

**UNIVERSITY STUDENT UNION
CALIFORNIA STATE UNIVERSITY, NORTHRIDGE
BOARD OF DIRECTORS
GRAND SALON
FEBRUARY 20, 2017
MINUTES**

I. Call to Order

The regular meeting of the USU BOD was called to order at 12:30 p.m. by Chair Thelmari Raubenheimer.

II. Roll Call

Present	Absent	Staff	Guests
Frank Benkovic	Shannon Ashford	Matt Eickhoff	Brittney Washington
Sharon Eichten (<i>arrived at 12:47 p.m.</i>)	Shelley Ruelas-Bischoff	Jeremy Hamlett	Lisa Cummings (phone)
Natalie Esparza		Joe Illuminate	
Marquita Gammage (<i>arrived at 12:32 p.m.</i>)		Chris Jensen	
Debra Hammond (<i>arrived at 12:33 p.m.</i>)		Sharon Kinard	
Farhad Khorasani		Jennifer Kim	
Kenya Lopez		Shannon Krajewski	
Hifza Murtuza		Samantha Liu	
Michael Odinlo		Kristen Pichler	
Iris Ramirez		Scott Schorn	
Thelmari Raubenheimer			
Tonee Sherrill			
Avi Stewart			
Rowie Wolfe			
Maria Zaman			

III. Approval of Agenda

M/S/P (N. Esparza/M. Zaman) Motion to approve the agenda of February 20, 2017.

There was no discussion.

Motion passed 11-0-0.

IV. Approval of Minutes

M/S/P (I. Ramirez/F. Benkovic) Motion to approve the minutes dated January 23, 2017.

Director Gammage arrived at 12:32 p.m.

Motion passed 12-0-0.

V. Open Forum

None.

Director Hammond arrived at 12:33 p.m.

VI. Chair Report

Chair Raubenheimer discussed the rainy weather and said that Alumni Association did a great job with Homecoming despite the rainy weather. She announced that the USU derby cars won in two categories: best in show and most creative. She expressed that it was neat to see all of the alumni who were proud to be back at CSUN, and excited to see all of the changes. She said it was great to see past leaders and how everyone interacted.

VII. Vice Chair Report

Vice Chair Stewart said thank you to everyone who made it out to Homecoming despite the rainy weather. He also noted that it was a great event and nice to be able to network with the alumni. He thought it spoke greatly about Matador pride and spirit, and that the event gave the USU a greater sense of focus and identity.

VIII. Executive Director Report

Director Hammond said it was nice to see Michael Odino, Chair of the Finance Committee, attend the Annual Budget Planning Meeting. She said Joe Illuminate and his team did a great job of informing everyone about current economic conditions and trends, and training attendees about the budget planning policies. Director Hammond addressed the emergency capital outlay purchase order for the acquisition of a HVAC unit in the Northridge Center kitchen area. She noted that usually there is a procurement process of obtaining Finance Committee and Board approval, however this was an emergency situation for a building built more than 20 years ago in 1972, and needed to be replaced. Regarding staffing, Director Hammond said Accounting Technician, Prisma Garcia, resigned after a short period, but the position was filled quickly from the same employment candidate pool by Jennifer Orellano, who is set to start next Monday. Pero Akinbohun also accepted a new role in the USU as Events Supervisor and started on February 13. Hammond said that she really enjoyed the DREAM Center's DACA presentation by Dario Fernandez. She noted the importance of staff being well informed to be able to assist students. Director Hammond said there were great responses received after presentations from Sharon Kinard and Kingson Leung at the last Student Affairs Leadership Team (SALT) retreat. Sharon presented a workshop about student learning outcomes and the assessment process and Kingson did a great job on presenting the program review process. Director Hammond also discussed how helpful and exciting Sarina Loeb's on-campus LGBTQ workshops have been and how those workshops are making strides to create a more LGBTQ friendly campus. She said recent approval had been obtained for a formal campus committee to talk about LGBTQ matters; it has been endorsed by the Pride Center, Queer Studies, and Dr. William Watkins, Vice President and Dean of Student Affairs. The committee will provide not only a Pride Center perspective but also a University perspective on student support. Director Hammond also thanked Director Iris Ramirez for her participation in the Connecting to the Students We Serve student panel that Director Hammond presented as part of the Human Resources personal and professional development series. Five different students from various backgrounds and experiences told their stories. Many people followed up and had great responses in wanting to connect more with students. Director Hammond also has been appointed to serve on the Commission on Diversity and Inclusion, a new committee of faculty, staff, students, and community members who will examine how to make change on campus in a systemic and sustainable way. There will be a focus on campus climate, access and equity, student learning and curriculum, and engagement. Chief Diversity Officer, Raji Rhys, chairs the Commission, which meets once a month to discuss, make recommendations and work with various departments on campus to promote programs and activities. Director Hammond expressed her gratitude for all the warm messages and calls during her absence and said that it meant a lot to her that the USU staff and leadership were able to continue to successfully operate, serve, and support students.

Director Eichten arrived at 12:47 p.m.

IX. A.S. Report

Director Lopez, Associated Students Vice President, mentioned Associated Students is in the process of bringing a legal clinic on campus. She said the legal clinic has been fully approved and will be fully functioning in Fall 2017. Currently, they are working on the MOU and soon they will meet with the law school professor who will run the clinic. The legal clinic will be located in the library. She asked that everyone spread the word. Lopez also announced the application for funding through the Campus Quality Fee (CQF) for the bike rental program has been initiated. The Outdoor Adventures department will house and run the program and more announcements will be made after the proposal is received from CQF. Lopez discussed the Matarcare Fund, an emergency grant supported by Associated Students and Financial Aid. A committee has met twice and has so far received thirty applications. Some of those applications were not emergencies, and Vice President Watkins wanted to emphasize that this is an emergency grant for unexpected expenses that would immediately interfere with graduation. Student leaders should be aware of this information to be able to share with other students in need. Qualifying students should apply online. Lopez concluded with an announcement about AS elections that are coming up and asked to please help spread the word about elections because if more people run, more people will vote, and bring more awareness. She also announced that February is AS awareness month and that there have been many events. On February 21, the Sustainable Lifestyles event will inform students about sustainable lifestyle choices during the Farmer's Market.

X. Committee Reports – Mid-Year Reports

Chair Raubenheimer asked the committee chairs for updates.

- Facilities & Commercial Services: Chair Ramirez shared amendments to the committee's meeting schedule and referenced the meeting schedule attachment for dates and locations. The committee will have a meeting with representatives from the Career Center to develop a Career Closet program to service students who do not have interview attire while teaching them interview etiquette.

- Finance Committee: Chair Odinlo said the committee met on February 7 and discussed gift card and procurement policies and procedures. The committee also discussed the issue of the reallocation of major repair and replacement funds that he will present as an action item.
- Personnel Committee: Chair Benkovic said the committee had its first meeting last Thursday, with three more scheduled for the spring semester. One committee member resigned, so there are seven members on the committee. The committee discussed the educational fee reimbursement policy and formed a subcommittee to research and compare with other university unions. He also announced that they are continuing conversations about the minimum wage increase schedule and said there is more to come on that topic.
- Retirement Plan Committee: Chair Stewart said the Retirement Plan Committee said it has been difficult scheduling a meeting, but he will be working on getting one scheduled this week and will email updates to everyone.

XI. Action Items

A. 2015-16 Tax Information Return (12:45 p.m.)

M/S/P (N.Esparza/M. Zaman) Motion to accept the USU's 2015-2016 Return of Organization Exempt from Income Tax Information (Form 990).

Joe Illuminate, the Associate Director, Accounting & Finance introduced Lisa Cummings, senior management at CohnReznick, the USU's audit and tax preparation firm, who presented the Form 990 of the University Student Union for the fiscal year that ended on June 30, 2016. Ms. Cummings participated in the meeting via phone.

- a. Brief explanation of the purpose of the Form 990 and the reason the Board should review the Form before it is filed.
 - i. Provides transparency into operations of the exempt organization
 - ii. Primary source of information for users (members of general public, IRS and Attorney general, potential donors, newspapers and media, charity rating organizations)
 - iii. Highlights organization's policies and procedures
 - iv. No mandate in federal law to review 990, but there are disclosures that ask if the Board has reviewed the Form 990, and it can be perceived as a weakness to answer no.
 - v. Form 990 asks if a copy was made available to the Board before filing, and an affirmative answer shows that the Board is active in its oversight
- b. Areas to concentrate on when reviewing the Form 990
 - i. Organization's mission
 - ii. Significant activities
 - iii. Financial health
 - iv. Executive compensation
 - v. Insider transactions
 - vi. Expenses and percentages allocated to administration
 - vii. Relationships among board members and officers
- c. Form 990 breakdown highlighting most important sections of the form
 - i. Summary of key financials and operating information – revenue, expenses, net assets, and provides summary (p.16)
 - ii. Program services accomplishments – USU's programs (p.17)
 - iii. Checklist of required schedules and tax compliance concerns (p.18-19)
 - iv. One of more important sections, where IRS asks about governance and organization's policies and procedures (qualification of independent voting members, documents of meetings of BOD) [p.21]. Not required by IRS, but policy questions in this section are meant to drive the practices of the organization (increases accountability of organization and is considered a best practice). This section also documents the whistleblower policy.
 - v. Revenue, Expenses, and Balance Sheet: mirrors information presented in audit financial statement. (p.23-25)
 - vi. Schedule O – provision of additional or overflow information on organization – mission statement, conflict of interest policy, compensation policy, review procedure of Form 990. (p.44)

Motion passed 13-0-0.

B. Reallocation of Major Repair & Replacement Funds – Additional Banquet Chairs

Motion presented by the Finance Committee.

Director Odinlo addressed the board and said the recommended motion on the floor is to reallocate \$49,391 from the following approved Repair & Replacement Fund projects in order to purchase additional banquet chairs:

1. \$16,313 Grand Salon Audio System
2. \$8,605 Plaza Del Sol Performance Hall Audio Visual System
3. \$9,473 Student Recreation Center Strength Equipment Replacement
4. \$15,000 Maintenance Shop Renovation Feasibility Study

There would be no fiscal impact because the reallocation savings from approved projects would offset the increase in the cost of the additional banquet chairs. He said that for fiscal year 2016-17, the Board of Directors approved the purchase of 1,100 banquet chairs at a total cost of \$244,831 for the Northridge Center and Grand Salon. The base price of each chair is \$206.60. The proposed chair, Piper Banquet Stacking Chair (green and black chair), was favored by 91% of CSUN students, staff, and guests who participated in a “sit down” test in the Sol Center lobby. The original proposal was for a standard chair with grade 4 upholstery, but the revised quotation adds grade 9 upholstery (a five grade difference). Director Odinlo referenced page 53 of the meeting packet for the list of reallocated funds. He went on to explain that the decision to upgrade the chairs was made because at the time of the original quotation, it was not certain which fabric and chair would ultimately be chosen. After developing the look of the chair with MTS, the banquet chair supplier, the grade 9 fabric and higher priced frame finish were chosen. The upgrades add \$49,391 after all considerations to the total cost of \$294,222. He explained that the funds have been already reallocated and funding for the upgraded chairs has been obtained. Director Odinlo concluded that the reason for the upgraded chairs is to allow the USU to be the best that there is and the first place to start is with the chairs.

Motion passed 13-0-0.

XII. Discussion Items

A. Cross Cultural Center Site Visits

Director Ramirez and Brittney Washington of the Students of Color Coalition & the Cross Cultural Center Committee presented on the Southern California and Northern California site visits, respectively:

- a. Introduction:
 - i. Students gathered after demonstrations on campus and created a list of university needs; among the list of needs was the desire for a cultural center on campus.
 - ii. Strategic inquiry – history of centers, annual operating budgets, staffing structures, funding sources, programs & services, campus collaborations, assessments & campus impact.
 - iii. Participants of site visits: Africana Studies Faculty, Members of the USU Board of Directors, DREAM Center, Pride Center, Students of Color Coalition, Veterans Resource Center, Women’s Research and Resource Center.
 - iv. Sites visited: Cal Poly Pomona, UC Irvine, San Diego State, UC San Diego, CSU San Marcos, UC Berkeley, San Francisco State, and San Jose State.
- b. Cal Poly Pomona
 - i. Physical space: centers shared conference rooms with other cultural groups. The centers were located near each other and were convenient and personalized with great artwork.
 - ii. Operations and programming: Social justice leaders (student interns) were trained and worked together across centers.
- c. UC Irvine
 - i. Physical space: incredible, large space that was centric to one room with murals in every room that focused on students’ identities. Each group had its own office and there were rooms with specific intentions (kitchens, social lounges, study rooms, conferences, etc.).
 - ii. Operations and programming: umbrella organizations worked closely together.
- d. San Diego State University
 - i. Physical space: students loved the personalized spaces (i.e. lactation rooms, gender inclusive restrooms, kitchen with food pantry) and thought the movable furniture was a cool idea.
 - ii. Operations and programming: a student-staff driven program that works with staff who are closely affiliated with organizations on campus.

- e. UC San Diego
 - i. Physical space: the center at UC San Diego was a fan favorite. The spaces had natural lighting, libraries, study spaces, social lounge spaces.
 - ii. Operations and programming: the center was respondent to student needs and based on social justice advocacy on campus. There were special relationships between the coordinators and students. Students entered spaces with ID card swipes. Students were comfortable using ID cards to swipe into the centers as they were already used to swiping ID cards at other spaces on campus.
- f. CSU San Marcos
 - i. Physical space: all centers were in one building and did not have separate centers. Four departments/centers worked together within the building. Everything was close to each other and spacious, although in one building.
 - ii. Operations and programming: the center offered headphone rental services. ID cards were required to use the facility. Programming was in conjunction with student organizations and one professional staff per area reported to the Director of Diversity.
- g. UC Berkeley
 - i. Physical space: the use of the art rails to hang artwork was a favorite. There was library in the cultural center and the center could be used as an event space. The kitchen area was also a popular feature. Natural lighting and a glass building also made the space feel more open and safe.
 - ii. Operations and programming: community affiliates, not directly connected to the campus, were involved in the programming for the centers. They had a set of core values that helped promote a “Popular Education” approach that steps away from traditional learning methods and implements critical theory.
- h. San Francisco State University
 - i. Physical space: the center was named after a community leader, which spoke to the intentionality of the space. The roundtable feature created an open feel to the meeting space. There were office spaces for the student organizations in the larger facility and there was individual library access for students.
 - ii. Operations and programming: the staff and peer educators were trained in social justice. The center was social justice driven rather than culturally driven to promote more inclusion.
- i. San Jose State University
 - i. Physical space: it was a great feature to have everything in one building. Most of the centers were on one floor to allow for stronger collaboration across centers. There was open space and lounge areas between centers, which were more favored. The use of glass meeting spaces was emphasized, as it felt more open and inviting for all to come in and join.
 - ii. Operations and programming: there was a connection to the community with a mediation room and foot washing station in the center. Another program was the “Queer Closet” which was a clothes exchange program. Peer educators trained together and were knowledgeable in social justice matters.
- j. Budgets, Staffing, and Reporting Structures
 - i. There was no common theme – different centers had different forms of financing and structure.
 - ii. Sample programming budgets from SFSU: \$30,000 and SJSU: \$50,000
 - iii. Student salaries obtained through work study and other volunteer programs
 - iv. Funding sources were unique to each school: some sources were student unions, Associated Students, and Student Affairs and Academic Affairs.
 - v. Staffing structures: variations at every school. Examples from UCB (1 professional staff with 14-15 students staff, SDSU (2 professional staff with 6 student staff, UCSD (4 professional staff with 8 student staff).
 - vi. Reporting structures: variations across campuses. Some campuses worked under Student Affairs and others under Academic Affairs and Associated Students.
- k. Other Items to Consider:
 - i. Most campuses had Veterans Resource Center and Veteran Affairs under on structure, which made it easier for students to access and utilize

- ii. Culturally relevant artwork and murals with an emphasis on student-created art
- iii. Movable furniture for multipurpose rooms and centers created dynamic spaces
- iv. Natural light created a welcoming and warm atmosphere and tone
- v. Collaborative spaces and conversations among student organizations
- vi. Student employment opportunities with social justice focus
- vii. Cross training among all cultural centers
- viii. Kitchen spaces with refrigerators and microwaves
- ix. Conference rooms within each space for designated meeting spaces for students
- x. Gender inclusive restrooms and lactation rooms
- xi. Equitable staffing to support student needs

l. Comments

- i. Director Gammage noted the importance of the considerations of limited spaces and competition for these spaces and said that the sites visited could not expand and were forced to maximize the small space they occupied. She also noted the limited staff in many of the centers, which limited the number of students that could be served, along with the limited funding across all campuses. Director Ramirez expressed that all of the centers visited were born out of social justice movements and efforts of the students. Director Gammage also noted that some of these spaces took more than 10 years to create even with a referendum and that should be taken into consideration. Director Hammond commented that the process will most likely take five years (program plan, referendum, design, construction), but that the USU spends the majority of the project planning time on the financial side of the model in efforts to prevent lack of funds and resources to operate the programs and services of the center. She said they have learned from the experience of the Veterans Resource Center, Pride Center, and Oasis Center to plan better for staffing and support and the need for the appropriate amount of support and proper spacing. She also noted that the committee that will develop the program plan would be critical and that building relationships among groups and departments would be critical to determined need and feasibility. Director Hammond said the Brailsford and Dunlavey report revised and lowered the previously projected fee, which should help promote the feasibility of the project. Brittney Washington asked everyone to contact Freddie Sanchez, Assistant Director, Resource Centers, or her for additional insight and drawbacks noted from the site visits. Director Ramirez noted that it is important for the Board to be invested in the proposal. She encouraged all to contact Brittney or her for more information. Director Hammond thanked Director Ramirez and Washington for taking on the presentation in Freddie's absence. She also said it was clear how invested they are in this project and that there is more work to do in telling the importance of the story and why this center is needed on campus. She said that the Canvas Learning Management System would be used to gather all the information to have it accessible to everyone who would like to be involved. She was sorry that she missed these site visits and noted the importance of visiting the actual sites in order to be more engaged.

B. Candidate Recruitment

Shannon Krajewski, Associate Director, Marketing & Programs presented the candidate recruitment discussion:

a. Election season resources:

- ii. **Classroom scripts** were developed by the Marketing department from a Board initiative to help students pitch an overview of the USU and the Board of Directors to a group. The scripts were designed to help students encourage others to run for positions on the Board. It is a boilerplate set of information that can be tailored to emphasize different aspects and personalize the experience. (p.56)
- iii. **General talking points** to share with potential candidates emphasizing personal experience rather than just the perquisites of the experience (i.e. priority registration). Talking points were created to reach a wider audience and candidates that would be able to serve a two-year term. Requirements for the positions are also listed, and candidates should be aware of all requirements, including 2.0 GPA and time commitments. (p.57-58)
- iv. **Strategies** about how to reach out to potential candidates are available. There should be a focus on the quality of candidates. Board members are required to make at least two candidate recommendations. The majority of candidates come from word-of-mouth, so please get the word out and share the experience. (p. 59-60)

b. Filing Applications and Timeline

- i. The filing period opened February 6, 2017 and closes March 20, 2017 at 3:00 p.m. (same deadline date as Associated Students elections).
 - ii. Mandatory candidate meeting: Tuesday, March 28 at 5:15 p.m.
 - iii. Elections are April 12-13 – 8:00 a.m. to 6:00 p.m.
 - iv. Election applications and timeline are online on the USU website.
- c. Giveaways
- i. Marketing materials and giveaways can be requested on the USU Intranet.
 - ii. Three business days are required for delivery or pick up.
 - iii. Chapsticks and smaller items rather than T-shirts and larger items, are recommended as giveaways.
- d. Recruitment Ideas
- i. Chair Raubenheimer said the Board will be tabling in the USU prior to the application deadline and would approach the marketing department for more assistance. There will be giveaways and conversations about current directors' experiences at the tables.
 - ii. Director Benkovic said he has access to more than 200 students through the New Student Orientation (NSO) program, and will be reaching out to them.
 - iii. Director Gammage has promoted involvement to her classes, but also invited the Board members to speak to her classes on Tuesdays and Thursdays from 8:00 a.m. to 1:45 p.m. to recruit.
 - iv. Director Wolfe said her team of coaches work with students with disabilities on Fridays between 9:30 a.m. to 11:00 a.m. and welcomed members to speak to the coaches about the student perspectives.
 - v. Vice Chair Stewart will be participating in a marketing run for the musical production this semester, and will pass out fliers and promote Board elections during that time as well.
 - vi. Chair Raubenheimer will put fliers in Resident Advisors' mailboxes to pass out to students of their floors, reaching thousands of students on campus.
 - vii. Director Benkovic said he is recruiting for NSO as well and will attend club meetings to promote both NSO and Board of Directors.

Shannon Krajewski emphasized the importance of reaching out to quality candidates who could add value to the organization. She noted that all information could be found on the website, but also reach out to her with any questions.

C. Executive Director Evaluation

Director Raubenheimer handed out the evaluation form and proceeded to explain the reasoning behind the evaluation. She said the executive director evaluation is an annual evaluation for the purposes of recommending bonuses or compensation increases and to implement change as needed. The Board Review Team, made up of the Board Chair (Thelmar Raubenheimer), the Personnel Committee Chair (Director Benkovic), and the Associate Vice President of Student Life (Director Shelley Ruelas-Bischoff), will review the evaluations submitted for Director Hammond. Chair Raubenheimer directed everyone to honestly evaluate Director Hammond and rank her deservedly in each of the areas. She said the evaluations would be used to make change as needed and that Director Hammond is open to all feedback. The evaluations are due March 18 and can be dropped off at University Hall 310 or please contact Michael Clemens on procedures to email forms. Chair Raubenheimer will send out an email reminder. Director Hammond added that she will complete a self-appraisal as well and will submit it to the Board Review Team. The feedback will then be compiled and a report will be drafted and a discussion will occur in a meeting with the Board Review Team. Director Hammond said specific comments are always helpful. She asked that everyone take the form and process seriously, complete and return it in a prompt manner, and reach out to Chair Raubenheimer, Director Ruelas-Bischoff or Carol Nardini for further assistance.

D. Aida Salazar and BOD Achievement Awards

Matt Eickhoff, Programs Coordinator, Training and Development, presented the discussion on the Aida Salazar and BOD committee Member Awards. He said these two awards are presented each year to Board-selected individuals at the Year-End Celebration event. He noted that for those unfamiliar with the awards, the descriptions can be found in the attachments on page 65. Matt Eickhoff noted no actions will be taken today, however to keep in mind that these votes will be coming up. The Aida C. Salazar Award is presented to a member of the CSUN community that has significantly contributed to the support of the USU mission by bringing unique or new, diverse groups into the Union. Anyone (students, Board, staff, faculty) can submit nominations online for the Aida C. Salazar Award. Dario Fernandez and Jose Luis Vargas were presented last year's award for their work in creating the DREAM

Center. Matt encouraged everyone to think about nominations over the next month and submit online. The BOD Committee Member of the Year Award goes to an outstanding committee member. Each Committee Chair will discuss the award with their committee and the committee will vote to nominate a member to be considered for the award. The nominees will be presented at a Board meeting in which a secret ballot will take place to vote for the winner. Matt announced that Year-End Celebration is on May 5 and that there would be more information in the coming weeks.

E. Review of Inclusive Language Option for CSUN Course Syllabi

Director Gammage presented the discussion for the review of the inclusive language option for CSUN course syllabi. She noted that in past meetings there have been discussions about student concerns for the climate of the University in the post-election aftermath. She presented the idea of the adoption of an inclusive language statement for all CSUN syllabi to the College of Social & Behavioral Sciences (CSBS) Climate Committee, and said it was well received. The Climate Committee has requested input on a few sample inclusive language statements. She addressed three sample statements for review on page 67, which can be edited or combined, to adopt the most inclusive statement. She noted that sample sentence number three contained direct quotes from President Dianne F. Harrison's letters to the University on statements of inclusiveness. She asked for thoughts from the Board on the prepared statements. The adopted statement will be presented to the committee, the CSBS, and the Commission on Diversity and Inclusion for approval. The Board concluded that the first and third statements should be combined and that communities that will be protected under the statement to be included. Director Gammage will present this statement for approval, and if approved, it will be on all CSUN course syllabi. Director Hammond noted the importance of not only having this statement on course syllabi, but also training the faculty in adopting and practicing inclusion. Director Gammage said that she would review all of the suggestions presented and email the Board a final statement that will be submitted for approval.

XII. Announcements

- Director Benkovic announced that New Student Orientation applications are open online for positions for the 2017 summer orientation season.
- Chair Raubenheimer reminded the Board to look out for her reminder for a training date. She also had fliers for distribution to various March programming events on campus.

XIV. Adjournment

The meeting was adjourned by Chair Raubenheimer at 2:32 p.m.

Respectfully submitted by,

Jennifer Kim,
Executive Administrative Analyst

On behalf of:
Debra L. Hammond,
Executive Director