

MARIN EMERGENCY RADIO AUTHORITY

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GOVERNING BOARD

Minutes of April 28, 2021 Regular Meeting

DRAFT: 5/10/21

Call to Order and Introductions

The teleconferenced regular meeting was called to order by President Pearce on April 28, 2021, at 3:32 p.m. Barrera called roll.

Governing Board Members & Alternates Present:

Town of Corte Madera	Todd Cusimano
Town of Fairfax	Chance Cutrano (Alternate)
City of Larkspur	Dan Schwarz
City of Mill Valley	Jacqueline Graf (Alternate)
City of Novato	Amy Peele
Town of Ross	Tom Gaffney
City of San Rafael	Bob Sinnott (Alternate)
County of Marin	Dan Eilerman (Alternate)
Town of Tiburon	Ryan Monaghan
Bolinas Fire Protection District	George Krakauer
Inverness Public Utility District	Jim Fox
Kentfield Fire Protection District	Mark Pomi, Ron Naso (Alternate)
Marin Transit	Amy Van Doren
Marin Municipal Water District	Don Wick (Alternate)
Marinwood Community Services District	Eric Dreikosen (Alternate)
Novato Fire Protection District	L. J. Silverman, Steve Metcho (Alternate)
Southern Marin Fire Protection District	Cathryn Hilliard
Tiburon Fire Protection District	Richard Pearce
Central Marin Police Authority	Mike Norton

Governing Board Member Agencies Absent:

City of Belvedere
Town of San Anselmo
City of Sausalito
Marin Community College District
Ross Valley Fire Department
Stinson Beach Fire Protection District

Staff Present:

MERA Executive Officer	Maureen Cassingham
MERA General Counsel	Trisha Ortiz
MERA Deputy Executive Officer – Next Gen Project	Dave Jeffries
MERA Operations Officer	Andrew LeBlanc
Recording Secretary	Lorena Barrera

Guests:

Assistant Chief Jesse Peri	Stinson Beach Fire Protection District
David Mortimer	Federal Engineering
Jonathan Sprague	AECOM
Sophia Selivanoff	RGS
Mary Morris-Mayorga	RGS

Pearce noted that Agenda Item C-4 has been removed from the Agenda.

A. Consent Calendar

All matters on the Consent Calendar are to be approved with one motion unless a Member of the Governing Board or the public requests that separate action be taken on a specific item:

- 1) Proposed Resolution of Commendation – Retiring Chief Kenny Stevens,
Stinson Beach Fire Protection District - MERA Governing Board Member
- 2) Confirmation of Reappointment of Citizen Oversight Committee Member Luckham
- 3) Minutes from March 24, 2021 Governing Board Regular Meeting
- 4) Report No. 109 on Strategic Plan Implementation
- 5) Proposed Agreement for FY20-21 Audit Services - Maher Accountancy
- 6) Recommendation of MERA Measure A Special Parcel Tax
FY19-20 Independent Compliance Audit
- 7) Recommendation of Measure A Special Parcel Tax
Fiscal Year 2020-21 Annual Report – NBS

Hilliard asked if Items 6 and 7 were reviewed by the Finance Committee and Executive Board. Cassingham said that, per the Measure A Ordinance, the Citizens Oversight Committee is responsible for reviewing and recommending acceptance.

Cutrano said that Item A-3 should be revised to note Town of Fairfax representatives in attendance at the March 24, 2021 Governing Board meeting. Town Alternate #1, Cutrano and Alternate #2, Cade, were present.

M/S/P Wick/Cusimano to approve Consent Calendar Items 1, 2, 4, 5, 6 and 7 as presented and Item 3 as amended. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

B. Executive Officer's Report – (Cassingham)

1) Proposed Second Amendment to Staff Services Agreement between MERA and Town of Corte Madera – (Board Action)

Cassingham summarized her report noting the First Amendment to the Agreement with the Town is expiring on June 30, 2021. The proposed Second Amendment is another one-year extension with deletion of current Financial/Accounting Services due to changes with the Town's Finance Team. The new service model, effective May 1, 2021, proposes one hour per week of Town Finance Director oversight, with RGS contract staff providing financial and accounting services to MERA as required by the JPA and continuation of Administrative Support Services for MERA.

Cassingham noted there will be annual savings of \$48,771 from the reduction in Town services to offset RGS staff costs of \$71,474. She added her appreciation for the Town's willingness to continue as MERA's host agency and for Carrillo's and Barrera's ongoing services.

Pearce noted hosting MERA is a heavy lift for a member agency and thanked Dan Hom for rejoining MERA as Finance Director and Cusimano for his continued support.

M/S/P Gaffney/Pomi to approve the Proposed Second Amendment to Staff Services Agreement between MERA and Town of Corte Madera as presented and authorize the Executive Officer to execute same. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

2) Proposed Amendments to CY2021 Agreement for Management and Administrative Services between MERA and Regional Government Services (RGS)

Cassingham presented her report, noting the resignation of the current Executive Officer effective April 30, 2021, and termination Town of Corte Madera Financial/ Accounting Services effective April 30, 2021, which necessitate certain amendments to MERA's Agreement with RGS. She added Mary Morris-Mayorga

with RGS, will commence her duties as Interim Executive Officer beginning May 1, 2021. Dan Hom with RGS will serve as MERA's Finance Director effective May 1, 2021, under the Town Finance Director's oversight. She referenced the proposed hours of service for each.

Cassingham said the current Executive Officer will serve as an RGS Senior Advisor to provide transition support as needed to the Interim Executive Officer and finalize remaining Next Gen Site Leases. RGS cost increase with these staffing changes for the last two months of FY20-21 is \$9,809 and \$68,459 in FY21-22. Funding sources for these additional costs are Operating Fund retained net savings of \$43,000 from FY19-20, FY21-22 Contingency line item of \$50,000 and FY21-22 savings of \$6,851 from the amended Support Services Agreement between MERA and the Town. RGS has committed to having MERA's work performed at a lower hourly rate where possible and will monitor workloads accordingly.

Pearce thanked Cassingham for all her hard work with MERA over the years and transition support.

M/S/P Schwarz/Silverman to approve Proposed Amendments No. 1 and No. 7 to CY2021 Agreements for Management and Administrative Services between MERA and RGS as presented and authorize the Executive Officer to execute same. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

3) Proposed MERA Revised Administrative Organization Chart, Revised Scope of Duties and Related Revisions to Annual MERA/County of Marin Technical and Communication System Services Agreements

Cassingham noted this matter was an Executive Officer CY2021 Goal and summarized her report noting years of Governing Board discussion about revising the direct reporting relationship of MERA's contract Operations Officer from the Governing and Executive Boards to the Executive Officer. This change would mirror the Governing Board approved Next Gen Project Organization Chart wherein Next Gen contractors report directly to the Deputy Executive Officer – Next Gen Project.

Cassingham said related revisions to the scopes of MERA's Administrative duties and amendments to MERA's annual Technical and Communication System Services Agreements with the County as proposed, are recommended. She presented replacement wording for Section 10 of the Agreements reflecting this

new direct reporting relationship.

M/S/P Hilliard/Cutrano to approve the Proposed MERA Revised Administration Organization Chart, Revised Scope of Administrative Duties and Related Revisions to Annual MERA/County of Marin Technical and Communication System Services Agreements, as presented. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

4) Report No. 83 on Next Gen System Project – (Jeffries)

Jeffries recapped his report citing continuing calls and meetings in support of the Project. He said there are two pending Motorola Change Orders for a no-cost Personnel Change and resolution of minor open issues. The Training Committee has been meeting and reviewing and commenting on draft Motorola Training materials. Project cash analysis is still underway. AECOM and Motorola are working on an updated Project Schedule. The new Motorola Project Manager has been requested to address design subcontractor issues affecting the Schedule.

Jeffries noted extension of MERA's microwave licenses to 2023. He recapped recent Motorola, AECOM, Infinigy and RGS staffing changes as noted in his report, which affect the Project. Infinigy's turnover has affected production of design drawings and responses to contractor RFIs. Bid Package No.2 has been delayed awaiting Infinigy drawings. In response to Van Doren, Jeffries confirmed that Motorola staff changes must be approved by MERA via Change Order.

Jeffries provided a status of Next Gen Project Sites. Leases for the last four sites are being wrapped up and Cassingham will continue working on finalization after April 30. The Mill Valley contract with PG&E is expected shortly. The MALT Easement for Coyote Peak is being resolved with MCOE and MALT, leading to lease finalization between MERA and MCOE. Cassingham confirmed Tomales MALT Easement finalization on April 29.

Jeffries reported Motorola system staging was scheduled for the week of May 24. AFG radio installs by Motorola subcontractor Red Cloud have been problematic and paused. Red Cloud's subcontractor had to reinspect and redo their work, resulting in Motorola and Red Cloud initiation of direct oversight of installation performance. He is hoping installs will be back on track next week. Pearce commented on the unintended consequences of Project delays including Board and staffing turnover affecting continuity of effort.

Hilliard asked how all of this affects Project cutover. Jeffries said the updated

Project Schedule has been delayed due to the slow production of Infinigy drawings, which has had a ripple effect throughout. Rescheduling system staging would be a major Motorola milestone payment impact and another delay.

5) Proposed Award of Bid for Next Gen System Project
Bid Package No. 1A – (Jeffries)

Jeffries presented the construction bids for Dollar Hill, Mt. Tiburon and Stewart Point site work. Engineer's estimate for the work was \$441,761, which does not include contingencies. Two bids were received, from Fidato at \$410,000 and Strobel at \$499,887. Staff recommends award to Fidato and added the low bid was well within the Engineer's estimate.

M/S/P Eilerman/Gaffney to approve award of Bid Package No. 1A to Fidato as presented. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

6) Proposed Next Gen Project Mill Valley Water Tank Site Lease between MERA
and Marin Municipal Water District

Cassingham presented the proposed Lease noting her recommendation to approve and authorize the Executive Officer to execute with any changes deemed necessary after General Counsel review. Initial lease term is 10 years, commencing on construction which is scheduled for not later than April 30, 2022. Two additional 10-year terms follow the initial term. Proposed annual rent is equal to the District's MERA Operating Fund allocation and any future adjustments thereto. The FY21-22 District Operating Fund allocation is \$9,983.

Cassingham noted three remaining issues to be resolved, which are requirements for actual RF emission top of tank measurements versus calculations, lease amendment for future District equipment placement on MERA premises and future RF studies by MERA only for equipment changes that increase RF emissions. She noted that the MERA Next Gen Project was presented to the District two and a half years ago, followed by periodic Project updates and commencement of lease negotiations after SEIR certification and conclusion of the public comment period in January 2020. She thanked General Counsel and Mortimer for their great legal and technical input. Naso asked about if there were any concerns about the drought with the site. Cassingham and Mortimer confirmed there are none. Silverman thanked Cassingham for her work over the years.

M/S/P Silverman/Cusimano to approve the Next Gen Project Mill Valley Water Tank Lease between MERA and MMWD as presented and authorize the Executive Officer to execute with changes as deemed necessary, with General Counsel review. Roll call vote followed.

AYES: All
NAYS: None
ABSTENTIONS: None
Motion carried.

7) Proposed MERA New System Replacement Fund

Cusimano and Eilerman presented the staff report. They reviewed the original Draft Funding Scenario B prepared by Subcommittee Hymel and Gaffney, their revised MERA Member Agency Contributions Fund 70030-Operating Fund 2021/2022 spreadsheet and the MERA 2010 Bonds Annual Service Payment Calculations Sheet, dated 8/1/2020. Staff recommended the Governing Board discuss and provide direction regarding creation of a new MERA System Replacement Fund to offset increased Next Gen operating costs, extend the Next Gen System and partially fund a Gen 3 System.

Cusimano said criticisms of MERA's handling of Gen 1 were on not creating replacement fund for Next Gen and not being better positioned to extend the life of the System. He said that since 2014, there have been a series of conversations amongst the Executive Board and the Finance Subcommittee regarding the appropriate time to have this conversation. Since the Bond Measure to date, and over the next couple of years, the priority has been delivering the Next Gen System.

Cusimano said that discussions about funding an equipment replacement fund have always been tied to retirement of the First Gen Bond Debt Service, which is approximately \$2.2 million per year for the 25 Member Agencies. The staff report outlines the conversations regarding finding options, which began in 2019. He said Finance Committee Members Gaffney, Hymel and Norton and he and Pearce have been directly and indirectly monitoring this matter. In 2020, there were plans to bring this to the Governing Board when the pandemic hit resulting in a delay until now.

In March, the Executive Board revisited creation of a new Replacement Fund with the goal to bringing this back to the Governing Board. He said each of the 25 Member Agencies have Boards with fiduciary responsibilities to keep promises previously made to the community to set aside for the future. They also have Executives responsible for delivery of budgets and operations.

Cusimano reached out to the Marin Managers Association to discuss a new Replacement Fund and they have had a series of meetings. Wick also reached out to

Member Special Districts and Pearce reached out to the Fire Districts.

Since all of the Member Agencies are currently in full budget mode, the timing is right to bring the conversation back to the Governing Board and Member Executives to review the updated spreadsheets and plan for set aside of funds in preparation for a decision to create the new Fund. He noted some Members will take this conversation to their respective boards and some will handle it internally as a JPA recommendation to their Councils with their agency budgets. He added, however, the timing is critical. He said there is urgency to have a plan to prepare for the next generation. While this proposed solution does not fully address replacement funding, it starts it, noting it is the first opportunity since 2014 to take action. Having such a Fund will also smooth Operating cost increases going forward. Cusimano cited the big increase in the Operating Budget from FY2021 to fiscal year 2022, which is due to Next Gen site leases and lease amendments. He explained the Replacement Fund scenarios include a projected 5% operating increase going forward into out years.

Eilerman reviewed the Scenario B spreadsheet included in the staff report. He noted recent retirement of Debt Service is pertinent to the timing issue. He said this is an opportunity to capitalize on what otherwise would be the elimination of the Debt Service appropriation and repurposed part of it for an annual replacement fund contribution. He added this would address the criticism about lack of a new MERA replacement fund. These funds could also be used to extend the useful life of the current System, study further replacement of the Next Gen System, or leverage non-local funds for a future system.

Eilerman reviewed the Fund 70030 Operating Fund spreadsheet showing a before and after scenario with the proposed 2021/22 replacement fund.

Gaffney said while that the Tax Parcel charge over the long run is adequate for the Project, all of the Project expenses will be incurred in the next three plus years. He said almost all of the preliminary cash flows prepared to date, which were very contingent on construction costs that are not yet known, show there will be a \$1M to \$3M cash flow shortage in the near term. He said it has long been known there might be a need for a short-term bank loan to fund Project costs. He added if this new replacement fund is approved, the need for short-term borrowing will be reduced or possibly eliminated. As the Parcel Tax revenues continue to come in, the replacement fund can be reimbursed. The new fund can do the double duty of providing a long-term replacement fund and construction cash flow. Gaffney encouraged approval of this proposal.

Hilliard asked if the JPA Executive Officers have seen this proposal. Cusimano said he has talked to all 11 City and Town Managers and the County Administrator.

Pearce said he presented this proposal at the Chiefs' recent Annual Planning

meeting. He said there were questions because the numbers were in flux. He said with Debt Service going away, proposed replacement funding at the 30th percentile moving forward is essentially a new assessment. He said he understands the replacement concept, noting recent challenges with maintaining the current System and the large change order for a System Upgrade Agreement (SUA) to extend Next Gen life. It was known that cash flow would be an issue at some point. He said Federal bailout funding will not be received by all agencies. He added Fire Districts are receiving massive increases in dispatch charges and other items. While a new Replacement Fund seems prudent at this time, this is actually a 30% claw back from the Member budgets to create it.

Cusimano said he understands that timing is a concern and they have asked the Executives to put a placeholder for these funds to allow time to answer questions and catch up. They asked the Executives if their responses were no, yes to the concept or if there were questions they wanted asked through their Board Members or to attend this meeting.

Hilliard said she would be reluctant to approve this. She said the theory is good but the problem is the uncertainty of their own member finances. She added MERA is saying “trust me” too many times. She said she would be supportive of delaying this for a few months so Members have the chance to talk to their administrators.

Cusimano agreed and said there is no firm deadline to make a decision today. He said they are asking for direction to determine whether or not the Member Agencies feel they are on the right track. He said because the Agencies are in the process of finalizing their budgets, the intent is to let the Executives know about this proposal, talk to their Boards and determine if this proposal is on the right path. He said over the next few months, they can come back and finalize the proposal but they need to put placeholders into the spreadsheet so Executives understand it.

Eilerman wanted the Board to be presented with the Replacement Fund opportunity and be able to consider it. He explained, with regard to timing, that the Governing Board needs to make a decision on the Fund before they make a final decision on next year’s MERA budget. Once the Debt Service appropriation goes away, there no longer is the opportunity to capitalize on it and it becomes a budget increase.

Pearce said one of his challenges is that this is being presented as a 25% savings but is actually a 33% increase, which is a new assessment that should be approved by the governing boards of the Member Agencies. Hilliard agreed.

Pomi said Fire Districts have not received any cost reimbursements throughout the pandemic and all of their budgets are very tight. He said he appreciated the presentation but he only saw this document for the first time five days ago. He said he will need to go back to his Governing Board to present this concept to them. He said, given the timing, the transparency piece is missing. He said if this has been

long discussed and not presented until now when many of the member preliminary budgets are already in motion, timing is a challenge and it is wrong to be just seeing this now. He said he would not be willing to support this proposal today, but is open to further discussion.

Cusimano disputed some of this criticism. He said Special District and Fire District MERA representatives on their Executive and Governing Boards should be engaging with their Agency Boards and one another on this matter. He said MMA representatives have had three meetings and have been discussing this for six weeks. He said he supports and agrees with Pomi's comments. He said approval of a new Replacement Fund is not being requested but input on whether it makes sense. He said that, as a Governing Board, it is its responsibility to determine if it is not interested in this opportunity now, adding it has taken many months and years to assess timing and opportunities to support MERA over the longer term. He said there is no intent to surprise or push anyone to make a decision or ask for their trust. Representatives on the respective Committees and Boards need to do a better job of updating the memberships they represent.

Pearce said this was pushed through MMA and came to the Executive Board for action when it was suggested to present this matter to the District Executives for input. Cusimano disagreed this concept was pushed through when it had been the subject of discussion over the last 18 months. He said the most recent conversation was the March 10 Executive Board, and asked why the delay in presenting it to the District Chiefs.

Dreikosen said he appreciates and agrees with the concept of setting aside funds for Next Gen and beyond. He said he too was only recently made aware of it. He said he understands the sentiment that, from a budgetary standpoint, agencies have already gone through their budget hearings. In a week and a half, will be his District's final budget approval. This would be a last-minute adjustment. He asked if there is an end goal of the amount of the reserve. This and other questions that may also need to be answered as well as backgrounds on fluctuations in the recommended funding scenario. Dreikosen said trying to create a stable budget Member contribution for the Operating Budget is important. He asked if the Operating Budget exceeds the 5% annual adjustment in the scenario model, how that impacts the ability to fund the reserve. If under the 5% model, does the reserve increase? He supports level member contributions that can be planned for years going forward. He noted each year as he develops his budget, the MERA allocation is one of the elements he waits for. He further asked if, there is a set timeframe for assessment until perhaps accumulated interest can take over in lieu of continued replacement fund allocations. Given this just came to his attention last week, he is not as up to speed on the concept as others. He agreed that it is easier to describe this allocation as a reduction in savings versus a new allocation. He added this was the correct direction but asked if it could wait one more fiscal year to factor into member budgets. He also understood Eilerman's position that this may be the best

timing to fund this reserve.

Norton said they have been discussing this in theory with the Finance Committee and Executive Board for quite a while, as discussed in the staff report. There are Members who were accustomed to paying a certain consistent amount for MERA Operating and Debt Service over the last several years. A windfall is coming with the 2010 Bonds retirement, so perhaps by reducing the windfall, Members can do the responsible thing and start saving toward the inevitable future replacement issue. Passage of Measure A was a close vote by the citizens in 2014. Given current public sentiment, he does not think a vote asking for police radios would be passed today. He said, taking that into consideration, is why replacement funding support is being looked at next fiscal year. He said it is unfortunate FY21-22 Operating Budget projections were approved prior to having this discussion with the Governing Board. He said the intention was to set aside some of the savings versus a massive member windfall.

Eilerman said it is the Finance Committee and Executive Board's fiduciary responsibility to the Governing Board to identify Debt Retirement as a funding opportunity for the new Replacement Fund prior to July 1. He said year one after bonds retirement is the most important and preserving the opportunity to actually capitalize on some of that Member appropriation to plan for the future is the most important thing. After July 1, this will appear to be an added cost.

Pearce asked Ortiz if this would have to go to the Governing Board Member agencies for approval since it could be construed to be a new fee. Ortiz said this would be part of the annual budget process. She would need to better understand this process and would defer to someone with more experience with it. It is however, her understanding that proposed annual expenses for the year are built into the budget, which is used to determine the Member allocations. She said Governing Board approval of the proposed Annual Budget would be required. Cusimano noted it is basically an additional budget line item for System replacement.

Cusimano said there is clearly work to be done by the Governing Board as a whole with the Committees and their communications. He said through the Committees, Special Districts, MMA, and Fire Districts, they should continue to revisit this, talk about what makes sense for all the 25 Member Agencies over this next year and establish a placeholder for the following fiscal year which gives us 12 months to get on the same page. He said regarding a replacement fund placeholder, this is a large number for San Rafael, the County and Novato while a much smaller amount for the rest of the other agencies. He said without these members' contributions, there is no new equipment replacement fund. It is important to get a sense of whether this concept is on the right path given this is one of the few windows of time to create the System replacement fund that was promised to the voters. He expressed appreciation for everyone's feedback.

Dreikosen said he 100% agrees that this proposal is the right path but is not sure of the timing.. He thanked everyone who put thought and effort into this.

Pearce said everyone is in agreement on the importance of sinking funds and wants to make sure that everyone is clear on the concept and member agency costs. He asked if this should be brought back for further discussion at the next Governing Board meeting.

Cusimano said they will work through the Leaders of the groups on the Executive Board to continue this conversation over the next 12 months.

Cusimano thanked the Finance Committee for all their work.

8) Other Information Items

Pearce asked the members to share the Next Gen Project Governing Board April Update with their elected and appointed officials.

C. Operations Reports – (LeBlanc)

1) Update on Conventional Mutual Aid Network

LeBlanc noted the County is responsible for maintaining the Conventional Network which is co-located with some MERA current System tower sites. The County, starting in May, will undertake a study of network operations, maintenance and support. A survey will be taken of Ops Committee members for end-user input. The findings of the study will be presented to the Committee and Governing Board.

2) First Gen MERA Radio System Motorola Support Letter

LeBlanc presented the extension of the current Motorola commitment to support the First Gen System, which expires on June 30, 2021. The proposal provides for an additional two years at \$39,304.56 per year. This amount is covered by MERA's Annual Technical Services Agreement with the County. He will accept the extension as presented on MERA's behalf.

3) Update – Report on Gen I Initiatives

LeBlanc reported on ordering additional Channel Bank equipment and obtaining network spares from San Francisco after their system upgrade is complete in September. He also noted spares received from Orange County and Sacramento are being tested and validated as functionally operational.

HVAC upgrades at four MERA sites are scheduled beginning mid-year 2021. Mt. Barnabe was completed April 27, followed by Dollar Hill.

Advanced Transfer Switches will be upgraded at all sites and migrated to Next Gen. The first ATS site is Dollar Hill.

LeBlanc added fire clearing at current MERA sites is to be performed by Public Works. An arborist has been engaged to advise the work.

4) Removed from Agenda

5) MERA System Operations Update – March

LeBlanc presented the March report on System Maintenance and Operations statistics. In March, there was a failure of the Channel East Simulcast Network and the transmit board was replaced. The West Main Site Controller was replaced along with the Mt. Tam True Point Microwave transceiver. Quarterly maintenance was completed including the Motorola rebuild of the VMS at the Prime Site.

In March, there were 21 seconds of busies affected by the Simulcast Network failure. There were 212,000 calls with over 600 hours call time.

LeBlanc thanked Cassingham for her leadership and dedication to MERA along with her assistance to him during his 6 months tenure.

6) Other Information Items

None.

D. Open Time for Items Not on Agenda

Cassingham thanked the Boards and Committees for the wonderful opportunity to be of service to them over the last 13+ years and for their great support and trust. Members thanked her and wished her well. Hilliard added her special thanks as a new Board Member for helping with her questions and Cassingham's value to her on a personal level.

E. Adjournment

The meeting was adjourned at 5:03 p.m.

Respectfully submitted by:

Maureen Cassingham
MERA Executive Officer
and Secretary