

Capital Improvement Program Oversight Committee and Special Board Meeting Agenda

Thursday, October 14, 2021
10:00 A.M.

San Diego International Airport
SDCRAA Administration Building
3225 N. Harbor Drive
San Diego, California 92101

Board Members

Gil Cabrera (Chair)
Paul Robinson (Vice Chair)
Catherine Blakespear
Mary Casillas Salas
Robert T. Lloyd
Paul McNamara
Johanna Schiavoni
Nora E. Vargas
Marni von Wilpert

Ex-Officio Board Members

Col. Thomas M. Bedell
Gustavo Dallarda
Gayle Miller

President/CEO

Kimberly J. Becker

This meeting of the Capital Improvement Program Oversight Committee of the San Diego County Regional Airport Authority will be conducted pursuant to the provisions of California Assembly Bill 361 which suspends certain requirements of the Ralph M. Brown Act. During the current State of Emergency and in the interest of public health, all Board Members will be participating in the meeting electronically. In accordance with the Assembly Bill, there will be no members of the public in attendance at the Board Meeting. We are providing alternatives to in-person attendance for viewing and participating in the meeting. In lieu of in-person attendance, members of the public may submit their comments in the following manner.

Public Comment during Board/Committee Meetings

If you'd like to speak to the Board live during the meeting, please follow these steps to request to speak:

- **Step 1:** Watch the meeting via the live Webcast located at the following link, <https://www.san.org/Airport-Authority/Meetings-Agendas/Capital-Improvement-Program-Oversight-Committee?EntryId=13932>
PLEASE NOTE: There is an approximately 20 second lag time between the meeting and the Webcast.
- **Step 2:** When the Chair introduces the item you would like to comment on (*or indicates it is time for Non-Agenda Public Comment*) call in to the conference line below, you will be placed in a waiting area. **Please do not call until the item you want to comment on is being discussed.**
 - **Dial 1-619-737-2396. When prompted, input Conference ID: 298 188 607#**

Thursday, October 14, 2021

- **Step 3:** When it is time for public comments on the item you want to comment on (or Non-Agenda Public Comment), Authority Clerk staff will invite you into the meeting and unmute your phone. **Please turn off your webcast. You'll continue to hear the Board meeting after calling in.** Staff will then ask you to state your name and begin your comments.

Written Non-Agenda Public comment and/or Public Comment on agenda items may be submitted to the Authority clerk at clerk@san.org. Comments received no later than 8:30 a.m. on the day of the meeting will be distributed to the Board or Committee and included in the record.

How to Watch the Meeting

You may also view the meeting online at the following link: <https://www.san.org/Airport-Authority/Meetings-Agendas/Capital-Improvement-Program-Oversight-Committee?EntryId=13932>

Requests for Accessibility Modifications or Accommodations

As required by the Americans with Disabilities Act (ADA), requests for agenda information to be made available in alternative formats, and any requests for disability-related modifications or accommodations required to facilitate meeting participation, including requests for alternatives to observing meetings and offering public comment as noted above, may be made by contacting the Authority Clerk at (619) 400-2550 or clerk@san.org. The Authority is committed to resolving accessibility requests swiftly in order to maximize accessibility.

This Agenda contains a brief general description of each item to be considered. The indication of a recommended action does not indicate what action (if any) may be taken. ***Please note that agenda items may be taken out of order.*** If comments are made to the Board without prior notice or are not listed on the Agenda, no specific answers or responses should be expected at this meeting pursuant to State law.

Staff Reports and documentation relating to each item of business on the Agenda are on file in Board Services and are available for public inspection.

Note: Pursuant to Authority Code Section 2.15, all Lobbyists shall register as an Authority Lobbyist with the Authority Clerk within ten (10) days of qualifying as a lobbyist. A qualifying lobbyist is any individual who receives \$100 or more in any calendar month to lobby any Board Member or employee of the Authority for the purpose of influencing any action of the Authority. To obtain Lobbyist Registration Statement Forms, contact the Board Services/Authority Clerk Department.

Thursday, October 14, 2021

CALL TO ORDER:

ROLL CALL:

Committee Members: Blakespear, Cabrera, McNamara (Chair), Schiavoni, von Wilpert

NON-AGENDA PUBLIC COMMENT:

Non-Agenda Public Comment is reserved for members of the public wishing to address the Committee on matters for which another opportunity to speak **is not provided on the Agenda**, and which is within the jurisdiction of the Board. Please submit a completed speaker slip to the Authority Clerk. ***Each individual speaker is limited to three (3) minutes. Applicants, groups and jurisdictions referring items to the Board for action are limited to five (5) minutes.***

Note: Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Committee.

NEW BUSINESS:

1. **APPROVAL OF MINUTES:**

RECOMMENDATION: Approve the minutes of the July 15, 2021 regular meeting.

2. **QUIETER HOME PROGRAM UPDATE:**

(Sjohnna Knack, Program Manager QHP, Planning & Environmental Affairs)

3. **2020-2021 SUSTAINABILITY REPORT:**

(Michelle Brega, Senior Director, External Affairs)

4. **NEW T1 COMMUNICATIONS & OUTREACH STRATEGY:**

(Michelle Brega, Senior Director, External Affairs)

COMMITTEE MEMBER COMMENTS:

ADJOURNMENT:

Thursday, October 14, 2021

Policy for Public Participation in Board, Airport Land Use Commission (ALUC), and Committee Meetings (Public Comment)

- 1) Persons wishing to address the Board, ALUC, and Committees shall submit an email to the Clerk at clerk@san.org prior to the initiation of the portion of the agenda containing the item to be addressed (e.g., Public Comment and General Items). Failure to submit an email shall not preclude testimony, if permission to address the Board is granted by the Chair.
- 2) The Public Comment Section at the beginning of the agenda is reserved for persons wishing to address the Board, ALUC, and Committees on any matter for which another opportunity to speak is not provided on the Agenda, and on matters that are within the jurisdiction of the Board.
- 3) Persons wishing to speak on specific items listed on the agenda will be afforded an opportunity to speak during the presentation of individual items. Persons wishing to speak on specific items should reserve their comments until the specific item is taken up by the Board, ALUC and Committees.
- 4) If many persons have indicated a desire to address the Board, ALUC and Committees on the same issue, then the Chair may suggest that these persons consolidate their respective testimonies. Testimony by members of the public on any item shall be limited to **three (3) minutes per individual speaker and five (5) minutes for applicants, groups and referring jurisdictions.**
- 5) Pursuant to Authority Policy 1.33 (8), recognized groups must register with the Authority Clerk prior to the meeting.

After a public hearing or the public comment portion of the meeting has been closed, no person shall address the Board, ALUC, and Committees without first obtaining permission to do so.

Additional Meeting Information

NOTE: This information is available in alternative formats upon request. To request an Agenda in an alternative format, or to request a sign language or oral interpreter, or an Assistive Listening Device (ALD) for the meeting, please telephone the Authority Clerk's Office at (619) 400-2550 at least three (3) working days prior to the meeting to ensure availability.

For your convenience, the agenda is also available to you on our website at www.san.org.

For those planning to attend the Board meeting, parking is available in the public parking lot located directly in front of the Administration Building. Bring your ticket to the third-floor receptionist for validation.

You may also reach the SDCRAA Building by using public transit via the San Diego MTS System, Route 992. For route and fare information, please call the San Diego MTS at (619) 233-3004 or 511.

DRAFT
SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY
SPECIAL BOARD AND CAPITAL IMPROVEMENT PROGRAM OVERSIGHT
COMMITTEE MEETING MINUTES
THURSDAY, JULY 15, 2021
BOARD ROOM

CALL TO ORDER: Chair Schiavoni called the Special Board and Capital Improvement Program Oversight Committee meeting to order at 10:03 a.m., on Thursday, July 15, 2021, electronically and via teleconference pursuant to Executive Order N-08-21, at the San Diego International Airport, Administration Building, 3225 N. Harbor Drive, San Diego, CA 92101.

ROLL CALL:

Board

Present: Cabrera, Casillas Salas, McNamara, Robinson, Schiavoni (Chair), von Wilpert

Absent: Bedell (Ex-Officio), Blakespear, Dallarda (Ex-Officio), Lloyd, Miller (Ex-Officio), Vargas

Committee

Present: Committee Members: Cabrera, McNamara (Chair), Schiavoni von Wilpert

Absent: Committee Members: Blakespear

Also Present: Kimberly J. Becker, President/CEO; Lee Kaminetz, Director, Counsel Services; Tony R. Russell, Director, Board Services/ Authority Clerk; Martha Morales, Assistant Authority Clerk I

NON-AGENDA PUBLIC COMMENT: None.

BOARD NEW BUSINESS:

1. APPROVE AND AUTHORIZE THE AWARD OF A CONTRACT TO SOLPAC CONSTRUCTION INC., DBA SOLTEK PACIFIC CONSTRUCTION COMPANY FOR EAST SOLID & LIQUID WASTE FACILITIES AT SAN DIEGO INTERNATIONAL AIRPORT:

Robert Bolton, Director, Airport Design & Construction, provided a summary of the East Solid & Liquid Waste Facilities project.

RECOMMENDATION: Adopt Resolution No. 2021-0083, awarding a contract to SOLPAC Construction, Inc., dba Soltek Pacific Construction Company in the amount of \$19,385,223 for Project No. 104274, East Solid & Liquid Waste Facilities at San Diego International Airport.

ACTION: Moved by Board Member Casillas Salas and seconded by Board Member Cabrera to approve staff's recommendation. Motion carried by the following votes: YES –Cabrera, Casillas Salas, McNamara, Robinson, Schiavoni, von Wilpert; NO – None; ABSENT – Blakespear, Lloyd, and Vargas; (Weighted Vote Points: YES – 72; NO – 0; ABSENT – 28)

2. AUTHORIZE THE PRESIDENT/CEO TO AWARD A CONTRACT TO GRAHOVAC CONSTRUCTION FOR REMODEL T2E FOR ACCESS CONTROL OFFICE (ACO) & HARBOR POLICE DEPARTMENT (HPD) RELOCATIONS AT SAN DIEGO INTERNATIONAL AIRPORT:

Robert Bolton, Director, Airport Design & Construction, provided a summary of the project to Remodel Terminal 2 East for Access Control Office and Harbor Police Department Relocations.

Board Member von Wilpert, requested further clarification regarding the accounting for the small and local business preference as it relates to the final contract amount.

RECOMMENDATION: Adopt Resolution No. 2021-0074, authorizing the President/CEO to award a contract to Grahovac Construction in the amount of \$3,726,462 for Project No. 104290, Remodel T2E for ACO & HPD Relocations at San Diego International Airport.

ACTION: Moved by Board Member Cabrera and seconded by Board Member Robinson to approve staff's recommendation. Motion carried by the following votes: YES –Cabrera, Casillas Salas, McNamara, Robinson, Schiavoni, von Wilpert; NO – None; ABSENT – Blakespear, Lloyd, and Vargas; (Weighted Vote Points: YES – 72; NO – 0; ABSENT – 28)

COMMITTEE NEW BUSINESS:

3. APPROVAL OF MINUTES:

RECOMMENDATION: Approve the minutes of the April 15, 2021 regular meeting.

ACTION: Moved by Board Member Cabrera and seconded by Board Member von Wilpert to approve staff's recommendation. Motion carried unanimously, noting Board Member Blakespear ABSENT.

4. NEW T1 (TERMINAL 1) UPDATE:

Dennis Probst, Vice President, Development provided an update on the New T1 that included renderings of the New T1RP Campus Building Massing, T1RP New T1 Campus, and T1RP Elevated Departures Roadway; as well as maps of the Airside Apron and Taxiway Pavement Phasing, Demolition Plan, Project Management Complex (PMC) and PMC Trailer Complex.

5. AIRPORT DEVELOPMENT PROGRAM ENVIRONMENTAL PROCESS UPDATE:

Brendan Reed, Director, Airport Planning and Environmental Affairs provided an update on the Airport Development Program's (ADP) Environmental Process that included ADP Environmental Entitlements, ADP & CA Coastal Act, and ADP & NEPA.

6. CAPITAL IMPROVEMENT PROGRAM UPDATE:

Robert Bolton, Director, Airport Design & Construction provided an update on the Capital Improvement Program that included San Diego Fuel Consortium Additional Fuel Tanks, Hydrant Fueling Program at SAN, Upgrade Engineered Materials Arresting System (EMAS), West Refueler Loading Facility and CIP West Solid and Liquid Waste Facility.

7. AIRSIDE CHARGING UPDATE:

Chad Reese, Environmental Affairs Manager, Airport Planning and Environmental Affairs provided an update on Airside Charging that included the Alternative Fuel Vehicles & Vehicle Age Agreement, 2020 GSE Inventory, Grant Funding for EV Charging Infrastructure, Project Scope – New EV Chargers at Terminal 2, Airline Commitments, and map of New EV Chargers at Terminal 2.

In response to Board Member von Wilpert’s questions regarding the percent of Authority owned equipment that use alternative fuels/electric, Mr. Reese stated that he will provide that information to the Board.

BOARD CLOSED SESSION: The Board recessed into Closed Session at 11:10 a.m. to discuss Item 8.

8. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION:

(Paragraph (1) of subdivision (d) of Cal. Gov. Code §54956.9)

Name of Case: Quiet Skies San Diego v. San Diego County Regional Airport Authority, San Diego Superior Court Case No. 37-2020-00007998-CU-TT-CTL

9. CONFERENCE WITH LABOR NEGOTIATORS:

Cal. Gov. Code section 54957.6

Agency designated representatives: Angela Shafer-Payne, Monty Bell, Lola Barnes, Greg Halsey, Rod Betts

Employee organization: California Teamsters Local 911

REPORT ON CLOSED SESSION: The Board adjourned out of Closed Session at 11:38 a.m. There was no reportable action.

COMMITTEE MEMBER COMMENTS:

ADJOURNMENT: The meeting was adjourned at 11:38 a.m.

APPROVED BY A MOTION OF THE CAPITAL IMPROVEMENT PROGRAM OVERSIGHT
COMMITTEE THIS 14TH DAY OF OCTOBER, 2021.

DENNIS PROBST
VICE PRESIDENT, DEVELOPMENT

ATTEST:

TONY R. RUSSELL
DIRECTOR, BOARD SERVICES/
AUTHORITY CLERK

Quieter Home Program Update - Community Sound Insulation Programs

CIPOC Meeting - October 14, 2021

Sjohnna Knack, Program Manager
Planning & Environmental Affairs



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Quieter Home Program (QHP)

SAN's Residential Sound Insulation Program

Who is Eligible?



Residentially-Zoned Properties

- Single-Family
- Condos
- Multi-Family Units

Within 65 decibel contour

- Ocean Beach
- Loma Portal/Point Loma Heights
- Bankers Hill/Middletown
- Golden Hill/South Park



Within 65 decibel contour

- Bankers Hill/Middletown
- Golden Hill/South Park

- Ocean Beach
- Loma Portal
- Point Loma Heights

Note: 2nd eligibility criteria, must test above 45dB in interior habitable rooms.

Non-Residential Program

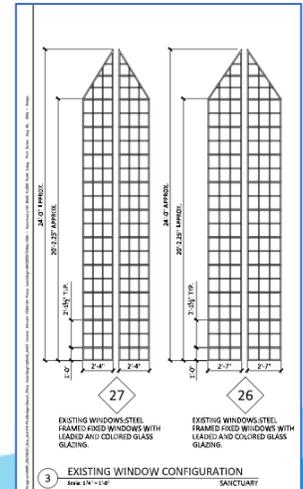
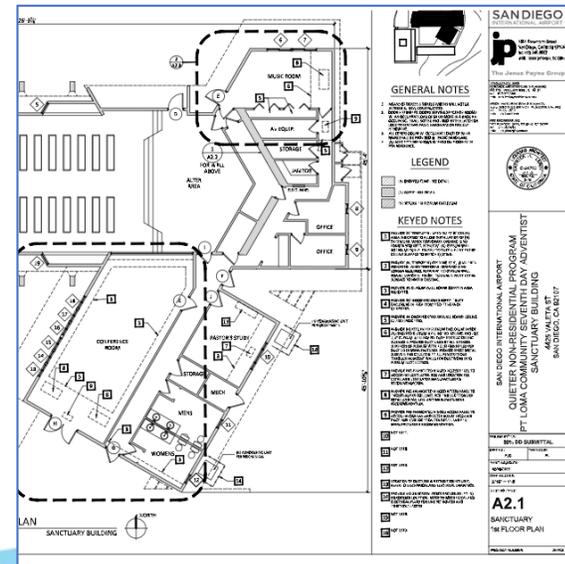
Noise Sensitive Facilities

- Same eligibility criteria as QHP
- Churches, schools, daycare or medical (*where learning or sleep occur*)



Current Activities

- Working with two church & preschool facilities in Point Loma
- Design, acoustical testing



Determining Aircraft Noise Levels

Acoustical Testing



Pre-Construction Testing

Determines eligibility and baseline noise conditions



Post-Construction Testing

Ensures FAA criteria of 5 dB reduction is met



Note: Average person can hear a difference in noise at 3 dB

Average Costs

SAN's Community Sound Insulation Programs

Costs Per Home

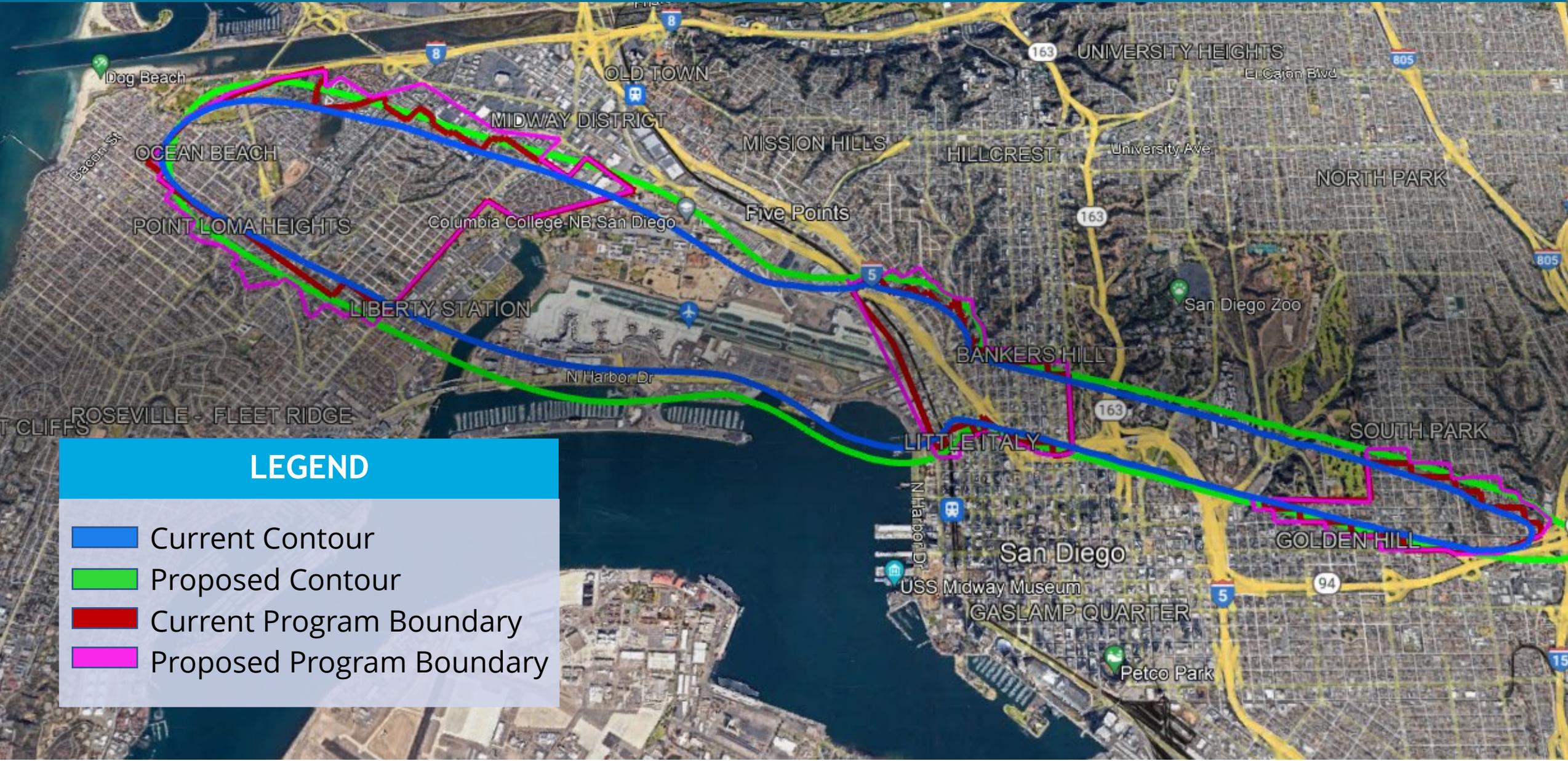


FAA Grant and Airport Authority Funded

- Average Upgrade Value per Unit
 - Single Family - \$32K
 - Historic Single Family - \$87K
 - Multi-Family - \$25K
- Non-Residential Will Vary Based on Size

**Exempt from new construction reassessment.
Added property value without increase in taxes.**

Current and Proposed Contours and Program Boundaries



LEGEND

- Current Contour
- Proposed Contour
- Current Program Boundary
- Proposed Program Boundary

Increased Funding / Items Monitoring

SAN's Community Sound Insulation Programs

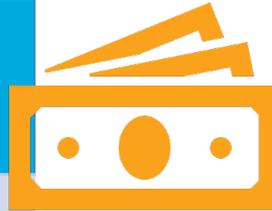
Spending Plan

Increase Pace

- Bid more projects
- Working on a 570-unit apartment complex

Non-Residential Facilities

- Complete one facility
- Start efforts on a second facility



Monitoring

Increased Costs

- Limited labor
- Material costs

Supply Chain Issues

- Delivery delays
- Shortages



For More Information

Website & Resources

- Homeowner Information Video
- Application
- Maps
- Forms & Documents
- Realtor Brochure
- Showroom – Liberty Station Office



www.san.org/airport-noise/quieter-home-program

Questions?

2020-21 Sustainability Report

Michelle Brega
Sr. Director, External Relations

October 14, 2021



- Based on the internationally recognized criteria of the Global Reporting Initiative (GRI).
- GRI considers critical sustainability issues such as climate change, human rights, corruption and many others.

sustain.san.org

How We Measure Our Sustainable Progress

- **Organizational Strategic Plan (OSP):** Sets forth our goals and strategies for the next five years
- **Sustainability Management Program (SMP):** Provides a framework for tracking how we preserve precious environmental resources.
- **Three Impact Areas:** Social, Economic and Environmental



Social

We promote equality, diversity, connectedness, and a good quality of life for our employees and strives to exceed our customers' expectations by introducing innovative service and facility enhancements of internal and external customer satisfaction. We also strive to develop leaders and a workforce community and assure the highest level of commitment and productivity. The airport endeavors community and working with surrounding neighborhoods and key groups to address the impacts from impacts.



Economic

San Diego International Airport generates over \$12 billion in annual economic impact for the region and directly provides over 7,000 jobs. Our ability for future demand, both landside and airside, including international facilities. The San Diego International Airport is flexible, nimble and able to proactively address future changes.



Environmental

We aim to operate our airport in a safe, secure and environmentally sound manner that reduces our impact on the natural world. We do this by implementing our Sustainability Management Program (SMP) which is one of the initiatives listed within our Organizational Strategic Plan. The SMP sets goals and stand-alone strategies to be achieved by 2035 in seven programmatic areas including energy, water, waste, greenhouse gases and climate resilience, and biodiversity.

Impact Areas - Social



• Focuses on:

- The customer experience
- Employee diversity
- Recruitment
- Retention and training
- Regional and industry leadership

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Workforce Development and Retention



3.2 hrs

Average hours employees participated in **professional development training in 2020**

Down from **10.5 hours** in 2019
Consistent with 2017-18

In **2020** employee turnover was higher among women.

 **6%** women

 **3%** men

Impact Areas - Social

Focusing on the Customer Experience



Goals:

- Define and deliver a seamless, unique, consistent airport and product experience (Organizational Strategic Plan Initiative, Customer Strategy)
- Further develop arts and cultural programming through strategic community partnerships that expand awareness (Organizational Strategic Plan Initiative, Community Strategy)

When the COVID-19 pandemic was declared, San Diego International Airport (SAN) was quick to implement health and safety measures outlined by the Centers for Disease Control and Prevention (CDC) and county and state health departments. SAN's "Let's Go Safely" program implemented enhanced health and safety measures throughout the airport campus that included increased cleaning of high touchpoint surfaces, electrostatic spraying, signage on preventive health measures, social

60%
Percent of air handlers contain ultraviolet light to kill bacteria and viruses.

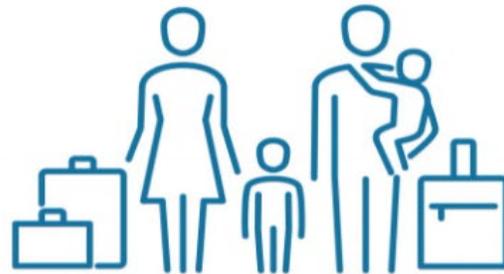
Impact Areas - Economic



- **Focuses on:**
 - Optimizing facilities
 - Enhancing revenue
 - Reducing expenses
 - Driving the regional economy through small business
 - Future plans

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Providing Air Service in a Pandemic



25.2
MILLION
Passengers
in 2019

9.0
MILLION
Passengers
in 2020

-63% Passenger
Traffic



Impact Areas - Economic

Driving the Regional Economy Through Small Business

A Glimpse of SAN's 1st Virtual Meet the Primes



Kim Welcomes Attendees



SBD Session



Procurement Session



Concessionaire Panel



RGPD Session



2019 Meet the Primes

Goals

- Provide Opportunities for Small, Local, Disadvantaged, and Veteran Owned Businesses (2019/2020 Sustainability Report)
- Execute regional engagement and education plan to clearly communicate SAN's role in economic growth (Organizational Strategic Plan, Community Strategy)

The Airport Authority's Small Business Development (SBD) program works with small, local, disadvantaged, and veteran-owned small businesses to provide them with the resources and knowledge to apply for eligible certification and ultimately successfully compete for Authority contracts. Creating opportunities for underrepresented businesses of all sizes and workers of all genders and ethnicities has been the goal of the SBD program since 2003.

\$131 million

Spent on local businesses and suppliers in 2020 despite the pandemic

Impact Areas - Environmental



• Focuses on:

- Achieving carbon neutrality
- Serving as water stewards
- Pursuing energy efficiency and innovation
- Working towards clean, accessible transportation
- Zero waste
- Protecting biodiversity
- Building resilience for future climate conditions
- Addressing aircraft noise

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Focusing on Environmental Leadership



Awarded \$18 million to **reduce** noise impacts in the community through **two** FAA airport safety and infrastructure grants

Committed to
100% Clean Energy



renewable
carbon-free



85%
of total waste
was diverted from
the landfill in **2020**

Impact Areas - Environmental

Achieving Carbon Neutrality



Goals

- Minimize the Authority's direct operational impact on climate change (Sustainability Management Program, Climate Neutrality Plan)
- Minimize the Authority's direct operational impact on local air quality (Sustainability Management Program, Climate Neutrality Plan)
- Help airport partners minimize their impact on climate change (Sustainability Management Program, Climate Neutrality Plan)

In 2020, San Diego International Airport (SAN) renewed its Carbon Neutrality certification with Airport Council International's [Airport Carbon Accreditation program](#). In 2019, SAN became the first airport in California, and second in North America, to achieve ACA Level 3+ "Carbon Neutrality" certification for airport-controlled emissions. Carbon neutrality, an accomplishment imperative to reducing our impact on climate change, is made possible by consistently measuring emissions performance, taking meaningful action to reduce emissions and environmental

21%
Decrease in Authority's direct GHG emissions
in 2020 compared to 2019

Questions?

sustain.san.org



New T1 Communications & Outreach Strategy

Michelle Brega, Sr. Director of External Relations

October 14, 2021

NEW T1 PUBLIC OUTREACH GOAL:

Generate excitement for the long-awaited New T1, while simultaneously and effectively communicating construction impacts to the community and customer.

Audiences & Stakeholders

Internal

- Airport tenants
 - Airlines, ground transportation providers, and concessionaires
- Airport Authority employees
- Airport employees
- Airport Authority Board
- Advisory Committees
 - ANAC, Art, Public Audit, and Advisory
- Airport Authority consultants

Airport Users

- Passengers
- Meeters and greeters (M&G)

Community Stakeholders

- Partner agencies and jurisdictions
 - SANDAG, Port of San Diego, City of San Diego, MTS, and NCTD
- Business and industry groups
 - Travel associations, EDC, Chambers, SDTA, Lodging Association, and Convention Center
- Elected and appointed officials and their staff
- Community planning groups
- Neighbors
 - Liberty Station tenants, Point Loma Association, MCRD, Port of San Diego tenants
- Media
- Labor

Messaging Arc

NEW
T1

The New T1: Cleared for Takeoff
Groundbreaking – Q4 2021

The New T1: Wheels Up
Beginning of Customer Impact - 2022

The New T1: In Flight
Ongoing Project Work – 2023-24

The New T1: On Approach
Nearing Completion – 2025-26

The New T1: Now Arriving
Project Completion – 2027-28

Future Opportunities:

These messages can allow for additional coupling based on the intended audience, as highlighted below:

- **Now Arriving.** Construction Jobs.
- **Now Arriving.** An Economic Engine.
- **Now Arriving.** Transit Ready.
- **Now Arriving.** Sustainable Solutions.
- **Now Arriving.** More Shopping and Dining.

Stay Connected

Email Go in the Know email newsletter (opt in)

info@NewT1.com

Social media Twitter @SanDiegoAirport

Facebook /SanDiegoAirport

Instagram @SanDiegoAirport

Website San.org

NewT1.com

Other Tools Waze
Opt-in text alerts

(researching) Nextdoor



September 2021



Get s'mored in

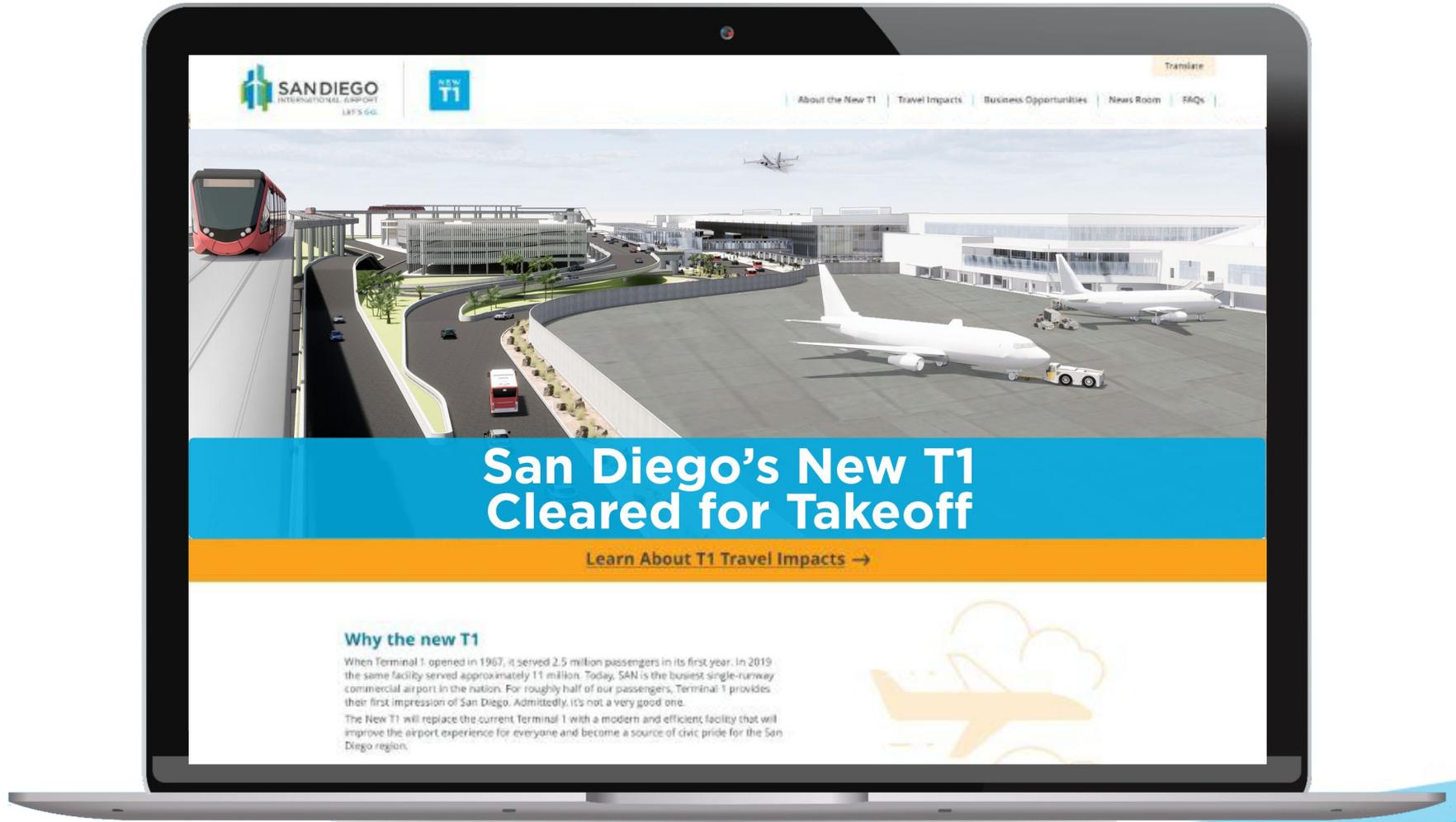
Looking for a winter getaway? Plan a trip to Edmonton, gateway to the Canadian Rockies, cozy campfires, and regular screenings of the brilliant Northern Lights. Nonstop flights on Swoop now booking.

[Plan Your trip](#)



Help us get to zero waste.

TheNewT1.com

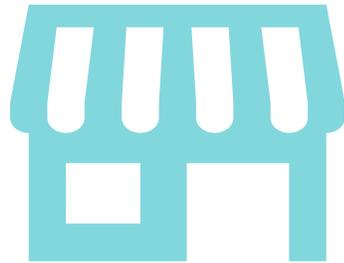


Ongoing Outreach

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Presentations



Local business
outreach



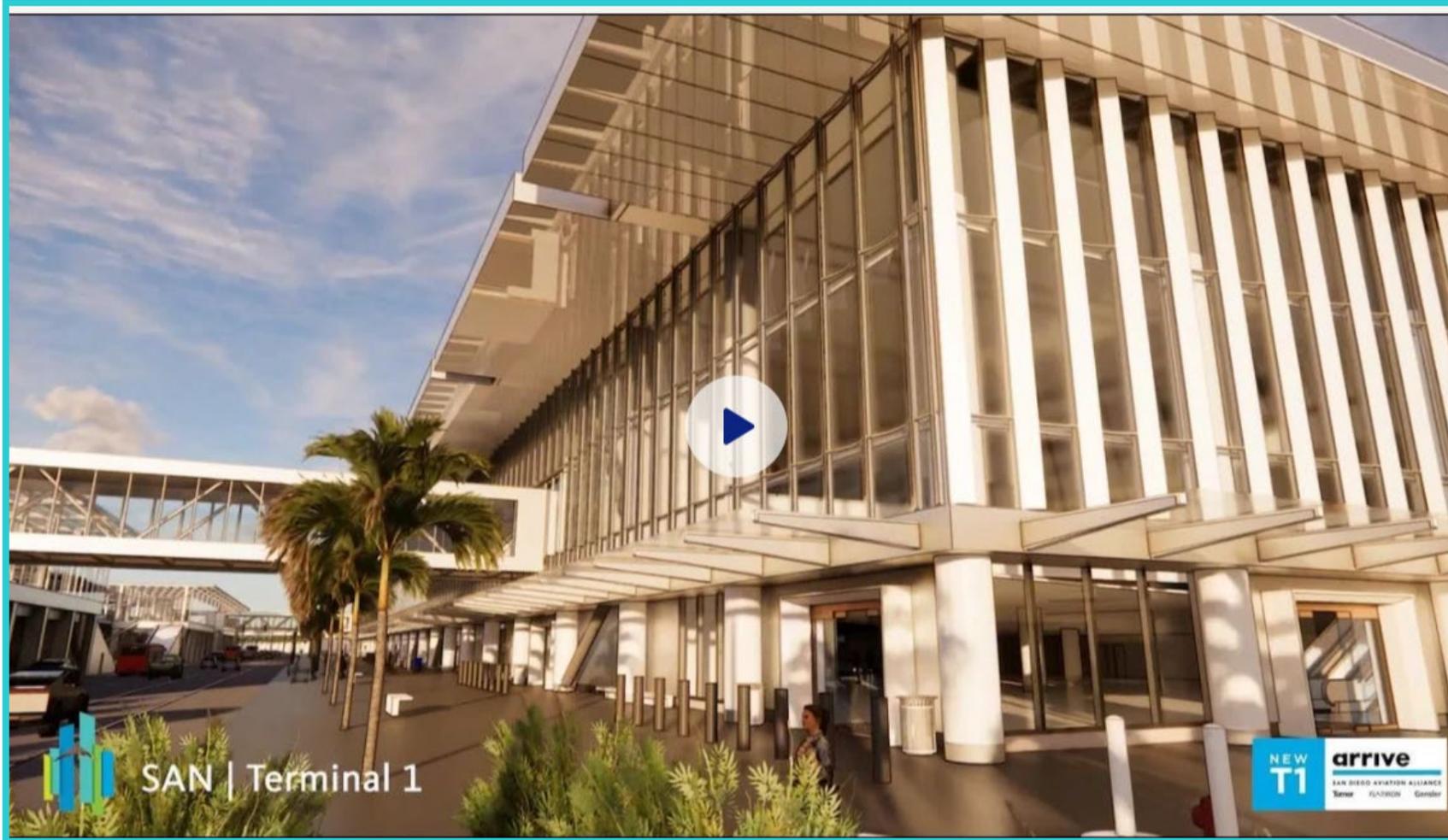
Community
events



Elected Officials

View from 10,000 Feet

NEW
T1



Questions?