on a square plan around a central courtyard covered by skylights. Structurally speaking, all the pavilions have a framed structure using a reinforced concrete beam-column-slab system; the slabs are voided in the classroom areas and solid on the stairs and accesses (which are narrow cantilevered balconies).



Figure 4. “Technical base” academic pavilion

The reinforced concrete frame structure of the classrooms consists of frames in the two directions, with expansion joints separating each of the blocks in four independent buildings. In all buildings inspected, with one or two elevated floors, high weaknesses were identified near these joints, resulting from differences in deformability of neighbouring structural elements (slabs and beams). These deficiencies have consequences particularly with respect to the use of the building and its durability. The expansion joints were only 2-3cm wide, which is not enough given the foreseeable amplitude for the vibration of the buildings and may lead to the pounding effect. As expected, the seismic vulnerability assessment studies also pointed out to a general lack of strength (particularly in the more generous corner columns, with little reinforcement) and outdated detailing rules in the critical cross-sections of these columns.

A mention should be made to the comparatively few examples of the so-called “special projects” that were designed by invitation to well know leading architects. These “special projects” do not conform to any of the stated standard designs, constituting individualistic approaches to architectural school design. Nevertheless, these individualistic buildings share some of the identified earthquake-resistance problems; e.g. the general lack of strength, outdated detailing rules, risk of pounding, etc.

2.2.5. Other, less typified building solutions

In the late 1970’s and 1980’s the construction of standard design pavilion buildings also involved industrialized building systems. Of note are the buildings with prefabricated concrete elements, usually called heavy pre-fabricated buildings, developed by Somapre, Indubel and Imprel (all Portuguese companies), and the mixed pre-fabricated buildings, incorporating interior and exterior wall panels and steel frames represented by the UK-based CLASP system, locally produced by Sorefame. Architecturally, all these solutions follow the independent pavilion model design, having one or two elevated storeys interconnected by galleries.

In the Indubel IP2 solution the pavilion structure is framed (columns and beams) with hollow core floor slabs. Assuming that the column-beam connections are pinned, the structural system resistant to seismic action consists of columns with cantilever-type behaviour. The studies show that these columns have insufficient strength (especially at their base), also raising questions about whether the floors can be considered rigid in their planes.

CLASP is a mixed steel-concrete prefabricated solution that uses steel columns (considered hinged at the base) and steel beams (main and secondary) that support the floor slabs. These slabs are of precast reinforced concrete, with built-in triangular lattice girders, finished with a cast-in-place concrete topping). Another of the identifying features of this typology is the walls: in the exterior, made of prefabricated concrete panels; in the interior, consisting of lightweight partitions made of particleboard panels. The stability of the structure under horizontal actions is provided by steel bracings installed in some spans and in both horizontal directions. Studies point to a clear failure of the existing bracings, along with the short column effect caused by these bracings being connected to the columns at a different elevation from that on which the floor beams (and slabs) are supported.

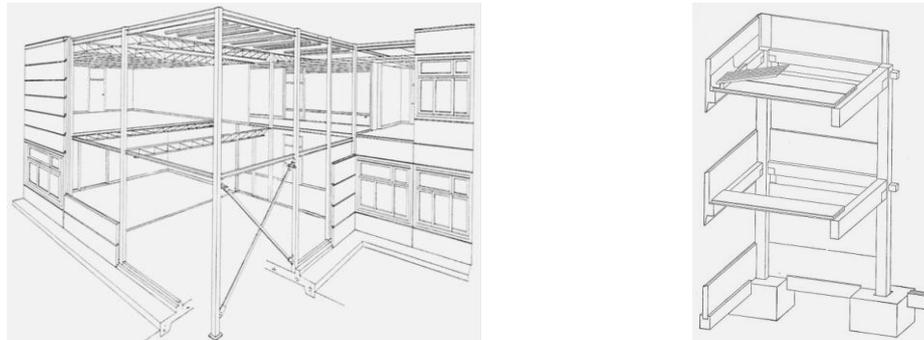


Figure 5. CLASP mixed system (left) and Indubel IP2 (precast frame RC, right)

3. EXAMPLES OF SEISMIC STRENGTHENING INTERVENTIONS

3.1. Historical buildings

This limited but important group of school buildings presented deficiencies common to all load bearing masonry wall buildings (also considered in the second group), in this case aggravated by in-plane deformability of the (timber) floor structures. The improvement of the behaviour of the load bearing masonry walls was generally accomplished through a number of variants of what could be called “reinforced plastering mortar” solution (described in a companion paper, Proença et al, 2012). A particular attention was devoted to improving the connections between orthogonal walls and stiffening the floor structures in their plane (figure 6) and improving floor to wall connections.

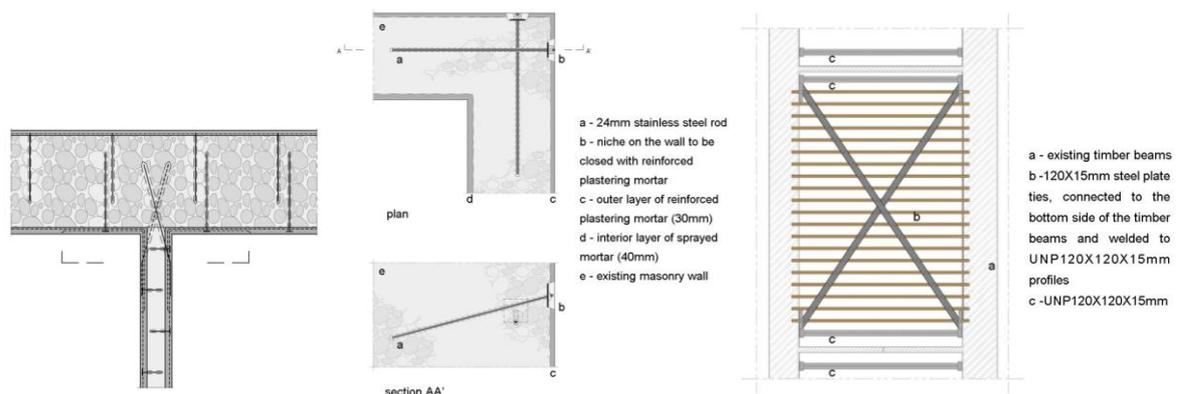


Figure 6. Examples of improvement of the connection between orthogonal walls and stiffening of floor structures through the addition of steel plates (A2P)

The lack of diaphragm behaviour at the roof of gym structures was tackled by stiffening the existing trusses and the inclusion of braces.

3.2. Load bearing masonry wall buildings with reinforced concrete floors

The deficiencies anticipated in terms of the lack of strength (and deformation capacity) of the load bearing masonry walls led to disseminated strengthening of these through the previously referred reinforced plastering mortar solution. Some variants could be found, both in terms of the tensile reinforcement– expanded steel wire or fiberglass meshes were the most common – or of the structural mortar – cement or lime based – depending on the works and the fact that the wall faces were exterior or interior. The reinforcement meshes were anchored to the slabs at floor level, also improving the floor to wall connections.

In some cases, the extricated and long dimensions of the main building (single building with no expansion joints) led to the division into separate, more regular, building blocks with the inclusion of new seismic joints (figure 7).

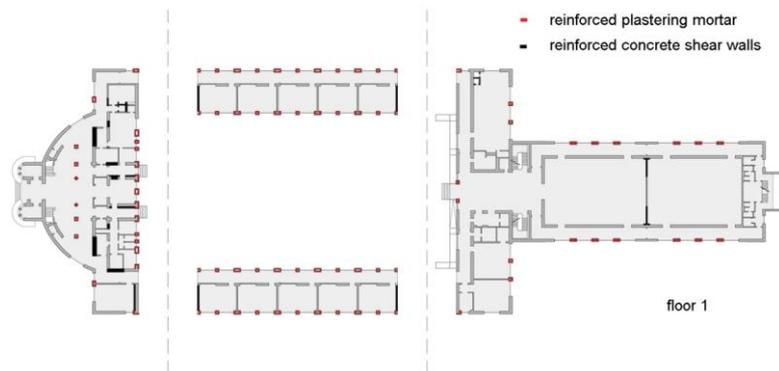


Figure 7. Location of seismic joints and reinforced plastering mortar interventions (TT)

In those cases where the roof slab failed to cover the entire plan, some horizontal steel trusses were added (and tied) to avoid the independent behaviour of opposite walls. In other cases, a stitching procedure was devised to tie the roof slab to the wall cornice.

The possible fall of ornamental elements in the façade – such as gables above the main entrance – led to the erection of secondary stabilizing structures tying these ornamental elements to the structure.

3.3. “No code” reinforced concrete structures

In spite of the fact that there are few examples on this building group, the strengthening interventions generally considered a common approach. This approach consisted in the inclusion of stiffening elements – reinforced concrete shear walls or strengthening of existing masonry walls by means of variants of the reinforced plastering mortar solution – extended throughout the whole height of the building, with independent foundations, properly tied to the existing floor structures and evenly distributed, both in plan and in the two orthogonal horizontal directions. The pre-existent vertical elements (reinforced concrete columns) were there on considered as secondary seismic elements, supporting the vertical loads and accompanying the (greatly reduced) horizontal displacements. The risk of pounding between adjacent blocks was tackled either rigidly joining these blocks and/or demonstrating that the amplitude of horizontal displacements was consistent with the joint widths.

3.4. “Low code” reinforced concrete structures

It should be stated that the different approaches for seismic strengthening of reinforced concrete buildings – such as those generally described by Thermou et al (2006) – led to a variety of solutions that cannot be comprehensively described in the present paper.

This school building group covers a wide range of buildings, built accordingly to the aforementioned standard designs. The first of these Standard Designs EQ-resistant systems was proved to be sound in

concept but, as a consequence of the low values for the seismic coefficient (and inappropriate distribution of inertia forces along height) and the insufficient thickness of the seismic joints, presented a series of deficiencies. These deficiencies were solved by different approaches in which the most common consisted in the construction of reinforced concrete shear walls (with individual foundations, generally with micro-piles) distributed in plan and in both directions (figure 8, left). Another common feature of these interventions consisted in rigidly joining groups of adjacent blocks and elastically joining groups of (rigidly joined) blocks, so that pounding between these could be dismissed (figure 8, right, shows a typical connection detail).

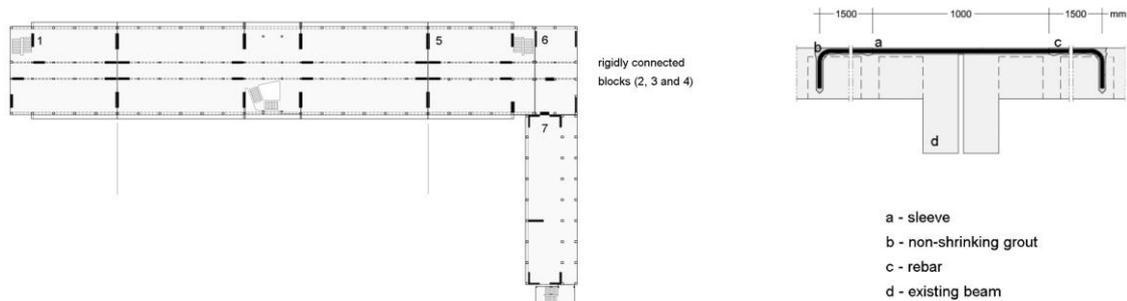


Figure 8. Examples of location and orientation of RC shear walls and elastic connection between blocks (ARA)

Another of the most common standard designs in this period corresponds to the “technical base” pavilion model. As stated before, the corresponding academic pavilions consisted of four blocks, separated by expansion joints (with increased risk of pounding) in which the structural elements (particularly the most generous columns) presented insufficient strength and inadequate detailing.

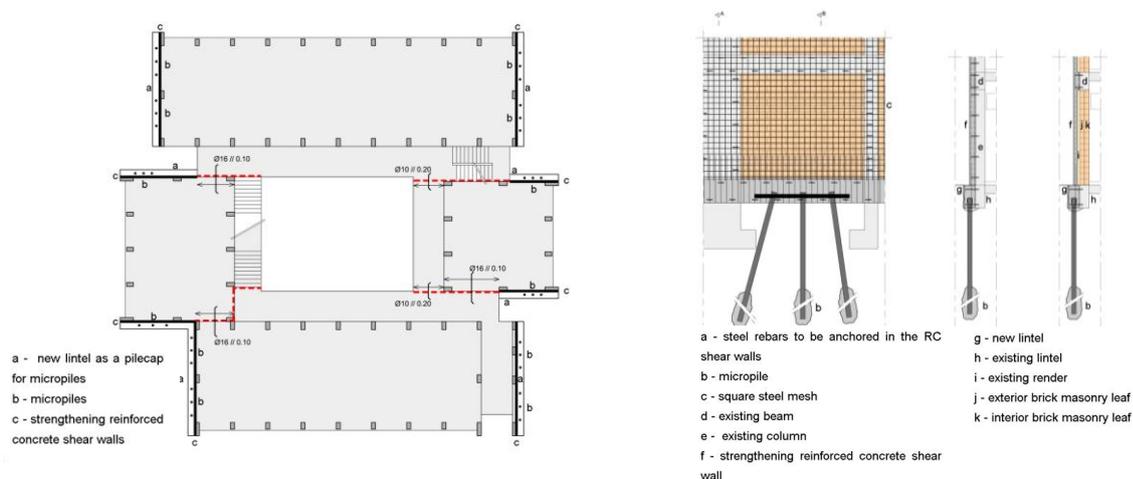


Figure 9. Examples of interventions in “technical base” academic pavilions (PC)

One of the most common strengthening solution comprised the following operations: (1) elimination of expansion joints, stitching these and building a peripheral beam at roof level tying all four blocks; (2) construction of external slender reinforced concrete shear walls in some of the facades, tied to the existing structure and with independent foundations (through micro-piles).

3.5. Other, less typified building solutions

The variety of school buildings that fit into this group are mostly prefabricated – in some cases precast reinforced concrete – that correspond to interpretations of the pavilion model adopted for standardized design in the 1980s. One of the most common prefabrication systems corresponds to the Indubel IP2 (referred to previously). The lack of strength (and inadequate detailing) of the columns, particularly at their base, was solved through the inclusion of steel bracing structures, evenly distributed in plan and in both horizontal directions. These bracing structures presented micro-piles’ individual foundations.



Figure 10. Location of steel bracing structures in plan and corresponding detail (FTD)

4. CONCLUSIONS

The seismic vulnerability assessment and strengthening of secondary school buildings actions focused in the school buildings designed prior to 1983, the year in which the present structural design codes of practice (RSAEEP and REBAP) came into force, located in the more earthquake hazardous regions of mainland Portugal. Invariably these studies have pointed out to insufficient earthquake resistance, either resulting from the increased vulnerability of certain building typologies (i.e., buildings with load bearing masonry walls, with timber and even with reinforced concrete slab floor structures) or of the requirements, presently insufficient, set by early generations of structural design codes (RSCCS, of 1958, and RSEP, of 1961). The strengthening solutions devised were dependent on the existing structural and building typologies, and, moreover, these also present a significant diversity within each of the former building typologies due to individualistic designer approaches. The seismic strengthening interventions here presented, chosen as the most representative, rely heavily on the increase of the buildings' global strength, implicitly assuming force-based analyses, paying also some attention to control, limitation and regularization of lateral displacements, as well as to aspects related to the forestalling of local collapse mechanisms.

The experience provided by Parque Escolar's School Building Modernization Programme clearly shows the need and the advantages of incorporation seismic vulnerability assessment stages, and subsequent strengthening, in large scale building stock modernization, particularly, if these buildings present and increased importance (e.g. school and hospital buildings).

ACKNOWLEDGEMENT

The seismic strengthening of secondary school buildings was an intense endeavour that engaged a significant number of Portuguese structural designers, making it impossible to enumerate them comprehensively. Nevertheless, some of the figures included in this paper were supplied by some of these designer offices, in which case they are identified by acronyms: A2P (A2P Consult, Estudos e Projectos Lda), TT (Teixeira Trigo, Lda), BETAR (BETAR, Estudos e Projectos de Estabilidade, Lda), ARA (ARA, Alves Rodrigues & Associados, Lda), PC (PROCONSULTORES, Projectos e Consultoria, Lda) and FTD (FTD, Consultores de Engenharia, Lda). Some of the pictures included in the overview of the secondary school building stock were kindly supplied by the Photographical Archive of the General-Secretariat of the Portuguese Ministry of Education (labelled AF SG/ME). CAD drawing edition was performed by Mariana Pedroso Gouveia, to whom the authors wish to express their appreciation. Finally, the first two authors wish to underline that all that was here reported resulted from the strong commitment and social awareness of the (former) board of directors of Parque Escolar.

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