

**MINUTES
JANUARY 18, 2022
BOARD OF DIRECTORS
GRTC TRANSIT COMPANY**

Members Present: Benjamin P. Campbell, Chair
Gary Armstrong, Vice Chair
Eldridge F. Coles, Secretary/Treasurer
George P. Braxton
Ian Millikan
Daniel K. Smith

Others: Bonnie Ashley, General Counsel
Julie Timm, Chief Executive Officer
Sheryl Adams, Chief of Staff
Adrienne Torres, Chief Development Officer
John Zinzarella, Chief Financial and Administrative Officer
Tim Barham, Chief of Transit Operations
Tony Byrd, Director of Maintenance
Anthony Carter, Director of Risk Management
Carrie Rose Pace, Director of Communications
Rob Taggart, Director of Information Systems
Tonya Thompson, Director of Procurement
Patricia Robinson, Planning Manager
Nick Britton, Michael Baker
Alanna McKeeman, Foursquare
Jessica Alvarez, Foursquare

This meeting of the Board of Directors of the GRTC Transit System, Old Dominion Transit Management Company (ODTMC), and RideFinders was called to order at 8AM, January 18, 2022, by the Chair, Mr. Campbell.

To protect the safety of meeting attendees, this meeting was conducted through electronic communication means pursuant to and in compliance with Virginia Code § 2.2-3708.2(A)(3) of the Virginia Freedom of Information Act. Ms. Timm read the following motion “The Board moved that the Board resolve to meet by electronic communication means via RingCentral without a quorum of the Board of Directors of GRTC physically assembled at one location because 1) the City of Richmond has declared a local state of emergency pursuant to Section 44-146-21 due to the COVID-19 pandemic 2) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location; and 3) the purpose of the meeting is to provide for the continuity of operations of GRTC and the discharge of its lawful purposes, duties, and responsibilities.” Mr. Armstrong moved that the motion be accepted as read by Ms. Timm, Mr. Smith seconded, and the motion carried unanimously.

Public Comments – Carrie Rose Pace

This meeting is being conducted through electronic communication means pursuant to and in compliance with Virginia Code § 2.2-3708.2(A)(3) as previously outlined. The public notice, meeting agenda, and agenda attachments for this January 18, 2022, standing meeting of the Boards of GRTC, RideFinders, and ODTMC were posted on January 14, 2022, at ridegrtc.com. For the meeting notice, all written comments received via email by Carrie Rose Pace prior to 5:00 p.m. on the day preceding a meeting were provided to all members of the Board the night before the meeting and are read during the public comment period by staff following the two-minute speaking limit and will be included in the minutes of the meeting. Also, for the meeting notice this meeting is being live streamed on YouTube and will be available for viewing later.

This meeting, two public comments were received in writing.

FROM: Sally Brazil, Media Transit, INC.

Dear GRTC Board members,

We want to thank GRTC for the opportunity to be of service during the past 20 years. Other than the past few months, we have had a mutually beneficial partnership with GRTC, developing and maintaining a significant revenue stream for the transit company. Worth noting, we have turned away over \$400,000.00 in renewals and new business since this program was suspended. This revenue can't be recouped and will be replaced with additional tax subsidies.

As we wrap up our operations, we are requesting to be paid our regular commissions on any accounts still current and being billed with contracts as well as any accounts currently on a month to month basis. We brought this business to GRTC in good faith and contractually consider this "work performed" as our contract specifies. We are also open to negotiating an accelerated payment to finalize our operations with GRTC.

We thank you for your attention to this matter.

FROM: Charles Robideau, Chesterfield resident

To the GRTC Board of Directors – Jan. 18, 2022

Recently, I have read reports by the Greater Washington Partnership advising Richmond and the GRTC how to develop our transit system. Unfortunately, these reports fail to address the system's greatest problem – the refusal of Henrico and Chesterfield Counties to join the City of Richmond in the transit effort.

Chesterfield, which half-owns GRTC, allows buses into the county for only a single route, while Henrico maintains the status of GRTC's "customer," rather than the partner it should be. Fourteen years ago, the 2008 mass transit study by the Richmond Area Transit Planning Organization issued this Call to Action: "To move ahead will require the cooperation and coordination of all the jurisdictions in the region."

Nine years ago, the Anti-Poverty Commission created by Richmond Mayor Dwight C. Jones reported: "Relatively few jobs in metro Richmond are reachable by transit at all. . . . Suburban

jobs in particular are almost totally out of reach by transit (not just for city residents, but for all residents of the region).”

I am one of more than 350,000 Chesterfield residents who might ride busses. Instead, we see our hopes for transit buried under mushrooming residential communities reached only by ever-wider roads designed for cars only.

GRTC is our only hope for release from the ever-growing domination by cars. We look to you for help, with thanks for what you do every day to further this cause.

Approval of Minutes – Mr. Millikan motioned to approve the December 21, 2021, Board meeting minutes, Mr. Smith seconded, and the motion carried unanimously.

Ms. Timm stated that due to a hard stop for a board member that it is being requested to change the order of the agenda if it is the desire of the Chair. The change is to have the Financial and Administrative Reporting first, Operations second, and the Development and Engagement last on the agenda. The Chair agreed to change the order.

Financial and Administrative Report – John Zinzarella, CFO

November Financial Report – John Zinzarella

Source of Funds – This item details GRTC self-generated funds and optional subsidies (local, state, and federal). Revenues are unfavorable versus budget by \$3.17M or 12.05% because of favorable operating expenses year-to-date combined with timing of spending versus the budget assumptions for federal reimbursement \$3.22M.

Operating Expenses are favorable versus budget by \$3.305M or 12.49% because of:

- Favorable labor expenses of \$2.31M because of the favorable headcount versus budget in transportation and equipment and facility maintenance groups and higher than budgeted vacancy factor in the general and administrative groups.
- Favorable purchased services of \$391.6k because of timing of building maintenance versus budget calendarization.
- Favorable materials and supplies of \$138.1k because of timing of purchases versus budget calendarization.
- Favorable casualties and liability expense of \$235.6k is because of participation in the Virginia Liability Pool.
- Favorable purchased transportation services of \$303.9k is because of actual demand differing from budgetary assumptions.

Proposed FY23 Draft Baseline Budget – John Zinzarella

Key assumptions from the preparation of the FY23 Draft Baseline budget include the following: wage rates will increase by 4% per CBA; the defined benefit pension plan funding for GRTC’s portion will increase to 15%; Headcount is flat with FY22 Adopted Budget Headcount; removal of legacy fare collection expenses; introduction of medical benefits choice that is expected to be

cost neutral to GRTC; participation in Virginia Transit Liability Pool; removed COVID Relief expenses from baseline budget; and no growth in service – revenue miles and revenue hours consistent with FY22. With those assumptions, the draft total operating expenditures would be \$63.7 M.

The Operating Revenue Assumptions include: no growth in service in FY23; DRPT Zero Fare Grant - \$4.5M DRPT and \$1.0M City of Richmond; Advertising Revenue - \$425k VCU/Bon Secours and resumption of advertising program \$180k; use of FTA 5307 Flex for Preventative Maintenance; and the Renewal of VCU business partnership. With those assumptions, the draft total operating revenue is \$63.7 M.

Proposed FY23 Capital Spend Plan – Kesha Reed

Staff presented a list of prioritized projects proposed for FY23 to be funded through Federal, State, and local grants and allocations. Submission of state grant applications for FY23 projects is required at the end of January. Projects were presented to the Board for review prior to GRTC's application for matching state funding. Once grant funding is awarded, projects over \$50,000 will be submitted to the Board for approval of contract awards and authorizations prior to implementation.

Following are the Proposed Projects, \$17.6M:

- *Safety/Regulatory / \$1.5M* – Fleet Live Video & GRTC Website Upgrade (IT); Bus Lift Replacement (Maintenance); and Transit Strategic Plan (Planning)
- *State of Good Repair / \$16M* – BRT Station Repairs, Building Chiller Upgrade & Bus Wash Upgrade (Facility); Annual Maintenance Contracts, Radio Dispatch Software & Access Control System (IT); Shop Bay Door Replacement & Column Lifts (Maintenance); 21 Bus Replacements & 12 Paratransit Vehicle Replacements (Fleet); and Design & Printing of System Maps (Planning).
- *Business Improvements / \$240k* – Bus Lane Enforcement Study & Microsoft Management Software (IT)

Sources available for capital funds for FY23:

- Federal – 5307 Formula Funds, 5339 Formula Funds, CMAQ
- State – DRPT – State Match Funds (68% Match) and Technical Assistance Program (50% Match)
- Local – General Fund (Local City/County) and CVTA

Recent and Upcoming Procurements – Tonya Thompson

One new procurement has been added to the report for IT for Clever Devices annual software maintenance renewal. Clever's software provides fleet management, operations control and real-time passenger information technology, just to name a few of its functions. This software is proprietary and support can only be provided by Clever making this a sole source procurement. Staff estimates the cost of this year's renewal to be \$240,000. This expense was approved in the FY22 capital budget and the funds are available for use at this time.

The list of procurements is growing and one of the reasons for this is that the Procurement Department is experiencing significant staffing shortages impacting our ability to work through some of the projects on this list in addition to many that are already in our daily queue.

Advertising Program and Revenues

On October 26, 2021, the GRTC Board of Directors approved the suspension of the GRTC Vehicle Advertising Program while staff studies the impacts of recent and pending court rulings. As part of that action, the Board requested that staff give an update or make a recommendation regarding the advertising program no later than the January 2022 Board meeting.

The suspension of the Program was due to judicial challenges. There were no new advertising contracts or graphic changes following suspension, the existing contracts will continue provided customers continue to pay, expired contracts can continue on a month-to-month basis provided customers continue to pay and GRTC will remove advertisements for non-paying customers following notice.

Currently, we are conducting a comprehensive review and recommendations will be brought to the Board for review and implementation no later than June 2022. The total advertising gross revenues is \$244,548. Since freezing of the contract in October, the amount of activity was \$82,830 and approximately, \$66,000 is still outstanding. Media Transit does not get their commission until GRTC is actually paid by the customers. There was \$605,000 in advertising revenues adopted in the FY22 operating budget. The Advertising Revenues invoiced year-to-date was \$244,548 (gross revenue); the advertising commission expense is \$66,960 and the net is \$177,588. The forecasted residual revenue per month \$3k-\$5k. The year-to-date for VCU/Bon Secours Naming Revenue is \$425,000 per year. The FY22 outlook for advertising revenues is slightly favorable to the Adopted Budget amount.

After discussions, Mr. Millikan encouraged staff to expedite bringing a recommendation to the Board and get the advertising back on the street as soon as possible because we are losing revenues. The Board would like to be updated prior to June.

Procurement Support – Tonya Thompson

Currently, the Procurement Department consists of two staff members and one of those members has a little over one-year of procurement experience. For the last several months we have unsuccessfully attempted to recruit qualified candidates. Requests for goods and services are coming in faster than we can process, and staff is trying to prioritize what is needed the most at this time. Along with the need to properly support our internal customers we need to ensure our policies and procedures are current and we just don't have the bandwidth to give this the time and attention it requires.

As a result, we began to search for outside support and identified a Virginia State Contract for procurement acquisition support services we can utilize. Business Management Research Assistants (BMRA) is a current contractor providing procurement services for the State and after reviewing their qualifications and proposal for supporting GRTC, we determined that they can assist with the entire procurement cycle, analyze our current procurement processes and recommend improvements to internal controls, documentation and regulation compliance, as well as assist with training needs and provide subject matter expertise, which will be beneficial as we have construction projects and other more complex procurements on the horizon. The BMRA staff proposed for this engagement has over 10 years of Federal Transit Administration experience.

This contract will function as a time and material contract where only time performed will be billed at the hourly rates identified. These services will be funded through federal Covid Relief funds.

We will expand our recruiting efforts by not only continuing to post locally but also turn to national trade websites to identify qualified candidates. In the interim, staff is recommending that the Board authorizes the CEO to execute an agreement through May 2022 with Business Management Research Assistants, Inc. for a not-to-exceed amount of \$150,000. Mr. Braxton motioned to grant staff's request, Mr. Armstrong seconded, and the motion carried unanimously.

Health Care Plan and Employer Contributions – John Zinzarella

Marsh McLennan is the broker for GRTC Transit System's employee benefits policies. Marsh McLennan, along with GRTC leadership and Human Resources, developed a second plan design of medical insurance that is planned to be offered to all GRTC employees during this upcoming open enrollment period for the new benefit period which will begin March 1. In addition to the existing OAP medical plan, GRTC will introduce a Consumer Driven Wellness Plan with an HSA (CDWP hereafter) as an option for active GRTC employees to consider.

	<u>OAP</u>	<u>CDWP w/ HAS</u>
Deductible (Ind/Fam)	None	\$3,000/\$6,000
Out of Pocket Max (Ind/Fam)	\$4,500/\$9,000	\$4,000/\$8,000

The introduction of the CDWP will provide GRTC active employees an alternative plan to select. Mr. Zinzarella highlighted the two plans. Marsh McLennan marketed the two medical plan designs and received pricing from Cigna and three additional firms. After evaluating, Cigna provided a better total cost to GRTC as well as to the employees.

GRTC Management is recommending for the OAP employees' contribution of 15% which they are currently doing so and for the CDWP for employee only the contribution would be 0% and the remaining categories would be 10%. Also, for the HSA GRTC would fund to the eligible employees with the following amounts:

Employee Only	\$2,400
Employee + Child(ren)	\$3,900
Employee + Spouse	\$3,900
Employee + Family	\$3,900

Following the introductory plan year, it is management's intention to continue the level of HSA funding noted above in the future renewal periods. In future renewal periods, the GRTC employer HSA contributions may be modified to have both a fixed and variable funding component based upon the eligible employee's achievement of pre-determined wellness and healthcare goals such as annual wellness physical compliance, and age-appropriate preventive care goals (mammograms, colonoscopies, adult vaccinations, vision appointments, dental appointments etc.). The employee's opportunity for GRTC contributions to the HSA will not be lower than the introductory year funding levels.

In the introductory plan year, GRTC will fund 50% of the HSA contribution for eligible employees on March 1, 2022, 25% on June 1, 2022, and the remaining 25% on September 1, 2022, so that employees who opt to enroll in the CDWP to ensure that they have adequate funding in their

HSA account in addition to their pre-tax voluntary contributions under the IRS Section 125 plan. Any new hire during the plan year will receive a prorated portion of the GRTC employer contribution to their HSA based upon the remaining period in the current plan year that they are enrolled in the CDWP. If an eligible employee participating in the CDWP and HSA experiences a significant medical event within the first six months of the medical plan year, the CEO will have the discretion, on a case-by-case basis, to advance to that particular employee, balance of that employee's GRTC's contribution to the HSA of the medical plan year.

From a strategic financial standpoint, the CDWP will enable GRTC to exercise more control over its future renewals. Based upon the CDWP pricing and plan designs, Management is recommending that Cigna be contracted to offer both the OAP and CDWP coverages for the policy year March 1, 2022 – February 28, 2023.

Staff is requesting that the Board of Directors authorize the Chief Executive Officer (1) to provide the dual offering of an OAP and a CDWP medical plans for the open enrollment period for the upcoming medical benefit period of March 1, 2022 – February 28, 2023, (2) execute a contract with Cigna to provide the OAP and CDWP medical plans for the medical benefit period of March 1, 2022 – February 28, 2023, (3) to execute a contract with HSA Bank to provide HSA trustee/custodian services and (4) authorize the HSA GRTC Employer funding contribution levels of Employee only coverage of \$2,400, Employee plus Children, Employee plus spouse and Employee plus family of \$3,900 per year for eligible employees who enroll in the CDWP for the medical benefit period of March 1, 2022 – February 28, 2023. Mr. Braxton motioned to grant staff's request, Mr. Armstrong seconded, and the motion carried unanimously.

Operations and Maintenance Report – Sheryl Adams, COO

Operating Performance – Tim Barham

- Lost time rate or absenteeism rate is 16.70% due to positive COVID cases which have increased over the last several weeks.
- Lost trips for December were 3,027 due to lack of labor, equipment shortages, incidents, and accidents. From the labor issue we implemented a new booking that went into effect December 19 which did reduce some service. Towards the end of December, we did notice a 50% reduction in missed trips.
- We started the Late Night/Early Morning On-Demand Pilot Program; however, we have not seen any trips so far. We did have a few customers at the end of December, and with Operator overtime we assisted with transporting those individuals (4 trips).
- Complaints increased slightly due to the missed service or late buses.
- Specialized increased on-time performance, now at 84%.
- Currently, there are 244 full-time operators and 22 part-time operators. Since October, we have had several classes going through the system. Eleven Operators started in the October 25 class, two did not finish, one already graduated, and the remaining eight will graduate within the next couple weeks. Started eight Operators in the December 20 class and they are still with us; they have all completed getting their CDLs and should graduate in early March. Started another nine Operators in a January 4 class and they are going through training as well. We still have another 100 applications that need to be processed. We are very encouraged with what has been done over the last few months with recruitment and advertising and new hire bonuses.

- Mask mandate is still in effect through March 18 and we are continuing to stress to employees the protocols that are in place.

Ridership Performance – Patricia Robinson

Total fixed route ridership for the month of December is 674,493 and the local fixed route ridership for December is 539,148, which is down 2.79% from November, and up 21.35% from December 2020. We are up from December 2019 (pre-COVID) for local fixed route by 7.18% due to zero fares and the necessity of our service for our riders.

Quarterly Performance Board – Patricia Robinson

The 2nd Quarter Performance Metric Report provides a snapshot of system performance at the category and route level. This report includes trend analysis of performance. This tool plays a key role in identifying routes that are underperforming and may need schedule adjustments as well as routes that are high performers.

For the BRT, it is not being compared to other routes because it is the only one of its kind. The Q1 to Q2 ridership is -2%. In the Arterial category, Ms. Robinson included ridership, hours, and miles and totaled the ridership at 1,319,382. The On-Time Performance (OTP) is defined as a bus leaving a predetermined bus stop (timepoint) along its route within a time that is no more than 1 minute earlier and no more than 5 minutes later than a published scheduled time. For Quarter 2 the System performance is 65% which compared to Quarter 1 was 66%.

Safety Performance – Tony Carter

- There were 32 external events during the month of December, down from 35 in November.
- There were 22 non-preventable events during the month of December, down from 26 in November.
- There were six preventable events for the month of December, down from 11 in November.
- There were zero rear-end accidents in December, down from three in November.
- There were two passenger events with Specialized Transportation in December.
- There were five traffic incidents with Specialized Transportation in December; three were preventable and two were non-preventable. The three preventable incidents were minor.
- GRTC had one verbal and three physical assaults for December; two of the physical assaults were between passengers and one situation involved a supervisor which was a minor incident. Specialized had no physical or verbal assaults.

Maintenance Performance – Tony Byrd

Our KPI's for the month of December were 11,392 miles between road calls, which exceeded our goal of 5,200 miles. Our preventive maintenance for the month of December was 82% with a goal of 80%. Currently, 25% of the fixed route fleet is down for service repairs with a spare ratio of 30%. Continuing to train our newest members of the maintenance team and with the new vehicles in service it allows us time to get some of the repairs on the older buses completed.

Mr. Millikan requested staff include a couple previous months of KPIs in future reports so they can see the trends.

Transit Station / Shelter Snow Removal – Tony Byrd

GRTC installs and maintains transit shelters and bus rapid transit stations that accommodate millions of passenger trips every year. For the safety and comfort of our passengers, GRTC provides required snow removal services at BRT stations during severe winter weather events. Further, it is GRTC's intent to provide supplemental snow and ice removal at high volume transfer points when feasible to support the efforts of our jurisdictional partners and adjacent landowners for the benefit of our riders and essential workers. Procurement issued an Invitation for Bids for these services on December 7, 2021. Staff received one bid from Freeman's Pressure Washing and Lawn Care.

Staff has used Freeman's previously for snow removal services and has determined they are a qualified contractor to perform all services. Freeman's is a Virginia Department of Small Business and Supplier Diversity certified small enterprise. Operating funds within each year's Board-approved annual budgets will be used to fund this project.

Staff is requesting that the Board of Directors authorizes the CEO to execute a 5-year agreement with Freeman's Pressure Washing and Lawn Care for snow removal services for an estimated contract value of \$290,981 to cover the average number of annual events and an additional contingency not to exceed \$290,981 for years with beyond the average number of events for a total not to exceed contract value of \$581,962 over the five-year term. Mr. Millikan motioned to grant staff's request, Mr. Braxton seconded, and the motion carried unanimously.

Development and Engagement Report – Adrienne Torres

Micro Transit Update – Adrienne Torres

Following the Board's approval in July 2021, GRTC has been working with Michael Baker International and Foursquare on a Micro Transit Study. This study was identified as a FY22 CVTA funding priority in the GRTC Regional Public Transportation Plan. The study explores micro transit services as a complement to the fixed route and paratransit system. Ms. Torres introduced Nick Britton with Michael Baker and Alanna McKeeman and Jessica Alvarez with Foursquare and they gave a brief presentation to the Board reviewing their progress. The next steps are listed below:

- Present these preliminary findings to regional partners and gather input on local conditions and priorities not captured in our data-driven analysis.
- Meetings with representatives from Ashland, Charles City, Chesterfield, Goochland, Hanover Henrico, New Kent, Powhatan, City of Richmond, and Bay Transit
- Present findings to GRTC Board and CVTA TAXC and gather their input
- Additional meetings with localities

FY23 RPTP Update – Adrienne Torres

GRTC has been working with Michael Baker International and Jarrett Walker and Associates on the development of the FY2023 Regional Public Transportation Plan. As recipient of 15% of the funding source for transportation from the Central Virginia Transportation Authority (CVTA), GRTC is required to submit a plan on how it will spend the dollars on an annual basis. Similar to the FY2022 plan, the spending priorities for FY2023 are maintenance of service for operating support, development of the following year's plan, and two percent capital match.

This plan kicked off in August 2021, and progress has been made on the FY23 Baseline Budget and Assumptions, Micro Transit Study, and Jurisdictional meetings to review expansion priorities for future. CVTA Funding Priority 1 is to maintain existing service. CVTA Funding Priority 2 is to fund Capital Projects with a 2% Local Match for grants. CVTA Funding Priority 3 is to prioritize expansion from the full list of identified needs developed with the jurisdictions for fixed route and micro-transit initiatives. Expansion will be limited based on available operators, vehicles, COVID recovery, and CVTA available funds.

Next Steps are complete Micro Transit Study; meet with Jurisdictions to discuss future enhancement priorities; complete draft report; and complete final report. The goal is to finalize the FY23 plan by May.

TDP Update – Adrienne Torres

GRTC's 2018-2028 Transit Development Plan (TDP) was adopted by the Board in July 2018. DRPT requires agencies to provide an update annually for the TDP through the lifetime of the document. Many of GRTC's planned service and capital projects originally identified in the TDP for FY2021 and beyond continue to be impacted by COVID. Many of these projects have been shifted to future fiscal years. The FY2023 Regional Public Transportation Plan that is being developed will include the prioritized list of projects highlighted in the TDP. The TDP update document is referenced by the state as they review applications for capital grant and operating assistance dollars. The below list provides a summary of initiatives completed and planned to start in FY2021.

Ms. Torres reviewed the FY2021 and FY2022 Service Improvements Completed and highlighted FY2024-FY2027 Service Improvements Planned. Also, highlighted the FY2021 and FY2022 Capital Projects In-Progress or Completed. The Capital Project Planned for FY2023 were also highlighted.

The 2021 TDP Update has been completed and will be submitted to DRPT for review following the Board meeting.

Chief Executive Officer's Report – Julie Timm

- Vaccine Mandate – The Supreme Court ruled against the Biden Administration's mandate for vaccination requirements from employers of over 100 people which includes GRTC. We are continuing to look to see if we should still implement a vaccine mandate. We have about 30 people throughout the organization who have not reported their status.
- Interim Transfer Center – We were moving our bus bays from 9th to Clay and to 8th this week; however, that has been changed because of the status of contractor work along that

street. This relocation is now expected to happen in mid-February. We are still working through final designs and approval for the movement into the new Temporary Transfer Center in the parking lot on 8th & Clay. As soon as we have the procurement contract underway, we should be able to push those IFBs to get that contract support and begin groundbreaking to improve the infrastructure there and move between late summer or early fall of this year.

- Board Meetings 2022 – We had anticipated to meet in person this month; however, with the Omicron surge around the region, country, and staff it was not possible. We do have it scheduled to meet on February 15 in-person at the RTPPO meeting room, courtesy of PlanRVA at 9211 Forest Hill Avenue and we will still have the virtual option available for members who cannot or choose not to meet in-person.

Chairperson Report – Ben Campbell

No report.

Other Business

There being no further business, the meeting adjourned at 10:20AM.

APPROVED:



Benjamin P. Campbell, Chair

February 15, 2022

Date