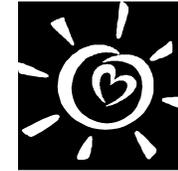


# Board of Governors

## Executive Community Advisory Committee

### Meeting Minutes – February 14, 2018

L.A. Care Health Plan, 1055 West 7<sup>th</sup> Street, Los Angeles, CA 90017



**L.A. Care**  
HEALTH PLAN

ECAC Members	RCAC Members/Public	L.A. Care Board of Governors/Staff
<p>María Adela Guadarrama, <i>RCAC 1 Chair</i>            Ana Rodriguez, <i>RCAC 2 Chair, ECAC Vice Chair</i>            Cynthia Contreas-Wood, <i>RCAC 3 Chair*</i>            Michael Shelton, <i>RCAC 4 Chair **</i>            Maria Sanchez, <i>RCAC 5 Chair</i>            Andria McFerson, <i>RCAC 6 Chair</i>            Fátima Vázquez, <i>RCAC 7 Chair</i>            Maria Montes, <i>RCAC 8 Chair</i>            Cristina Deh- Lee, <i>RCAC 9 Chair, ECAC Chair</i>            Lluvia Salazar, <i>RCAC 11 Chair</i>            Elda Sevilla, <i>At Large Member</i>            Deaka McClain, <i>At Large Member</i>            Demetria Saffore, <i>CCI Area 1 Chair</i>            Wilma Ballew, <i>CCI Area 2 Chair</i>            Brenda White, <i>CCI Area 3 Chair</i>            Nesima Istrefi, <i>CCI Area 4 Chair</i></p>	<p>Laura Gonzales, <i>RCAC 1</i>            Janet Henderson, <i>RCAC 2</i>            Estela Lara, <i>RCAC 2</i>            Hugo Flores, <i>RCAC 4</i>            Clotill Cleo Ray, <i>RCAC 5</i>            Petra Cruz, <i>RCAC 5</i>            Dove Savage Pinkney, <i>RCAC 6</i>            Dalia Cadena, <i>RCAC 7</i>            Dioselina Garcia, <i>RCAC 8</i>            Petra Cruz, <i>RCAC 9</i>            Sambour Lay, <i>RCAC 9</i>            Linda Resendez, <i>RCAC 11</i>            Dennis Moore, <i>CCI Area 1</i>            Elizabeth Cooper, <i>CCI Area 2</i>            Marilyn Streeter, <i>CCI Area 3</i></p> <p>Eduardo Kogan, <i>Interpreter</i>            Paula Alvira, <i>Interpreter</i>            Bo Uce, <i>Interpreter</i>            Sina New, <i>Interpreter</i></p>	<p>Hilda Pérez, <i>Member, Board of Governors</i>            Layla Delgado-Gonzalez, <i>Member Advocate, Board of Governors</i>            Malou Balones, <i>Committee Liaison, Board Services</i>            Jennifer Carabali-Cunningham, <i>Committee Liaison, Board Services</i>            Idalia De La Torre, <i>Field Specialist Supervisor, CO&amp;E</i>            Kristina Chung, <i>Community Outreach Field Specialist, CO&amp;E</i>            Auleria Eakins, <i>Community Outreach Manager, CO&amp;E</i>            Felicia Gray, <i>Community Outreach Liaison, CO&amp;E</i>            Hilda Herrera, <i>Community Outreach Liaison CO&amp;E</i>            Alison Klurfeld, <i>Director, Safety Net Programs and Partnership Safety Net Initiatives Department</i>            Susan Ma, <i>CCI Field Specialist, Communication and Community Relations</i>            Linda Merkens, <i>Manager, Board Services</i>            Nancy Molina, <i>CCI Liaison, Communication and Community Relations</i>            Candace Nafissi, <i>Senior Communication Specialist, Communication and Community Relations</i>            Francisco Oaxaca, <i>Senior Director, Communication &amp; Community Relations</i>            Roland Palencia, <i>Director, Community Benefits Program</i>            Jose Ricardo Rivas, <i>Community Outreach Liaison CO&amp;E</i>            Victor Rodriguez, <i>Community Outreach Liaison CO&amp;E</i>            Aileen Sanchez, <i>Department Assistant, CO&amp;E</i>            Prity Thanki, <i>Local Government Advisor, Government Affairs</i>            Martin Vicente, <i>Community Outreach Field Specialist, CO&amp;E</i>            Fernando Villalobos, <i>Member Retention Unit, Member Services Department</i>            Mariah Walton, <i>CCI Field Specialist, Communication and Community Relations</i></p>
<p>* <i>Excused Absent</i>    ** <i>Absent</i>            *** <i>Via teleconference</i></p>		

AGENDA ITEM/PRESENTER	MOTIONS / MAJOR DISCUSSIONS	ACTION TAKEN
<b>CALL TO ORDER</b>	<p>Cristina Deh-Lee, <i>ECAC Chairperson</i>, called the meeting to order at 10:06 a.m.</p> <p>Chair Deh-Lee stated that February is African American History month. During this time, we would like to acknowledge the many contributions of African Americans and especially those who have contributed to health. She also acknowledged the Lunar New Year Celebration that will start February 16 and is celebrated by some Asian countries.</p> <p>As we move through the year we will acknowledge various groups and their contribution to our wonderful diversity.</p>	
<b>APPROVE MEETING AGENDA</b>	<p>Andria McFerson, <i>RCAC 6 Chair</i>, requested more time for ECAC members to talk on agenda items.</p> <p><b>The Agenda for today’s meeting was approved as submitted.</b></p>	<b>Approved. 14 AYES (Ballew, Deh-Lee, Guardarrama, Istrefi, McClain, McFerson, Montes, Navarro, Rodriguez, Sanchez, Saffore, Sevilla, Vásquez and White).</b>
<b>APPROVE MEETING MINUTES</b>	<p>Ana Rodriguez, <i>RCAC 2 Chair</i>, noted that a very uncommon word was used on page two of the Spanish version.</p> <p>Elizabeth Cooper, <i>RCAC 2</i>, noted that she did not receive the meeting minutes in a timely manner.</p> <p><b>The meeting minutes for January 10, 2018 were approved as submitted.</b></p>	<b>Approved unanimously. 14 AYES</b>
<b>STANDING ITEMS</b>		
<b>ECAC CHAIR PERSON REPORT  APPROVAL OF RCAC/CCI MEMBERSHIP</b>	<p>Chair Deh-Lee presented a motion to approve Chou Prak, Consumer, as RCAC 9 member, Sambath Um, Consumer, as RCAC 9 member and Gerald W. Robles, Consumer, as CCI 2 member.</p>	<b>Approved unanimously. 14 AYES</b>
<b>BOARD MEMBER REPORT</b>	<p>Layla Delgado-Gonzalez, <i>Member Advocate, Board of Governors</i>, reported:</p>	

- New Board Member Robert Curry was welcomed to his first Board meeting.
- Board Member Sheryl Spiller will be retiring as the Director of Department of Public Social Services, and has left the L.A. Care Board. She has been a vital link to LA County public social services as a member of the Board of Governors for the past six years.
- John Baackes, *Chief Executive Officer*, shared that L.A. Care is collaborating with California Long Term Care Education Center in a training program for In Home Supportive Services (IHSS) workers. Participants go through an IHSS course. Most caregivers are family members and they can be a valuable part of the health care team for the beneficiary.
- Roland Palencia, *Director, Community Benefits, Community Benefit Programs* and Alison Klurfeld, *Director, Safety Net Programs & Partnerships, Safety Net Initiatives*, provided an update on Housing for Health, Brilliant Corners & Whole Person Care that they will also present here today.
- Richard Seidman, MD, *Chief Medical Officer*, reported that Palliative Care is a new benefit for Medi-Cal beneficiaries as of January 2018.
- The Board of Governors approved the revisions to the Consumer Advisory Committee Operating Rules. There is a 30-day notice requirement before the operating rules become effective at the April 5, 2018 Board meeting. Comments on the revisions can be sent to Board Services.

Hilda Pérez, *Member, Board of Governors*, shared that she abstained from voting to approve the Operating Rules as she felt that the changes to the provisional membership would affect some members. She thanked L.A. Care for allowing members to participate in creating the Operating Rules.

Ms. McFerson thanked Member Perez for representing the members.

Wilma Ballew, *CCI Area 2 Chair*, expressed that all RCACs and CCI Councils had time to discuss and vote on the Operating Rules and all voted 'yes' to approve the changes. If a Board Member is representing the committees, the representative should had voted 'yes' as their vote is representing the committees vote.

Deaka McClain, *At Large Member*, reminded all that there is a 30-day period during which any member may voice a concern regarding the Operating Rules, and suggested a sentence be added to specify that there may be exceptions to the dual membership.

Francisco Oaxaca, *Senior Director, Communication & Community Relations*, noted that the Operating Rules apply to all members. The changes will apply to new members. There is a 60-day period that a member will be able to reestablish their membership if there is a gap in coverage. Provisional membership status only applies to new members.

**UPDATE FROM  
GOVERNMENT  
AFFAIRS**

Prity Thanki, *Local Government Advisor, Government Affairs*, reported:

- On January 10, Governor Brown released his 2018-19 proposed State Budget. It includes \$131.7 billion in General Fund spending. The proposed budget approaches funding for health care programs with caution, since the Governor said there is uncertainty on a potential economic recession, and questioned if Congress will continue its commitments for health care.
- The Governor projects \$101.5 billion overall for the Medi-Cal program, including \$21.6 billion in Medi-Cal General Fund spending, an 11% increase from the 2017 Budget. Medi-Cal is projected to increase only 0.05% from 2017-18 to 13.5 million Californians in 2018-19.
- About two million California children enrolled in Medi-Cal benefit from Children's Health Insurance\_(CHIP) funds. The CHIP program expired September 30, 2017. Congress reauthorized the program for six years on January 22, 2018.
- Proposition 56, a tobacco tax initiative, was passed by California voters in 2016. Most of the new revenue created by the tax goes to Medi-Cal. Last year, \$546 million went to increase Medi-Cal provider rates for physicians, dental providers, women's health, intermediate care facilities for the developmentally disabled, and HIV/AIDS care. The Governor's budget proposes to increase supplemental payments for physicians and dental providers by \$232.8 million, for a total of \$649.9 million. Of this increased amount, \$163 million is allocated for physician payments and \$70 million is for dental payments.
- The Governor's budget also includes \$64.5 million for a 50% rate increase effective July 1, 2018, for home health providers who provide medically necessary in-home services to children and adults enrolled in Medi-Cal and for associated utilization increases.
- On January 9, a San Francisco federal judge blocked the Trump Administration's ruling to end the Deferred Action for Childhood Arrivals (DACA) program. The order allows those whose DACA expires on or after September 5, 2016, to file for a renewal. It also allows people whose DACA expired before September 5, 2016 to file a new initial DACA request. It does not allow people who have never had DACA to file an initial request. Attorney General Xavier Becerra, who filed a lawsuit on behalf of California, said the ruling strengthens the protection for DACA recipients and not new applicants.
- Special-election primaries have been scheduled for April 3, 2018, to fill the terms of California Assembly Members Matt Dababneh, Sebastian Ridley-Thomas, and Raul Bocanegra. Under special-election rules, if no candidate receives a majority of votes on April 3, a runoff between the top two vote getters will be held June 5, 2018. June 5 is the date of the regularly scheduled primaries in California state and congressional races. Also on June 5, voters in state Senate District 29 will vote on the effort to recall Senator Josh Newman.
- Beginning January 1, 2018, adults with full-scope Medi-Cal will have full dental benefits restored. Major covered services include partial dentures, partial denture adjustments,

	<p>repairs, relines, gum treatments, custom crown and root canals in back teeth. For more information about dental services, beneficiaries can call the Health Consumer Alliance at 1-888-805-3536.</p> <p>Ms. Cooper shared that she is concerned about immigrants that that might not be part of DACA who may be impacted.</p> <p>Ms. Thanki added that Advocacy Day is scheduled for May 22, and she noted that there are several immigration organizations that can answer members' questions and concerns.</p>	
<p><b>COMMUNICATION AND COMMUNITY RELATIONS UPDATE</b></p>	<p>Francisco Oaxaca, <i>Senior Director of Communications and Community Relations</i>, reported:</p> <ul style="list-style-type: none"> <li>• The revisions to the Operating Rules were approved by the Board of Governors. Comments can be made on the revisions in writing or in person up to the April 5, 2018 Board meeting. The Board meeting on March 5 may not be held.</li> <li>• A new staff member is taking over Judy Hsieh-Bigman's role. Candace Nafissi has joined the Communications team as Senior Communications and Community Relations Specialist reporting directly to me. Candace comes to us after over five years with the Los Angeles Area Chamber of Commerce, most recently as Senior Education and Policy Manager. Candace has also served as Enrollment &amp; Community Partnership Manager for the Pediatric Therapy Network/Early Head Start Program in Torrance and served on the staffs of two state level elected officials. Outside of work, Candace was appointed last year to the Los Angeles County Children &amp; Families Commission by County Supervisor Janice Hahn and also serves as a Library Commissioner in her hometown of Redondo Beach.</li> </ul>	
<p><b>GLOBAL MEMBER ISSUES</b></p>	<p>Nesima Istrefi, CCI Area 4 Chair, shared that her health group was changed and some of her appointments were cancelled with her specialist. She has been referred to a specialist that is too far from her home.</p> <p>Member Perez expressed that there is a lack of hospital in the RCAC 3 region.</p> <p>Maria Montes, RCAC 8 Chair, expressed that she was having the same issue as Ms. Istrefi. She was told by her specialist to contact her plan, and her plan told her to contact the specialist. Mr. Oaxaca noted that this is the information is what staff will use to see if there is a trend. This is as example of individual experiences and encourages all members that have an issue to contact the Costumer Solution Center as that is a way the organization tracks trends as well.</p> <p>Demetria Saffore, CCI Area 1 Chair, recommends L.A. Care find out the resources that are offered in the Antelope Valley and work with those organizations to help increase health services provided to members in that region.</p>	

	<p>Fátima Vázquez, RCAC 7 Chair, shared that during the January RCAC 7 meeting members expressed that they have been experiencing long wait times, unfilled prescriptions and rude encounters by Dr. Rodriguez at the Clinic of the Virgen De Guadalupe.</p> <p>Member Delgado-Gonzalez shared that L.A. Care is working on contracting more specialists to help reduce the situation where members are assigned to specialists that are too far from their home.</p> <p>Ms. McFerson shared that a member expressed difficulty filling out forms, and she recommends L.A. Care provide the Customer Solution phone number.</p> <p>Ms. Ballew noted that L.A. Care mails out a new letter every couple of months with important contact information.</p> <p>Brenda White, CCI Area 3 Chair, shared that she was unhappy with the services she was receiving from her specialist and filed a report. She then was able to change her doctor. She encouraged all members to contact L.A. Care to report if they are unhappy with their doctors.</p> <p>Ms. McClain asked if the new letter could be put into an audio for members with disabilities. Mr. Oaxaca responded that L.A. Care is required to provide information in different formats.</p> <p>Member Perez recommend that the time a member is placed on hold while calling the Customer Solution Center could be used to share important information about the plan. Mr. Oaxaca responded that is currently being done and the messages change from time to time.</p> <p>Fernando Villalobos, Health Navigator, shared that Employee Health Systems is no longer contracted with L.A. Care. If previous authorizations were submitted this might cause specialists to cancel appointments as they are no longer accepting L.A. Care members. He encouraged members to call the Customer Solution Center to reach the Health Navigator unit so they can further assist with the continuity of care.</p>	
<b>NEW BUSINESS</b>		
<b>HOUSING FOR HEALTH, BRILLIANT CORNERS, &amp; WHOLE PERSON CARE UPDATE</b>	<p>Roland Palencia, <i>Director, Community Benefits</i>, indicated that he and Ms. Klurfed would provide an overview of the Whole Person Care (WPC) program, its individual components, and L.A. Care's Community Health Investment Fund (CHIF) grant for the homeless. The program will also inform Members about L.A. Care's partnerships with Housing for Health and Brilliant Corners, two key providers of services for homeless individuals in Los Angeles County. The presentation will also provide information about successes, challenges and next steps for the program.</p>	

Alison Klurfeld, *Director of Safety Net Programs and Partnerships*, presented information on the WPC program, which is part of the Federal Section 1115 Waiver and is led by the Los Angeles County Department of Health Services (DHS). WPC directs efforts to assist some of the highest need Medi-Cal beneficiaries, people who might not be reached by traditional means. WPC is an opportunity to try unique approaches in this area. WPC funding can be applied to services to improve access to care but cannot be applied to housing costs. There are many different needs and many types of intervention in the WPC. There are many different organizations involved.

Housing for Health (HfH) administers programs for high-need, homeless individuals in WPC, such as those with serious medical conditions, mental health issues, substance abuse, and other issues. HfH has provided services since 2012.

Brilliant Corners operates a Flexible Housing Subsidy Pool. Intensive Care Management Services (ICMS) are provided by a variety of organizations that address the individual needs of the beneficiaries to get individuals into housing and connected with health services.

The goals are to provide pathways to permanent housing for high-need L.A. Care members, to build enduring operational and clinical connections, and partnerships that will continue to serve L.A. Care members experiencing homelessness, and to increase the funding services available using federal matching funds and other resources to increase the impact of the program in Los Angeles County.

L.A. Care awarded a \$4 million grant to Brilliant Corners as the first award in a \$20 million five-year commitment. The grant funds provide rent subsidies. This allows the L.A. County partners to maximize federal matching funds. There is good evidence to show that housing subsidies for permanent housing can lead to improved health outcomes for beneficiaries.

The program uses existing infrastructure and adds services that will become permanent. New types of partners are also added to enhance services. From the member's perspective, the program provides care management services, housing navigation and tenancy support services, and rent subsidy.

Mr. Palencia reported that to date, 139 individuals are pre-qualified to receive housing, with 32 individuals already housed. By September 2018, all 139 in the pipeline are expected to be housed. L.A. Care funds the housing cost for five years, and HfH will provide housing subsidies after the five years.

Challenges include staffing shortages among service providers, lack of available housing in Los Angeles County, and lack of infrastructure for permanent housing.

Next steps include:

- Continued member engagement, enrollment, and housing search

	<ul style="list-style-type: none"> <li>Expanded and strengthened referral partnerships</li> <li>Evaluate program effectiveness</li> <li>Sustainability planning with HfH and WPC</li> </ul> <p>Ms. Saffore thanked L.A. Care for all that they are doing for the homeless community.</p> <p>Janet Henderson, <i>RCAC 2 member</i>, asked if there is a specific building assigned for this program. Ms. Klurfeld responded that it is a subsidy that can be used in different apartment buildings.</p> <p>Ms. Cooper thanked L.A. Care for what they are doing, and she recommended that ECAC discuss tenant rights, as some members might be facing eviction, which could result in homelessness.</p> <p>Dennis Moore, <i>CCI 1 member</i>, shared that there is a homeless crisis in the Lancaster areas as a lot of homeless have been discharged from the homeless shelter. He invited both Mr. Palencia and Ms. Klurfeld to attend a CCI 1 meeting to share this important information.</p> <p>Dove S Pinkney, <i>RCAC 6 member</i>, expressed concerned that not enough has been done and that 139 was too little. She asked if Brilliant Corners has public meetings and how is L.A. Care tracking their progress. Ms. Klurfeld responded that there a challenges that L.A. Care is working on like workforce and the number of vacant apartments.</p> <p>Sambour Lay, <i>RCAC 9 member</i>, shared that he has a friend who is not able to work. He receives Social Security but that is not enough to pay his rent and other expenses. He asked if this program will help house individuals older than 65 years. Ms. Klurfeld responded that the program does help place individuals in housing that are over the age of 65 that are currently homeless. She suggested contacting different agencies that offer help for individuals that are in a hardship like his friend.</p>	
<b>CCI AREA I MOTION TO ECAC</b>	<p>Ms. Saffore presented the following motion to the Committee:</p> <p><b><u>ECA-A.0218</u></b>  <b>Motion to request L.A. Care staff to investigate and report on how Antelope Valley Hospital and Palmdale Regional Medical Center may increase their capacity to perform pediatric care to avoid families being referred out of the Antelope Valley for care.</b></p>	<p><b>Approved unanimously. 14 AYES</b></p>
<b>OLD BUSINESS</b>		
<b>TRANSPORTATION POLICY UPDATE</b>	<p>Mr. Oaxaca reported that staff updated the guidelines for transportation. The transportation policy will be distributed at all RCACs and CCI Council meetings to allow members to provide feedback. Transportation costs L.A. Care thousands of dollars monthly and he encouraged members to help L.A. Care use public funds efficiently. He noted that there has always been a transportation policy in the Member Handbook.</p>	

	<p>Ms. McFerson shared that a member never received transportation to the Board of Governors meetings. Mr. Oaxaca responded that the member should contact staff to investigate what occurred.</p> <p>Ms. Cooper recommended that some members be given more time to get to the taxi as they might need additional time to get to the front of their apartment complex.</p>	
<p><b>UPDATE ON I-SPEAK PILOT TRAINING</b></p>	<p>Martin Vicente, <i>Community Outreach Field Specialist, CO&amp;E</i>, reported:</p> <ul style="list-style-type: none"> <li>• I-Speak pilot training helped members with: <ul style="list-style-type: none"> <li>○ Developing new skills</li> <li>○ Strengthen current skills and abilities</li> <li>○ Preparing for future advocacy activities</li> <li>○ Personal growth</li> </ul> </li> <li>• Total of 28 members attended</li> <li>• I-Speak participants represent diverse backgrounds and represents all Community Advisory Committees areas. Board Member Stephanie Booth, M.D was in attendance</li> <li>• The trainings included: <ul style="list-style-type: none"> <li>○ Data Validation</li> <li>○ International Health</li> <li>○ Review other Health Care Systems</li> <li>○ Manage Care 101</li> <li>○ Introduction to Manage Care</li> </ul> </li> <li>• Participants learned: <ul style="list-style-type: none"> <li>○ Introduction to Data</li> <li>○ How to read and create basic charts</li> <li>○ Using data to tell a story and advocate</li> <li>○ Speech and Debate</li> </ul> </li> </ul> <p>Mr. Vicente expressed that there has been great input from members.</p> <p>Member Perez thanked staff for this amazing opportunity to continue to provide members with tools and knowledge.</p> <p>Ms. Ballew shared that member have expressed to her that the training was amazing and the materials provided really helped. She thanked Mr. Oaxaca for his hard work and shared her appreciation for all staff.</p>	
<p><b>REVISED RCAC AGENDA FORMAT</b></p>	<p>Idalia De La Torre, <i>Field Specialist Supervisor, CO&amp;E</i>, shared that there will be a “train the trainer” session for all RCAC committees in July. Different topics will be discussed over the next several months at advisory committee meetings. The training topics will last about an hour. Other time on the agenda should focus on CO&amp;E, ECAC and Board of Governors</p>	

	meeting updates. Staff has been instructed to work with chairs to ensure the business portion of the agenda is limited to 30 minutes. Chairs will no longer read the full ECAC report, but instead will give members a few minutes to read the report on their own.	
<b>FUTURE AGENDA ITEMS</b>	<p>Ms. McClain requested to revisit the Americans with Disabilities Act pertaining to providers and accessible equipment, and she asked for an update on the motion regarding wheel chairs at L.A. Care’s headquarters.</p> <p>Ms. McFerson requested more time for members to talk about agenda items. She suggested that presenters provide a written report. Auleria Eakins, <i>Community Outreach Manager, CO&amp;E</i>, responded that staff is working on finding a balance. She encouraged Ms. McFerson to continue to work with staff to find a happy medium.</p> <p>Ms. Istrafi expressed concern about members who need hearing aids.</p>	
<b>PUBLIC COMMENT</b>	<p>Ms. Cooper shared that housing issues should be discussed. She thanked all for their help.</p> <p>María Adela Guadarrama, <i>RCAC 1 Chair</i>, suggested that the Brilliant Corners update be presented at each Community Advisory Committee.</p> <p>Ms. Saffore shared that an expo for equipment to help disabled individuals will be held on February 20 at the Los Angeles Convention Center.</p> <p>Ms. McClain thanked all and wished all a Happy Valentine’s Day.</p> <p>Lluvia Salazar, <i>RCAC 11 Chair</i>, shared that she checked online for Denta-Cal services, found a dentist near her, and had her first service done already. She encouraged all to use it as it was very easy to find a dentist.</p> <p>Chair Deh-Lee shared that there is a new mosquito alert in L.A. County. She provided flyers with further information.</p>	
<b>ADJOURNMENT</b>	The meeting adjourned at 1:04 pm.	

**RESPECTFULLY SUBMITTED BY:**

**APPROVED BY**

Malou Balones, *Committee Liaison, Board Services*  
Jennifer Carabali, *Committee Liaison, Board Services*  
Linda Merkens, *Manager, Board Services*

Christina Deh-Lee, *ECAC Chair*  
Date \_\_\_\_\_

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 Jennifer Carabali, *Committee Liaison, Board Services*  
 Linda Merkens, *Manager, Board Services*

APPROVED BY



Christina Deh-Lee, *ECAC Chair*  
 Date 3/14/18