AGENDA Denver Board of Water Commissioners

Denver Water Board Room, 1600 W 12th Avenue, Denver, Co 80204 and Video Conference: <u>http://zoom.us/join</u>, Meeting ID: 825 8326 9628 - Passcode: 109114 or Dial in (669) 900-6833 - Meeting ID: 825 8326 9628 - Passcode: 109114 Members of the public are asked to participate via video conference due to COVID-19 safety protocols

Wednesday, February 9, 2022 9:00 a.m.

I. INTRODUCTORY BUSINESS

A. Call to Order and Determination of Quorum

B. Public Comment and Communications

At this point in the agenda, the Board may allow members of the public to address the Board on any item of interest within the jurisdiction of the Board, and not on the agenda for action. Speakers wishing to address a specific Action Item will be invited to address the Board when the item is being considered. Three minutes are allowed for each person unless the President determines otherwise.

- 1. Distributor Communications
- 2. Citizen Advisory Committee Communications

C. Ceremonies, Awards and Introductions

D. Legislative Update

Andrew Hill

5 minutes

II. ACTION ITEMS

A. Consent Items

Items listed below are considered routine and may be enacted by one motion and vote. If any Board member desires discussion beyond explanatory questions, or corrections to the Minutes, the President may order that item to be considered in a separate motion and vote.

- 1. Minutes from January 12, 2022
- 2. Minutes from January 26, 2022
- 3. Eleventh Authorization for Additional Contract Funds for Environmental Systems Research Institute, Inc. – Contract 500484
- 4. Non-Potable Water Lease Agreement with Colorado State University Contract 505106



B. Individual Approval Items

1. Gross Reservoir Expansion Construction Support Services		Jeff Martin	15 minutes
a.	Sixth Amendment with Black & Veatch Corporation for Gross Reservoir Expansion Owner's Representative and Construction Manager – Contract 501750		
b.	Eleventh Amendment with Stantec/AECOM for Gross Reservoir Expansion Engineer of Record – Contract 503074		
2. Recommended Revisions to Personnel Policies		Kim Forbes	10 minutes

III. POLICY MATTERS

Α.	Water Supply Update	Nathan Elder	10 minutes
В.	Sustainability Overview and Program Update	Kate Taft	20 minutes

IV. EXECUTIVE UPDATE

A. CEO Update

- B. CFO Update
- C. Operations Update

V. BRIEFING PAPERS & REPORTS

A. Briefing Paper

- 1. Sustainability Update
- **B.** Report

VI. ADJOURNMENT

VII. TRUSTEE MATTERS

VIII. EXECUTIVE SESSION

The Board may adjourn the regular meeting and reconvene in executive session on topics authorized by D.R.M.C Sec. 2-34.

A. Confidential Report

Meeting Date: February 9, 2022

Board Item: II-A-3

Eleventh Authorization for Additional Contract Funds For Environmental Systems Research Institute Inc. Contract 500484

⊠Action by Consent □Individual Action

Purpose and Background:

The purpose of this Board item is to renew Denver Water's enterprise license agreement with Environmental Systems Research Institute Inc. (ESRI).

Denver Water utilizes the ESRI suite of geographic information system (GIS) software for geospatial data editing, analysis, storage, mapping, and decision support. It is the backbone of electronic maps, showing the location of, and containing critical information about, all assets. It is used by the GIS Team, Operations, Asset Recording Group, Survey, Property, Recreation, Watershed Team, Lead Program, design engineers, and any other group needing to show or analyze data in relation to its location. Denver Water has used ESRI products for over 26 years. ESRI is the most widely used GIS tool in the world and for the utility industry, one of the only ones that allows asset management by integrating complicated utility assets with maps. Because of its widespread use, Denver Water can seamlessly conduct business with all its partners; engineering firms, contractors, other utilities, and federal, state and local entities.

Although this ESRI Enterprise License Agreement entitles Denver Water to continued unlimited use of all ESRI products during the term of this three-year agreement, Denver Water expects future renewals until such time that a comparable solution is available for evaluation.

Budget and Schedule:

The requested authorization amount of \$810,000 will increase the total amount of this contract to \$2,782,840.96 and the term of the contract is April 14, 2010, to March 9, 2025. Funds for this contract are included in the 2022 budget of the IT Enterprise Asset Management business unit which has sufficient funds to pay the \$260,000 needed in 2022. The remaining \$550,000 will be budgeted in years 2023 and 2024.

S/MWBE Information:

Small/Minority and Women-owned Business Enterprise goals are not applicable for this item.

Recommendation:

Staff recommends that the Board approve the Eleventh Amendment to Contract 500484 with Environmental Systems Research Institute Inc. for ESRI Enterprise Agreement GIS software for an extension of the contract period through March 9, 2025, and for an addition of \$810,000, for a total amended contract amount not to exceed \$2,782,840.96.

Approvals

- ⊠ James S. Lochhead, CEO/Manager
- □ Julie Anderson, Chief of Staff
- □ Jessica R. Brody, General Counsel
- Angela C. Bricmont, Chief Financial Officer
- \boxtimes Brian D. Good, Chief Administrative Officer
- □ Richard B. Marsicek, Chief Water Resource Strategy Officer
- □ Robert J. Mahoney, Chief Engineering Officer
- □ Thomas J. Roode, Chief Operations Officer

Denver Water aspires to be the best water utility in the nation. Integrity :: Vision :: Passion :: Excellence :: Respect



Meeting Date: February 9, 2022

Board Item: II-A-4

Non-Potable Water Lease Agreement with Colorado State University Contract 505106

⊠Action by Consent

□Individual Action

Purpose and Background:

The purpose of this Board item is to approve a non-potable water lease agreement (Agreement) with Colorado State University (CSU) for the lease of augmentation water to replace precipitation that will be captured at the redeveloped National Western Center (NWC). Under Colorado water law, a water user may not retain precipitation for beneficial use without a decreed water right because the precipitation belongs to the river for use by water users with decreed water rights. As part of the redevelopment of the NWC, CSU will construct a precipitation collection system at the NWC Water Resource Center that will be used for on-site irrigation, research, and runoff reduction. To comply with Colorado water law and avoid impairing water rights, CSU will lease augmentation water from Denver Water to replace to the river precipitation captured at the NWC Water Resource Center annually. The augmentation water leased under the Agreement will not exceed two acre-feet per year. CSU will be assessed a system development charge of \$37,960 for the leased water and will be charged the non-potable water rate for a fixed acre-foot volume for customers located within the City and County of Denver. CSU will be responsible for obtaining its plan for augmentation through water court. This Agreement is perpetual and shall continue unless terminated by mutual agreement of the Parties, notwithstanding the imposition of water use restrictions as provided in Article II of the Agreement.

Budget and Schedule:

There is no budgetary impact for this item. The system development charge and rates assessed under the Agreement will be treated as receivables.

S/MWBE Information:

Small/Minority and Women-owned Business Enterprise goals are not applicable for this item.

Recommendation:

Staff recommends that the Board approve Agreement 505106 with Colorado State University for the annual lease of two acre-feet of non-potable water per year for augmentation purposes.

Approvals:

- ⊠ James S. Lochhead, CEO/Manager
- □ Julie Anderson, Chief of Staff
- □ Jessica R. Brody, General Counsel
- Angela C. Bricmont, Chief Financial Officer
- □ Brian D. Good, Chief Administrative Officer
- Richard B. Marsicek, Chief Water Resource Strategy Officer
- □ Robert J. Mahoney, Chief Engineering Officer
- □ Thomas J. Roode, Chief Operations Officer



Meeting Date: February 9, 2022

Board Item: II-B-1-a

Sixth Amendment with Black & Veatch Corporation for Gross Reservoir Expansion Construction Management Services Contract 501750

□Action by Consent ⊠Individual Action

Purpose and Background:

The purpose of this Board item is to execute the Sixth Amendment for Contract 501750 with Black & Veatch Corporation (B&V) to provide construction management services for Gross Reservoir Expansion (GRE) construction effort.

On December 15, 2021, the Board approved the Kiewit-Barnard Joint Venture construction contract with a limited notice to proceed issued in January 2022 and an expected construction start in April 2022. These events mark the transition from the design phase to the construction phase of the GRE project.

Denver Water formed an integrated project team comprised of Denver Water staff, consultants, engineers, contractors, and specialists to deliver the GRE project. In 2017, Denver Water contracted with B&V through a competitive, best value process which considered both the proposer's ability to provide owner representative services and construction management services. B&V's original scope and fee were negotiated based on our understanding of the work in late 2017. The original contract also allowed the option to amend the contract for continued project work at Denver Water's discretion, which is being implemented through this amendment.

B&V currently provides owner's representative services for the GRE program including project management, project controls and reporting, and subject matter expertise. During the construction phase B&V will continue to provide these services, included as part of the on-site construction management services. In addition, construction management services will include contract administration, quality control and assurance testing, field inspections, material testing utilizing an on-site laboratory, pay application verification, and daily and monthly reporting among other tasks. The B&V's construction management team will staff the project full-time including planned double and triple shifts for a five-and-half-year period.



Budget and Schedule:

The total amount of this amendment is \$62,898,000 with a total contract value of \$74,537,777 and the term of the contract extended through December 31, 2027. The \$62,898,000 amendment includes \$7,623,000 of owner-directed contingency. Funds for this contract will come from the 2022 budget for GRE business unit, which has sufficient funds to pay the \$9,250,000 estimated to be needed in 2022. The remaining \$59,648,000 will be budgeted in years 2023 through 2027. A table illustrating the history of amendments is below.

ltem	Cost	Description	Notes
Original Contract	\$1,174,925	Phase 1 Owner's Representative Services for Gross Reservoir Expansion	Board Approved April 12, 2017.
First Amendment	\$6,999,834	Phase 2 (Design Services) scope addition	Board Approved December 13, 2017.
Second Amendment	\$0	Co-location Office requirements	Approved February 12, 2018.
Third Amendment	\$1,200,000	Scope addition – ICE Services	Board Approved March 13, 2019.
Fourth Amendment	\$420,018	Construction Management Oversight Services for Gross Reservoir Outlet Works Modifications	Board Approved July 8, 2020.
Fifth Amendment	\$1,845,000	Owner's Representative Extension and Construction Oversight Services for Trashrack Modifications Project	Board Approved March 24, 2021.
Sixth Amendment	\$62,898,000	Construction Management Services for Phase 3 - Construction	For Board Approval February 9, 2022.
Total Amount:	\$74,537,777		-

Selection of Business Partner:

B&V was selected through a value-based, competitive process which considered qualifications and cost including program and construction management services. Contract 501750 with B&V was approved by the Board on April 12, 2017, for owner's representative services associated with the GRE project.

S/MWBE Information:

The Small/Minority and Women-owned Business Enterprise (S/MWBE) minimum participation level for the GRE project has a target of 8%. B&V has maintained a successful MWBE participation through preconstruction services, with 12.8%. B&V will endeavor to achieve the target 8% MWBE participation during Phase 3 - Construction. Selection of MWBE partners will continue to be on a best-value basis. Denver Water management will provide regular updates on meeting the MWBE objective and consult with the Board prior to authorizing any premiums to meet the 8% target.

Recommendation:

Staff recommends that the Board approve the Sixth Amendment to Contract 501750 with B&V for construction management services for an extension of the contract period through December 31, 2027, and for and amendment value of \$62,898,000 including \$7,623,000 owner-directed contingency, for a total amended contract amount not to exceed \$74,537,777.

Approvals

- \boxtimes James S. Lochhead, CEO/Manager
- □ Julie Anderson, Chief of Staff
- □ Jessica R. Brody, General Counsel
- Brian D. Good, Chief Administrative Officer
 Richard B. Marsicek, Chief Water Resource Strategy Officer
- ⊠ Robert J. Mahoney, Chief Engineering Officer
- Angela C. Bricmont, Chief Financial Officer
- □ Thomas J. Roode, Chief Operations Officer

Meeting Date: February 9, 2022

Board Item: II-B-1-b

Eleventh Amendment with Stantec/AECOM for Gross Reservoir Expansion Engineer of Record Contract 503074

□Action by Consent

⊠Individual Action

Purpose and Background:

The purpose of this Board item is to execute the Eleventh Amendment for Contact 503074 with Stantec Consulting Services, Inc, for Engineer of Record (EOR) services to support the Gross Reservoir Expansion (GRE) dam raise construction effort and to certify the project is completed per the design intent.

On December 15, 2021, the Board approved the Kiewit-Barnard Joint Venture construction contract with a limited notice to proceed issued in January 2022 and an expected construction start in April 2022. These events mark the transition from the design phase to the construction phase of the GRE project.

Denver Water formed an integrated project team comprised of Denver Water staff, consultants, engineers, contractors, and specialists to deliver the GRE project. In December 2017, Denver Water contracted with Stantec/AECOM to complete the investigation, analysis, and design of the GRE project. In total, these responsibilities fulfill the Design Engineer role. Further, completion of this role also establishes Stantec as the EOR in the view of dam safety regulatory agencies. Stantec/AECOM's original scope and fee were negotiated based on our understanding of the work in late 2017. The original contract also allowed the option to amend the contract for continued project work at Denver Water's discretion, which is being implemented through this amendment.

Large dam projects like the GRE project require involvement from the EOR during construction. The main objectives of Stantec's participation are to confirm geotechnical design assumptions, document actual geotechnical conditions, ensure the construction of the raised dam is performed in general conformity with the intent of the design, and to address and evaluate necessary field changes. In addition, regulatory agencies (Federal Energy Regulatory Commission and State Engineer's Office) require specific oversight and verification by the EOR to certify the constructed project meets the original design intent.



Budget and Schedule:

The total amount of this amendment is \$20,040,110 with a total contract value of \$38,244,565 and the term of the contract is extended through December 31, 2027. The \$20,040,110 amendment includes \$3,423,671 of owner-directed contingency. Funds for this contract will come from the 2022 budget for GRE business unit, which has sufficient funds to pay the \$3,500,000 estimated to be needed in 2022. The remaining \$16,540,110 will be budgeted in years 2023 through 2027. A table showing the history of amendments is below.

ltem	Cost	Description	Notes
Original Contract	\$13,000,000	Design of Gross Reservoir Expansion	Board Approved December 13, 2017.
First Amendment	\$0	Co-location office requirements	Approved January 23, 2018.
Second Amendment	\$0	Corrections to design engineering labor rates	Approved February 12, 2018.
Third Amendment	\$539,522	Scope addition – design changes and additions	Board Approved September 12, 2018. Improved communications infrastructure and unexpected regulatory requests.
Fourth Amendment	\$260,000	Scope addition – design changes and additions	Board Approved February 27, 2019. Design definition, slightly increased monitoring requirements, unexpected regulatory requests and the addition of Owner-controlled contingency.
Fifth Amendment	\$200,000	Scope addition - Outlet Works requirements	Board Approved February 27, 2019.
Sixth Amendment	\$2,800,478	Scope addition – Construction Manager/General Contractor incorporation, Board of Consultants, regulatory requirements, and additional management time	Board Approved July 10, 2019. Construction Manager/General Contractor integration; incorporation of design innovation; response to regulatory requirements; key staff extension through completion of Phase 2.
Seventh Amendment	\$382,039	Engineer of Record Services for the Outlet Works Modifications	Board Approved July 8, 2020.
Eighth Amendment	\$686,743	CM/GC Innovation Engineer Evaluations and BOC/Regulatory additional information requests	Board Approved October 14, 2020.
Ninth Amendment	\$245,135	Engineer of Record Services - Trashrack Modifications Project	Board Approved March 24, 2021.
Tenth Amendment	\$90,538	Extension for design services into construction	Board Approval not required. Approved January 10, 2022.
Eleventh Amendment	\$20,040,110	Engineer of Record Services for Gross Dam Raise	For Board Approval February 9, 2022.
Total Amount:	\$38,244,565		

Selection of Business Partner:

Stantec/AECOM was selected through a value-based, competitive selection process which considered qualifications and cost. Contract 503074 with Stantec Consulting Services Inc. (as the prime consultant) was approved by the Board on December 13, 2017, for design engineer services associated with Gross Reservoir Expansion Project.

S/MWBE Information:

Stantec/AECOM was encouraged to obtain Small/Minority Women-owned Business Enterprise (S/MWBE) participation for their Design services and have obtained 4% participated to date. Stantec/AECOM will strive to achieve an 8% MWBE participation during Phase 3 - Construction. Selection of MWBE partners will continue to be on a best-value basis. Denver Water management will provide regular updates on meeting the MWBE objective and consult with the Board prior to authorizing any premiums to meet the 8% target.

Recommendation:

Staff recommends that the Board approve the Eleventh Amendment to Contract 503074 with Stantec Consulting Services, Inc., for Engineer of Record services for an extension of the contract period through December 31, 2027, and for amendment value of \$20,040,110 including \$3,423,671 of ownerdirected contingency for a total amended contract amount not to exceed \$38,244,565.

Approvals

- ⊠ James S. Lochhead, CEO/Manager
- □ Julie Anderson, Chief of Staff
- □ Jessica R. Brody, General Counsel
- Angela C. Bricmont, Chief Financial Officer
- \Box Brian D. Good, Chief Administrative Officer
- $\hfill\square$ Richard B. Marsicek, Chief Water Resource Strategy Officer
- ⊠ Robert J. Mahoney, Chief Engineering Officer
- □ Thomas J. Roode, Chief Operations Officer

Meeting Date: February 9, 2022

Board Item: II-B-2

Recommended Revisions to Personnel Policies

□ Action by Consent	⊠Individual Action
---------------------	--------------------

Purpose and Background:

Denver Water staff has completed an annual review of the Personnel Policies, and the purpose of this Board item is to seek approval of changes to policies to ensure they comport with current law, align with best practice, and effectively support the business needs of the organization.

Recommended policy changes are presented in the attached memorandum with an explanation for each change. The most significant substantive changes include:

- 3-5-(1)-(3), 3-6-(1)-(2), and 3-7-(1): Modifications to the disability review, accommodation, fitness for duty and return to work processes to align with the shared responsibilities of Denver Water and the third-party administrator.
- 5-3-(4): Clarifying the rights of discretionary employees.
- 6-1-2(h): Exception to the parameters for use of alcohol.
- 7-10-(1): Expanding the application of Bereavement Leave.

Budget and Schedule:

There is no budgetary impact for this item.

Recommendation:

Denver Water recommends the Board adopt the attached revisions to the Personnel Policies effective February 10, 2022.

Approvals:

- ⊠ James S. Lochhead, CEO/Manager
- \boxtimes Julie Anderson, Chief of Staff
- ⊠ Jessica R. Brody, General Counsel
- □ Angela C. Bricmont, Chief Financial Officer
- □ Brian D. Good, Chief Administrative Officer
- □ Richard B. Marsicek, Chief Water Resource Strategy Officer
- □ Robert J. Mahoney, Chief Engineering Officer
- □ Thomas J. Roode, Chief Operations Officer



Meeting Date: February 9, 2022

Board Item: V-A-1

Briefing Paper for Sustainability Update

Strategic Plan Alignment	Lenses: Customer Centric Industry Leader Long-Term View Sustainability is an integral part of the Strategic Plan, within the Excellent Operations perspective. Our focus on sustainability saves resources, reduces costs, strengthens our resiliency and long-term planning, and positions Denver Water as an industry leader.	
Summary	The Sustainability Team continues to assess and monitor Denver Water's use of energy resources, metro-area facility water consumption, municipal waste streams, and vehicle idling. The team also assists with LEED (Leadership in Energy and Environmental Design) and other green building design and certification.	
	The team's daily work includes incorporating sustainability goals into procurement and operations, guiding facility energy and water efficiency upgrades, educating employees about Denver Water's sustainability goals and efforts, assisting with hydroelectric generation program planning, monitoring and improving facility lighting and control systems, commissioning new systems, and monitoring and reporting sustainability metrics.	
Background	As a major water provider in the West, Denver Water has a special responsibility to the environment, which is incorporated into both our strategic thinking and daily operations. Sustainability for the next 100 years will require innovation, resilience and adaptability in everything we do.	
Budget	The 2022 budget for system-wide energy-efficiency and property-upgrade projects, support of sustainability pilots, and waste-diversion improvements is \$48,000.	
Alternatives	Not applicable	
Approach	Energy	
	Denver Water's carbon footprint was 37,514 mtCO ₂ e in 2020 (reported one year in arrears). The organizational carbon emission goal for 2020 was 41,524 mtCO ₂ e. Energy use year to date for 2021 is trending 3% lower than 2020, but hydroelectric generation for 2021 was significantly lower than 2020 due to maintenance on two generators. With these factors, it is estimated that Denver Water's carbon footprint will be similar or slightly higher than 2020.	
	Vehicle idle time and related fuel wasted were ~6.5% lower in 2021 compared to 2020. However, the annual cost associated with idling increased 28% due to a large increase in fuel costs across the state. The total estimated cost for idling vehicles in 2021 was \$159,055. Sustainability has been working closely with fleet to make improvements and updates to vehicle monitoring and maintenance systems to improve the accuracy of reporting.	



A rapid improvement event is being finalized and scheduled for Sustainability, Fleet, and various fleet users to address the issue of vehicle idling. This event will be held during the first half of 2022.

In addition, the Sustainability Team has been working with Fleet Services to incorporate hybrid and electric vehicles into the fleet to reduce greenhouse gas emissions. Hybrid pickup trucks have been ordered and some were delivered before the end of 2021, with the rest scheduled for delivery in 2022. Fleet also hopes to procure some new, all-electric Ford F-150 Lightning trucks in 2022, though demand and supply chain issues may prohibit achieving that goal.

Sustainability provided \$20,000 to support the purchase of new gas monitoring equipment in collaboration with the Safety team. These cloudbased monitors allow on-site calibration, reducing the need for SOS teams to make trips to the main campus. This project will ultimately increase safety by reducing approximately 18,000 vehicle miles traveled, wasted work hours, and an estimated eight metric tons of CO2 equivalent, annually.

The 2021 model for hydro production accurately predicted the shortfall in production due to maintenance. 2022 Capacity Season information has been received from Xcel Energy and the production and revenue model will be developed again in conjunction with the Hydroelectric Program.

Working with the Water Treatment and Load Control, a load-shifting experiment was implemented at Marston. This trial consisted of shifting high-energy-demand activities (such as filter backwashes) to off-peak hours. The pump station and treatment plant scheduled operations to avoid operating high-demand equipment between 2-6 pm during June, July, and August. The trial resulted in a cost savings of approximately \$45,000. If fully implemented, and operating conditions allow, the team estimates possible annual energy savings of \$100,000 at Marston alone.

In 2020, Denver Water achieved its goal of reaching net-zero energy for the first time. But in 2021, due to aforementioned maintenance on hydro turbines, Denver Water had only generated 45,924,960 kWh and consumed 53,476,295 kWh, for a net use of 7,551,335 kWh. Final data is not in for the year, but we will not be net zero energy in 2021.

The Operations Complex solar arrays generated 1,066 megawatt hours (MWh) as of November 1, 2021.

Water

The Sustainability team prepared an inventory of water fixtures at all Denver Water metro area facilities which included an estimate of replacement cost to meet LEED requirements, an organization-wide sustainability goal. This inventory was provided to Operations and Maintenance (O&M) for review and prioritization.

Interior water use and irrigation at metro area facilities continue to be tracked and reported monthly. Sustainability is facilitating conversations with the asset management team and grounds team to support improvements in landscaping and irrigation at five facilities over the next four years, also an organization-wide goal.

Waste

Municipal waste generation (compost/recycling/landfill) trended down in 2021. February 2021 had the lowest total municipal solid waste weight since the 2018 baseline. Weights over the summer leveled out to around 23,000 pounds each month. Sustainability will be monitoring how weights change with the return to more normal operations in November (and 2022).

Procurement and Contracts

Sustainability, Environmental Compliance, and Procurement analyzed multiple proposals and selected an environmentally preferable option for the disposal of water treatment residuals. Solids from the Moffat and Recycling plants will be taken to A1 Organics for composting. Solids from Foothills and Marston plants will be taken to Republic for beneficial reuse as landfill cover, preventing the use of clean soil cover. This change will divert approximately 13,000 tons of material from landfill disposal every year.

Education

Denver Water's updated Sustainability Guide was published with goals and commitments for the years 2021-2025 and beyond. Sustainability has been presenting the new plan and goals to teams inside and outside of the organization.

Education and outreach continued over the summer into the fall, with lunch-and-learn topics including xeriscape gardening, watershed planning, wildfire updates, and sustainable holidays. A monthly sustainability tip is posted on Inflow, along with a monthly update to the Sustainability Booklist.

The use of Sustainability Software EnergyCAP continues to be expanded and integrated into processes and departments across Denver Water. Current activities include weekly bill analysis for Pump Stations and Distribution System, budget analysis for multiple facilities, and delivery of monthly reports for O&M.

Owner(s) Kate Taft, Administrative Services

Attachments Sustainability Guide 2021-2025

Respectfully submitted,

⊠ Kate Taft, Sustainability Manager

 \boxtimes Brian Good, Chief Administrative Officer