

SOUND TRANSIT BOARD MEETING

Summary Minutes**September 28, 2017**

CALL TO ORDER

The meeting was called to order at 1:38 p.m. by Chair Somers, in the Ruth Fisher Boardroom, 401 South Jackson Street, Seattle, Washington.

ROLL CALL

Chair*(P) Dave Somers, Snohomish County Executive*Vice Chairs*(P) John Marchione, City of Redmond Mayor**(A) Marilyn Strickland, City of Tacoma Mayor*Board Members*(A) Nancy Backus, City of Auburn Mayor**(P) Kent Keel, University Place Pro Tem Mayor**(A) Claudia Balducci, King County Councilmember**(P) Joe McDermott, King County Council Chair**(P) Tim Burgess, City of Seattle Mayor**(P) Patty Rubstello, Alternate for WSDOT Secretary**(P) Fred Butler, City of Issaquah Mayor**(A) Mary Moss, Lakewood Councilmember**(P) Dow Constantine, King County Executive**(P) Paul Roberts, Everett Councilmember**(P) Bruce Dammeier, Pierce County Executive**(P) Dave Upthegrove, King County Councilmember**(P) Dave Earling, City of Edmonds Mayor**(P) Peter von Reichbauer, King County**(A) Rob Johnson, Seattle Councilmember**Councilmember*

Katie Flores, Board Administrator, announced that a quorum of the Board was present at roll call.

REPORT OF THE CHAIR

Board Members Request to Participate via Teleconference

Chair Somers announced that Board Vice Chair Strickland and Board Member Keel have asked to participate in the meeting by phone. The Board's Rules and Operating Procedures allow members to attend meetings by teleconference with a two-thirds affirmative vote of those members in attendance.

It was moved by Vice Chair Marchione, seconded by Board Member Roberts, and carried by unanimous vote that Board Vice Chair Strickland and Board Member Keel be allowed to participate in the Board meeting by telephone.

Welcome to new Board Member Tim Burgess

Chair Somers welcomed Seattle Mayor Tim Burgess to the Sound Transit Board. Mayor Burgess will be a member of the Board until the certification of the 2017 election results in late November.

Board Process Review Update

Chair Somers then provided an update on the Board rules process review, which has been underway since spring of 2017.

The agency's desired outcomes for this process include:

1. Modernizing the Board's processes

2. Optimizing Board members' time and oversight on the key issues and challenges facing the agency
3. Improving processes to ensure that the Board's oversight remains effective
4. Setting policies, processes, and direction that enhance project delivery and monitor service quality; and
5. Enhancing transparency and public understanding of the agency's ongoing work.

Each Board member was asked to participate in ongoing discussions regarding this process, and there has been insightful and productive conversations about actions needed to accomplish these goals. So far, the major themes of the comments have centered around five topics:

1. Committee structure
 - Board Members expressed interest in revisiting the rules, structure, and responsibilities of each committee in order to better meet current and future needs.
2. Board member orientation and engagement
 - There was high interest in an orientation for new Board members that would better prepare individuals to be productive on the Board, and expressed interest in an available refresher for Board members who have been on the Board several years.
 - Based on this feedback, staff will begin compiling materials and examining the current processes in order to have an orientation open to all Board members in early 2018.
3. Board meetings
 - There was feedback that action items should be considered before reports are heard, and this change has already been implemented in how agendas are compiled.
 - There was an expressed desire to bring in more perspectives and outside voices than staff during Board discussions.
4. Reviewing Board and CEO authority thresholds
 - There was productive discussion considering the current Board policies delegating authority to both the CEO and the Board committees, and if these thresholds should be changed to allow the Board a greater focus on strategic and policy direction, rather than day-to-day standard contracts administration.
 - This change would require an update to Board rules and policy.
5. Agency communication with the Board and the public
 - Several comments were made about better communication strategies for communicating the Board's work to the public, staff is currently taking a deeper look at this.
 - In addition, Board members commented that communication of Board decision points should be better communicated ahead of meetings so that Board members are fully prepared.

As this process continues, all Board members are invited to share additional thoughts and feedback with either CEO Peter Rogoff, or Chair Somers.

CHIEF EXECUTIVE OFFICER'S REPORT

Transit Oriented Development Policy Update

CEO Peter Rogoff summarized a report that was made to the Executive Committee regarding the updates to the Transit Oriented Development (TOD) policy that is underway. The projected timeline for the update will see a completed policy in May of 2018.

Feedback was collected from the Board at a TOD workshop in April 2017, and staff is using that feedback to craft the policy using the following guiding principles:

- High level of engagement with Board, stakeholders, and local jurisdictions
- Collaboration – early and ongoing

- Flexibility which recognizes that every project has unique characteristics and different end goals
- A full and well developed financial picture

The current intent is to complete a number of 2017 projects, and use best practices and lessons learned from these transactions to create the overarching policy.

System Access Program Fund Update

The Executive Committee also received a briefing about the System Access Program Fund, which is a 100 million dollar fund that was included in the Sound Transit 3 (ST3) ballot measure to address system access issues at both existing and planned bus and rail stations. Many of these projects will likely be partnerships with local jurisdictions, and staff is currently outlining proposed projects to be brought to the Board for input within the next several months.

Delay of the 2018 proposed budget

Mr. Rogoff announced that the presentation of the proposed 2018 annual budget has been delayed until October, even though the Board's policy stipulates its presentation at the September Board meeting. This change is to allow for a joint presentation of the proposed budget and the 2018 financial plan, which will give a greater overall context for the agency's financial status. There were no objections to the change in schedule.

Travel reporting

Mr. Rogoff reported that he attended the Rail-Volution conference in Denver, Colorado, and participated in sessions with peer agencies representing Los Angeles, San Francisco, and Phoenix.

The conference was a good opportunity to exchange best practices with Sound Transit's partners and peers, especially on upcoming technical challenges regarding building light rail through already developed areas.

Senate Oversight Hearing

Mr. Rogoff stated that the Senate Law and Justice Committee has held the first of its two planned work sessions that are looking into the timeline and development of ST3. Staff has provided the Board with a memo detailing any anticipated questions and detailed answers to each. This committee is responding to a public request made by Senators Rossi and O'Ban. The second work session is being held October 5, 2017, in Everett, and several members of the staff are scheduled to attend and speak.

PUBLIC COMMENT

Alex Tsimmerman, Stand Up America
 Tiniell Cato
 Paul W. Locke
 Carol O'Hara
 Nancy Treibel
 Anita Angel
 Linda Baughman
 Will Knedlick
 James Gwilliam
 Barron Carronite
 Ian Morrison
 Michael Gajadhor

Eva Abad
Priscilla LaTorre
Ryan Shaver

CONSENT AGENDA

Minutes of the July 27, 2017, Board Meeting.

Minutes of the August 24, 2017, Board Meeting.

Voucher Certification for August 2017.

Motion No. M2017-115: Ratifying the lease holdover period and authorizing the chief executive officer to execute a lease amendment with Stacy and Witbeck, Inc. extending the term of the agreement at 10901 Lakeview Avenue SW, Lakewood, WA for five years until June 30, 2024.

Motion No. M2017-116: Authorizing the chief executive officer to execute a lease agreement with Gateway King LLC for office space located on the first and second floors of 605 Union Station in Seattle, WA for a period of six years, with an option to renew for an additional five years, for a total authorized agreement amount not to exceed \$12,249,923.

It was moved by Board Member Butler, seconded by Vice Chair Marchione, and carried by unanimous vote that the consent agenda be approved as presented.

BUSINESS ITEMS

Resolution No. R2017-31: (1) Adopting the Tacoma Link Expansion baseline schedule and budget by increasing the authorized project allocation to date from \$34,622,000 to \$217,346,000 and establishing a project revenue service date of May 2022; (2) approving Gate 5 within Sound Transit's Phase Gate process; and (3) approving Tacoma Link Extension as the project name.

Board Member Butler stated that the Capital Committee reviewed this action at its September meeting. The action would adopt the baseline schedule and budget, and establish the project revenue service date as May 2022. Mr. Butler stated that he requested a presentation from staff because of the magnitude of this action, and he introduced Madeleine Greathouse, Project Director, Rob Blackburn, Tacoma Link Light Rail Operations Manager, and Sue Comis, High Capacity Transit Development Manager.

Ms. Greathouse thanked Board Member Butler, and presented the alignment of the Tacoma Link Extension, as it is being baselined. The extension is 2.4 miles long and includes six stations. There will be significant utility relocation work to remove existing infrastructure from existing track areas, and there will be an expansion of the existing Operations and Maintenance Facility to allow for additional vehicles in the fleet. This proposed action also changes the name of the project from Tacoma Link Expansion to Tacoma Link Extension, in keeping with the agency policy regarding linear Link extensions.

The baseline cost proposed for the project is \$217.3 million, which includes all of the work required to complete the project. A previous estimate of \$175 million was submitted at the end of preliminary design in 2015, which reflected market conditions for that year. The updated estimate presented at the meeting was brought up to date, and includes scope changes. The proposed baseline cost estimate is within the range identified in the Sound Transit 2 (ST2) plan, when adjusted to year of expenditure dollars.

The project risks include additional roadway improvements and modifications, unidentified utility conditions, non-signalized intersections, and construction bids that exceed engineers' estimations. Risks were analyzed at a workshop with the Federal Transit Administration (FTA) as is standard practice for a project reaching 60 percent design. The FTA also performed an independent risk assessment, which gave an estimated cost for the project of \$217.3 million in year of expenditure dollars, as opposed to Sound Transit's estimate of \$204.9 million.

It was moved by Board Member Butler, seconded by Board Member Earling, and carried by 12 affirmative votes, that Resolution No. R2017-31 be approved as presented.

Resolution No. R2017-32: (1) Amending the Adopted 2017 Budget to create the West Seattle and Ballard Link Extensions Project by (a) establishing the Project Allocation to Date through the completion of the Preliminary Engineering Phase in the amount of \$285,896,000 and (b) establishing the 2017 Annual Budget in the amount of \$4,150,000; (2) authorizing the project to advance through Gate 1 within Sound Transit's Phase Gate Process; and (3) establishing the name of the project as the West Seattle and Ballard Link Extensions Project.

Board Member Butler stated that the Capital Committee reviewed the resolution and related Motion No. M2017-119 at the September Capital Committee meeting. This proposed action amends the 2017 budget to create the West Seattle and Ballard Link Extensions Project, and advances the project through Gate 1 in the Phase Gate process. The West Seattle and Ballard Link Extensions will begin preliminary engineering together, but may be separated later as the project moves towards construction.

Cathal Ridge, Central Corridor High Capacity Transit Director, Ron Endlich, North Link Deputy Project Director, and Wesley King, ST3 Program Expansion Manager, provided a further report for both Resolution No. R2017-32 and Motion No. M2017-119.

Mr. Ridge stated that the 4.7 mile long West Seattle Link Extension is scheduled to open for revenue service in 2030, and includes four new elevated stations and one new at-grade station. The Ballard Link Extension is estimated to open in 2035, and is approximately 7 miles long. It features three elevated stations: Ballard, Interbay, and Smith Cove, along with six tunnel stations: Seattle Center, South Lake Union, Westlake, Midtown, and the International District. This alignment assumes a new rail-only moveable bridge over Salmon Bay and the ship canal.

The proposed design schedule for the West Seattle and Ballard Link Extensions Projects is the same through alternatives development, which runs from 2017 to 2019, and through Environmental Design, which is scheduled to last from 2019 to 2022. The timelines would split in Final Design, West Seattle is scheduled to complete Final Design in 2025 and Ballard not until 2026.

Procurement for a consultant began in April of 2017, two firms submitted statements of qualifications, and HNTB was selected as the highest ranking firm for the proposed work which includes Preliminary Design, Alternatives Design, and moving the projects through Phase 3.

Board Member Butler commented that on behalf of Board Member Johnson, who could not attend today, he had remarks on the two proposed West Seattle and Ballard Link Extensions items. Board Member Johnson asked that it be stated for the record that as a representative of the City of Seattle, many of his colleagues are eager to offer assistance in staying with the aggressive timeline that Sound Transit has outlined, and that identifying a preferred alternative by early 2019 will ensure that timeline is maintained. However, developing a political consensus around a preferred alternative building in such a densely populated area will be difficult. Board Member Johnson requested that stakeholder engagement be prioritized in the utmost.

CEO Peter Rogoff commented that the procurement of the contractor at this stage in the process, represented by this action, is keeping with the plan for stakeholder engagement and public outreach that will keep the project on schedule.

It was moved by Board Member Butler, seconded by Board Member Burgess, and carried by 12 affirmative votes that Resolution No. R2017-32 be approved as presented.

Vice Chair Marchione asked for a Point of Order that Resolution R2017-32 was a budget amendment and as such may require a roll call vote of the Board to ensure a supermajority.

Chair Somers asked for a new motion to be made and for Ms. Flores to conduct a roll call vote.

Resolution No. R2017-32 was moved by Vice Chair Marchione, and seconded by Board Member Burgess.

Ayes

Tim Burgess
Fred Butler
Dow Constantine
Bruce Dammeier
Dave Earling
Kent Keel

Nays

John Marchione
Joe McDermott
Paul Roberts
Dave Upthegrove
Pete von Reichbauer
Dave Somers

It was carried by 12 affirmative votes that Resolution No. R2017-32 be approved as presented.

Motion No. M2017-119: Authorizing the chief executive officer to execute a contract with HNTB Corporation to provide project development services for the West Seattle and Ballard Link Extensions Project in the amount of \$24,412,019, with a 10% contingency of \$2,441,202, for a total authorized contract amount not to exceed \$26,853,221.

There were no further comments on the motion.

It was moved by Board Member Butler, seconded by Board Member Dammeier, and carried by majority vote that Motion No. M2017-119 be approved as presented.

Resolution No. R2017-33: Authorizing the chief executive officer to acquire certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for the Lynnwood Link Extension.

Board Member Butler introduced the resolution that was considered at the September Capital Committee meeting and forwarded to the Board with a do-pass recommendation.

Board Member Keel commented that he appreciates staff's willingness to meet with the homeowners who provided public comment earlier at the meeting and is hopeful that resolution can be found on some of the concerns.

It was moved by Board Member Butler, seconded by Board Member von Reichbauer, and carried by majority vote that Resolution No. R2017-33 be approved as presented.

Resolution No. R2017-34: Authorizing the chief executive officer to acquire or lease certain real property interests, including acquisition by condemnation to the extent authorized by law, and to reimburse eligible relocation and reestablishment expenses incurred by affected owners and tenants as necessary for the Federal Way Link Extension.

Board Member Butler stated that the Capital Committee reviewed this action at its September meeting.

Board Member Upthegrove commented that the public testimony given earlier was a reminder of the human impacts of building infrastructure through urban and densely populated areas. He stated that his hope for future projects is that not one inch more than required is acquired, and that there are sometimes adverse consequences of building a large project such as light rail for the overall public good and the good of the region.

Board Member von Reichbauer stated that he is hopeful for the continued cooperation between property owners in the Federal Way and South King County areas, and Sound Transit staff, and he thanked Mr. Rogoff for his willingness to meet with property owners.

It was moved by Board Member Butler, seconded by Board Member Roberts, and carried by majority vote that Resolution No. R2017-34 be approved as presented.

Board Member Burgess thanked the Board for the work done today, and stated that the City of Seattle is prepared to be as proactive as possible to help with the Ballard and West Seattle Link Extensions Project, and hopes that by being helpful the project will move forward successfully and without roadblocks.

REPORTS TO THE BOARD

Federal Way Link Extension Briefing

Dan Abernathy, Executive Project Director Federal Way Link Extension, Soraya Lowry, High Capacity Transit Development Manager, and Marie Olson, Link Transportation Manager, provided the report. Mr. Abernathy began the update with a project overview, this project is a 7.8 mile Link Light Rail extension, and features three new elevated stations, with the last being the Federal Way Transit Center Station in downtown Federal Way.

The project is on schedule currently to open for revenue service in 2024. The project began in 2012 with alternatives analysis, followed by the Draft Environmental Impact Statement (EIS), and the Final EIS which was completed in late 2016. In January of 2017, the project to be built was selected by the Board, and since then staff has begun the necessary property acquisitions.

This construction method for the project is Design/Build, and development of the Request for Proposals (RFP) is already underway. The project team will begin to accept proposals next year, and Notice to Proceed for the selected bidder will be issued in mid 2019.

Ms. Lowry continued the presentation, and covered public input. Two open houses have been held so far to discuss new stations, over 200 participants attended. There has also been an online survey to inquire about desired station look and feel, and this survey had over 600 responses. Staff has regularly met with the cities, the Washington State Department of Transportation (WSDOT), and partner stakeholders.

Approvals are being sought at the State and Federal levels, including development agreements with the four cities that the project travels through, Kent, Des Moines, Federal Way, and SeaTac. At the state level, staff is working to acquire airspace leases, and temporary construction easements. Due to the project's close proximity to Interstate 5, staff is also working closely with the Federal Highway Administration (FHWA). A New Starts rating application has been submitted, and an application for the full-funding grant agreement from the FTA will be submitted in time for received the agreement in mid 2019. All agreements and licenses needed are projected to be obtained by mid-2019, in alignment with the current project plan and timeline.

Ms. Olsen then introduced several key project elements. Two Value Engineering studies have been completed, and one additional study is scheduled, to be completed by the end of 2017. The Federal Way project staff is working closely with five jurisdictions for this project to comply with all tree-replacement requirements, so far 5,000-7,500 trees have been identified to be removed, and the replacement schedule for these trees will be in the range of 11,000-15,500.

The project currently has an estimated 261 property acquisitions needed, 112 of those have been certified and approved of to date. In addition, there are an anticipated 420 relocations.

Mr. Abernathy noted that the top risks for the project have been identified as Right of Way acquisitions in time for the scheduled construction; Third party approvals including the jurisdictions, WSDOT, and the FHWA; market conditions in the construction area; and differing site and underground utility conditions.

Board Member Upthegrove asked the staff about the community engagement efforts, and if the additional work done to engage the community near Highline Community College has been built into the overall approach for the project. Ms. Lowry replied that the work done in the vicinity of Highline Community College has been carried through, and that a second gathering of the same community members was used to continue groundwork on station appearance and feel.

Mr. Upthegrove asked if every property owner who has been identified as a property acquisition has been notified. Mr. Abernathy replied that a Right of Way lead and a Property acquisition lead work to contact not only every property owner, but also all residents, and these groups of people are sometimes not the same. There have been appearances at 11 neighborhood and community briefings, and there have been ongoing efforts to contact each individual personally.

Point Defiance Bypass Track and Signal – Gate 7 Report

Jodi Mitchell, Project Manager, Mark Johnson, Project Director, and Martin Young, Commuter Rail Operations Manager, provided the report. Ms. Mitchell updated the Board that the project is completed and is ready to be transitioned to operations. The construction was completed by Stacy Witbeck, and was designed and permitted by the State of Washington, however it was constructed by Sound Transit, and will continue to be operated by Sound Transit.

Regional Fare Forum

Sunnie Sterling, Senior Revenue Analysis Manager, provided the staff report. Ms. Sterling stated that the Regional Fare Forum began in 2016, and was held over three separate workshops, and included representatives from each of the governing bodies of the ORCA participating agencies. The purpose of the forum was to reaffirm commitments to regional fare coordination, provide guiding principles for the next generation ORCA fare structure, and discuss strategies to further integrate and simplify fare structures for customers to make regional travel more seamless.

Sound Transit was represented at the forum by Board Member Roberts, and Board Member Strickland.

The first Regional Fare Forum took place in 1997, and since that time the core concepts of regional coordination that maintains an individual fare structure have been continued. The forum works to establish shared policy values to be used by all agencies, and to coordinate system design throughout the region.

Forum representatives this year were asked to consider two options for current system simplification: moving from trip-based peak fares to time based fares, and moving from zone-based fares to route based fares.

The forum evaluated the options and recommended moving to time-based peak fares, noting the benefits of simplification for customers, reducing fare disputes, and decreasing the cost-schedule risks while transitioning to the second generation ORCA system.

The second recommendation from the forum was to eliminate zone-based fares. Currently, Sound Transit (ST), King County Metro (KCM), and Community Transit (CT) all have a zone fare structure, and Pierce Transit does not. The benefits of moving to a Route-based fare include increased equity for short trips that cross zone boundaries, ease of use, speed of boarding times, and a decrease of fare disputes.

Forum attendees were also asked to consider the fare innovation option of fare capping, which entails a rider paying as they use transit service until a pre-set threshold is met, at which point the rest of the month for the rider is free. This allows essentially the purchase of transit passes on a pay-as-you-go scale, however the regional fare system may be too complex for successful implementation of this program. The implementation can also be complicated by explaining the process to the rider, and by multi-modal commutes.

The Regional Fare Forum's work led to the following recommendations:

- Move from a trip based peak fare structure to a time based peak fare structure (KCM)
- Move from zone fare structure to route based structure (CT, KCM, ST)
- Do not pursue fare capping in the initial design of next generation ORCA

Vice Chair Marchione asked if a route-based fare would mean that the Sound Transit Express routes would have different rates. Ms. Sterling responded that route-based fares would allow for that, but no fare changes are being brought to the Board at this time. Staff will identify proposals, which will be brought back before the Board, and will also undergo public comment.

Board Member Roberts, as a representative of Sound Transit who attended the forum, commented that the group covered a large amount of complex material, and that it was a productive meeting of the many different agencies trying to align their various priorities. He also commented that the shared first priority was to increase the seamless nature of transportation across the region, and to improve integration between all the agencies moving forward.

Board Member Keel asked about the procedure for changing fare structures, and what the regulatory requirements are when considering these changes. Ms. Sterling replied that after the Board has considered proposals for a fare change, there will be public outreach and a public comment period. Public comment would take place prior to Spring 2018 when the timeline for the changes are scheduled to be considered. In addition, there will be a Title 6 analysis that will take place concurrently with public engagement.

OTHER BUSINESS

Motion No. M2017-120: A motion of the Board of the Central Puget Sound Regional Transit Authority directing staff evaluate the budget, schedule, transportation, and other relevant impacts and benefits of changing the Puyallup Station Improvements Project parking garage location from Site C (Puyallup Eagles site) to Site D (the existing Sound Transit surface parking lot).

Bruce Dammeier offered a motion for consideration by the Board. Mr. Dammeier commented that this proposed action would direct staff to reconsider the potential of a different project site for the Sounder parking garage. The current selected site is Option D, which requires the acquisition of a property that is the home site of the Puyallup Eagles, and Option C is an existing Sound Transit property. There was an action in May of 2016 which authorized condemnation of this property, and Sound Transit is currently pursuing that option. Mr. Dammeier commented that he wants to ensure that the agency has considered all of its options before the decision is finalized to acquire the property through condemnation.

Peter Rogoff commented that the challenge overshadowing the siting of this parking garage have centered on difficulty for the Puyallup Eagles in finding a suitable alternate meeting place. Mr. Rogoff also commented that it is general practice for Sound Transit to consider all options before considering the condemnation of a property, and this current process has doubled the timeline of siting because staff has been eager to try to find an alternate solution.

Vice Chair Marchione asked about the statement that the City of Puyallup changed their recommendation of siting from Option C to Option D. Board Member Dammeier clarified that their position has always been Option C unless it required condemnation of the Puyallup Eagles property, and if that were to become the course of action, then the choice is Option D.

Mr. Marchione also asked if the work being directed by the motion would be brought back to the full Board of Directors, or if it would instead be considered by the Capital Committee. Mr. Rogoff replied that this motion does not presume a process for future Board action, what it does is direct a report back to the full Board of Directors in two months.

It was moved by Board Member Dammeier, seconded by Board Member Keel, and carried by majority vote that Motion No. M2017-120 be approved as presented.

Chair Somers then invited Ric Ilgenfritz, the Executive Director of Planning, Environmental, and Project Development (PEPD) to come forward to be recognized for his service to the agency. Mr. Ilgenfritz has been with Sound Transit for 16 years, and played a key role in staff work to develop the Sound Transit 2 and Sound Transit 3 plans.

Chair Somers directed Katie Flores to read the resolution into the record.

Resolution No. R2017-35: Recognizing Mr. Ric Ilgenfritz for his service to Sound Transit on the occasion of his departure from the agency after 16 years.

CEO Peter Rogoff presented Mr. Ilgenfritz with a special award from the Board and staff, and thanked him again for his tenure with the agency.

It was moved by Board Member Roberts, seconded by Board Member Butler, and carried by majority vote that Resolution No. R2017-35 be approved as presented.

NEXT MEETING

Friday, October 26, 2017
1:30 to 4:00 p.m.
Ruth Fisher Boardroom

ADJOURN

The meeting adjourned at 3:47 p.m.



Fred Butler
Board Chair Pro Tem

ATTEST:


Kathryn Flores
Board Administrator

APPROVED on October 26, 2017, PIA