

**MWRA Board of Directors Meeting
November 14, 2012
Voting Summary Sheet**

Item Name	Type	Notes	Vote	Discussion Highlights	Attachments
Approval of Minutes	n/a	n/a	Unanimous		
Report of the Chair	n/a	n/a	n/a	*	
Report of the Executive Director	n/a	n/a	n/a	*	
Memorandum of Understanding and Financial Assistance Agreement with BWSC for Implementation of CSO Control Projects, Amendment 13, and Progress of BWSC-Implemented CSO Projects and Projected Financial Assistance through June 2013	Approval	Authorized Executive Director to execute Amendment 13 Increase award amount by \$1,865,818.34 Revising language of the agreements in regard to the use of interest to fund eligible costs	Unanimous		
PCR Amendments-November 2012	Approval	Approved amendments to the Position Control Register	Unanimous		
Appointment of Manager, Contract Administration, Operation Division	Approval	Approved Executive Director's recommendation to appoint Marcel R. Brady Annual salary of \$95,271 Effective on November 17, 2012	Unanimous		
Appointment of Assistant Director, Engineering, in the Engineering and Construction Department	Approval	Approved Executive Director's recommendation to appoint Frederick O. Brandon Annual salary of \$116,127 Effective on November 17, 2012	Unanimous		
Dental Insurance: Blue Cross and Blue Shield of Massachusetts, Inc., Contract A582	Contract Award	Approved the recommendation of the Consultant Selection Committee to select Blue Cross and Blue Shield of Massachusetts to provide dental insurance to eligible employees under a dual option coverage plan Not to exceed amount of \$342,000 From January 1, 2013 to December 1, 2013	Unanimous	*	
Workers' Compensation Third Party Administrator Services: PMA Management Corporation of New England, Contract A583	Contract Award	Approved recommendation of the Consultant Selection Committee to select PMA Management Corporation of New England Authorize Executive Director to execute Contract A583 Amount not to exceed \$225,250 From December 10, 2012 to December 31, 2015	Unanimous	*	
Annual Maintenance of the Maximo System: IBM Corporation	Contract Award	Approved the award of a sole source purchase order for the renewal of the annual maintenance agreement for the Maximo System to IBM Corporation Amount of \$142,867 From January 1, 2013 to December 31, 2013	Unanimous		
Supply, Delivery, and Disposal of Regenerated Activated Carbon for the Deer Island Treatment Plant: Carbon Activated Corporation, Bid WRA-3528	Contract Award	Approved the award of Purchase Order Contract WRA-3528, a three-year purchase order contract for the supply, delivery, and disposal of regenerated activated carbon for the Deer Island Treatment Plant Amount not to exceed \$908,850	Unanimous		
Supply and Delivery of Sodium Hypochlorite to the Deer Island Treatment Plant: Borden & Remington Corporation, Bid WRA-3524	Contract Award	Approved the award of Purchase Order Contract WRA-3524 Amount not to exceed \$1,342,740 From November 17, 2012 to November 16, 2013	Unanimous		
Renewable Energy Technical Assistance Consulting Services-Energy Efficiency: Fay, Spofford & Thorndike, LLC, Contract 7274A, Amendment 2	Contract Amendment/Change Orders	Authorized the Executive Director on behalf of Authority to approve Amendment 2 to Contract 7274A Extending Contract term by 365 days No increase in contract term	Unanimous		

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South Dike Tree Removal at Wachusett Reservoir : Aldore Tetreault and Sons, Inc., Contract OP-182, Change Order	Contract Amendment/Change Orders	Approve change order 2 to Contract OP-182 Lump sum amount of \$34,500 No increase in contract term	n/a		
FY13 First Quarter Orange Notebook	Information	It was noted by staff that the MWRA reaches capacity with detention time in the digestors about nine hours a year. There is no additional cost associated with detention time. Staff made the Board aware a new digester will bring in sludge but staff will get rid of it and the numbers will be changing. Staff explained that the new UV treatment had scaled down taste and odor control in the water. There were no complaints from the water departments.	n/a	*	
Delegated Authority Report-September and October 2012	Information	Staff noted that there was a record drawing that was not as detailed as they would have liked. There was a large change order to cut the additional work and cut the cost. The MWRA only paid for the cost associated with the work that was completed and there were no penalty costs.	n/a	*	
FY13 Financial Update and Summary as of October 2012	Information	\$4.3 million of favorable year-to-date debt service variance has been moved to the Defeasance Account through October. This variance is the result of the continued low variable rate environment.	n/a	*	
2011 Deer Island Outfall Monitoring Overview	Information	It is required by staff to regularly monitor measurement of the Deer Island Treatment Plant (DITP) effluent quality, and environmental measurement of water, sediment and fish and shellfish. DITP received the platinum award this year on effluent quality.	n/a	*	
Progress of City of Cambridge-Implemented CSO Projects and Projected Financial Assistance through March 2013	Information	Staff reported the City of Cambridge has indicated that the current estimated design and construction durations for the remaining work associated with these contracts may not be sufficient to meet the Court-order completion of December 2015. MWRA staff has indicated to Cambridge that not meeting the completion date is unacceptable. MWRA staff will be meeting with Cambridge again within the month to discuss an alternative to meeting this deadline.	n/a	*	
Southern Extra High Service Area Redundancy	Information	Staff has completed a comprehensive evaluation process for providing redundancy to the southern portion of the Southern Extra High area. Staff plans to meet with the impacted communities this winter. Staff will return to the Board in 2013 with a recommendation to extend an ongoing consultant contract to complete the MEPA process with no increase in cost.	n/a	*	

Administration and Finance
 Wastewater
 Water
 Personnel
 * Link to Advisory Board position



MWRA Advisory Board Summary
of the
MWRA Board of Directors Meeting
Wednesday, November 14, 2012

- *Please note that this serves to highlight active discussion on agenda items at the Board of Directors meeting.*
- *Language directly from the staff summary is highlighted in grey, while the discussion remains in plain text.*
- *Please see the attached summary sheet for a complete list of Board actions.*
- *PowerPoint presentations made to the Board of Directors have been included in the November Discussion Highlights*

A meeting of the Board of Directors of the Massachusetts Water Resources Authority was held on November 14, 2012 at the Charlestown Navy Yard. **Present:** Chair Rick Sullivan, Joel Barrera and Michael Gove, Gubernatorial Appointees; John Carroll, Andrew Pappastergion and Joseph Foti, Advisory Board Representatives; Vincent Mannering and Brian Swett, City of Boston Representatives; Jack Walsh, City of Quincy Representative; Paul Flanagan, Town of Winthrop Representative. **Absent:** Kevin Cotter, City of Boston Representative.

Report of the Chair

Chairman Rick Sullivan stated that significant progress has been made regarding the long-awaited Science and Technical Advisory Committee (STAC) report on the Watershed Forestry Operations. Dr. Barten, STAC chairman, has agreed to give a presentation at the public meeting of the Quabbin Watershed Advisory Committee (QWAC) and the Ware River Watershed Committee (WRWAC) on December 10th. He also stated that he is not expecting any problems with this process moving forward. Director of Water Policy at Massachusetts Executive Office of Energy and Environmental Affairs Kathy Baskin stated that the meeting will be held at the Barre Town Hall and will be posted on the Executive Office of Energy and Environmental Affairs' website. Board member Andrew Pappastergion asked how soon after the meeting has passed could operation resume. DCR Division of Water Supply Protection Director Jonathan Yeo explained that the public comment period is 30 days and he hopes projects will resume later this winter.

Report of the Executive Director

MWRA Executive Director Fred Laskey stated that the Town of North Reading is seeking full admission to the MWRA for water admission. Mr. Laskey stated that he knew the town had planned an emergency declaration for next year. Mr. Laskey also stated that the MWRA and Advisory Board are continuing conversations with Tri-Town and staff has been invited to attend a meeting with House Majority Leader Ron Mariano this week. Mr. Laskey stated that he hopes that there will be some good news at this meeting.

Mr. Laskey explained that the MWRA bond rating has been reaffirmed as stable with Moody's, as well as Standard & Poor's.

Mr. Laskey also explained that the Advisory Board has invited MWRA staff to its November meeting to discuss storm preparation as it related to the Impacts of Hurricane Sandy. Finally, Mr. Laskey stated that on Thursday, November 15th, WCVB-TV 5 Chronicle will be airing MWRA's new aqueduct trails program and will be highlighting it as a "hidden treasure".

Approvals

Memorandum of Understanding and Financial Assistance Agreement with BWSC for Implementation of CSO Control Projects, Amendment 13, and Progress of BWSC-Implemented CSO Projects and Projected Financial Assistance through June 2013

The Board voted to authorize the Executive Director, on behalf of the Authority, to execute Amendment 13 to the *Memorandum of Understanding and Financial Assistance Agreement with BWSC for Implementation of CSO Control Projects*, increasing the award amount by \$1,865,818.34 to \$289,451,416.24, and revising the language of the agreements in regard to the use of interest to fund eligible costs. Funds for the proposed amendments are included in MWRA's approved FY13 CIP.

PCR Amendments-November 2012

The Board voted to approve the amendments to the Position Control Register, as presented and filed with the records of the meeting.

Appointment of Manager, Contract Administration, Operations Division

The Board voted to approve the Executive Director's recommendation to appoint Marcel R. Brady to the position of Manager, Contract Administration, Operations Division (Unit 6, Grade 12) at an annual salary of \$95,271 to be effective on November 17, 2012.

Appointment of Assistant Director, Engineering, Operations Division

The Board voted to approve the Executive Director's recommendation to appoint Frederick O. Brandon to the position of Assistant Director, Engineering, in the Engineering and Construction Department, Operations Division (Non-Union/Grade 14) at an annual salary of \$116,127 to be effective on November 17, 2012.

Contract Awards

Dental Insurance: Blue Cross and Blue Shield of Massachusetts, Inc., Contract A582

The Board voted to approve the recommendation of the Consultant Selection Committee to select Blue Cross and Blue Shield of Massachusetts, Inc. to provide dental insurance to eligible employees under a dual option coverage plan, as presented and filed with the records of the meeting, and to authorize the Executive Director, on behalf of the Authority, to execute a contract with Blue Cross and Blue Shield of Massachusetts, Inc. in an amount not to exceed \$342,000.00 for a term of twelve months from January 1,

2013 through December 31, 2013. Further, options to renew the contract for up to three additional twelve-month periods may be approved by the Board of Directors.

Director of Human Resources Robert Donnelly stated that this Dental Benefit is an employee match of 90/10. Mr. Laskey explained that this benefit covers Non-Union and Unit 6 employees and employees accreted into Units 1 and 9. This benefit would maintain the level of coverage currently offered to eligible employees in the areas of diagnostic, preventive, basic and major restorative services with an annual maximum of \$1,000 as well as limited orthodontic coverage. Mr. Laskey stated that it never seems to be the right time to increase benefits for employees. Mr. Laskey stated that the MWRA should get up to the level of what the GIC offers its managers of \$1,250 a year.

Workers' Compensation Third Party Administrator Services: PMA Management Corporation of New England, Contract A583

The Board voted to approve the recommendation of the Consultant Selection Committee to select PMA Management Corporation of New England to provide workers' compensation third party administrator services and to authorize the Executive Director, on behalf of the Authority, to execute Contract A583 with PMA Management Corporation of New England in an amount not to exceed \$225,250 for a term from December 10, 2012 through December 31, 2015.

Mr. Donnelly stated since 1987, the MWRA has utilized the services of a third party administrator (TPA) to process workers' compensation claims, set and adjust claim reserves, issue indemnity payments, review and pay medical expenses, notify and seek payment from excess carriers as needed, and file necessary reports all within strict adherence to Department of Industrial Accidents' rules.

Board member Vincent Mannering asked how the ranking was conducted. Director of Administration and Finance Rachel Madden stated that it depends. Some members within the Selection Committee might grade 99 for a firm and another might grade 100. The points or way of calculating it is really different with each individual grader.

Board member Joseph Foti asked if the grading was done first by points then by ranking. Mr. Foti stated that ultimately, it does not change because each person will grade differently. Ms. Madden stated that you can't really skew the rating. Mr. Foti stated that when you put the contract out for proposal, it is for ranking purposes. Board member John Carroll stated that ranking is built into the MWRA procedures. Mr. Carroll asked what is the MWRA total work budget? Ms. Madden stated that it was \$2.1 million.

Annual Maintenance of the Maximo System: IBM Corporation

The Board voted to approve the award of a sole source purchase order for the renewal of the annual maintenance agreement for the Maximo System to IBM Corporation, and to authorize the Executive Director, on behalf the Authority, to execute and deliver said purchase order in the amount of \$142,867 for the service period of January 1, 2013 through December 31, 2013.

Supply, Delivery, and Disposal of Regenerated Activated Carbon for the Deer Island Treatment Plant: Carbon Activated Corporation, Bid WRA-3528

The Board voted to approve the award of Purchase Order Contract WRA-3528 for the supply, delivery and disposal of regenerated activated carbon for the Deer Island Treatment Plant to the lowest eligible and responsive bidder, Carbon Activated Corporation, and authorize the Director of Administration and

Finance, on behalf of the Authority, to execute and deliver said contract in an amount not to exceed \$908,850 for a term of three years.

Supply and Delivery of Sodium Hypochlorite to the Deer Island Treatment Plant: Borden & Remington Corporation, Bid WRA-3524

The Board voted to approve the award of Purchase Order Contract WRA-3524 for the supply and delivery of 15% and 19% solution of sodium hypochlorite to the Deer Island Treatment Plant to the lowest eligible and responsive bidder, Borden & Remington Corporation, and to authorize the Director of Administration and Finance, on behalf of the Authority, to execute and deliver said contract in an amount not to exceed \$1,342,740 for a period of one year, from November 17, 2012 through November 16, 2013.

Contract Amendments/Change Orders

Renewable Energy Technical Assistance Consulting Services - Energy Efficiency: Fay, Spofford & Thorndike, LLC, Contract 7274A, Amendment 2

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Amendment No. 2 to extend the term of Contract No. 7274A with Fay, Spofford & Thorndike, LLC, Renewable Energy Technical Assistance Consulting Services - Energy Efficiency, by 365 days to November 30, 2013, with no increase in contract amount.

South Dike Tree Removal at Wachusett Reservoir: Aldore Tetreault and Sons, Inc., Contract OP-182, Change Order 2

The Board voted to authorize the Executive Director, on behalf of the Authority, to approve Change Order No. 2 to increase the amount of Contract No. OP-182 with, Aldore Tetreault and Sons, Inc., South Dike Tree Removal at Wachusett Reservoir, for a lump sum amount of \$34,500, with no increase in contract term.

Information

FY13 First Quarter Orange Notebook

MWRA Chief Operating Officer Michael Hornbrook made a presentation on the Orange Notebook.

Mr. Pappastergion asked why staff used eleven years in its calculations. Mr. Hornbrook explained that staff has good records dating back to that time. Mr. Laskey asked how many times a year does the MWRA hit mass capacity with detention time in the digesters? Senior Program Manager David Kubiak stated that it reaches capacity about nine hours a year.

Mr. Hornbrook explained that the new UV treatment has scaled down taste and odor control. Staff did not receive any complaints about a fishy or earthy odor. In addition, staff did not receive any complaints from local water departments as well. Staff now has UV treatment in place but it's on an experimental basis so we do not want to increase it significantly. It is something that staff is cautious about. The message that staff wants to pass along to the Board is that we watch the raw water and it's not a health issue; ozone has knocked down a lot of issues with taste and odor.

Mr. Carroll referred to page 6 of the orange notebook and asked if water is available to our system and if so, how is it used. Director of Planning Stephen Estes-Smargiassi stated that the water entering the reservoir is calculated and the monthly storage gets a yield, which identifies how much water comes in, minus evaporation. Any water that doesn't come in will go down the Nashua River or the Swift River. In the annual report, staff indicates where the water actually goes.

If you are interested in viewing the full presentation on the Orange Notebook, please click [here](#).

Delegated Authority Report-September and October 2012

Mr. Mannering indicated that there was a bid at \$1.9 million listed under delegated authority; was this a bad decision? What happened with this item? Mr. Hornbrook explained that a record drawing that staff had that was not as detailed or accurate as we would have liked. Staff saw a difference in connections and there was a need for a large change order so staff cut the additional work and cut the cost instead of the change order.

Mr. Hornbrook stated that staff had record drawings from several engineering firms. The contract needed a very large change order. Mr. Foti asked what the costs are associated with having the contractor begin the work and then stop the work. Mr. Hornbrook stated that the MWRA paid for the work they did and there were no penalty costs.

Mr. Mannering asked if the position "controller," listed on the last page, was a mistake. Ms. Madden stated that the item is always included in the package. MWRA Treasurer Tom Durkin stated that this gets reported several times a year.

FY13 Financial Update and Summary as of October 2012

Mr. Mannering asked when deposits are made for the defeasance account; what is the total amount? Ms. Madden stated that the deposits occur monthly and the account is at \$4.3 million.

Mr. Walsh stated that the workers' compensation numbers never seem to change. Is staff eliminating worker's compensation claims? Ms. Madden stated that a lot of the claims were settled last year but others have come in but are around for a short period of time; however, some have been going on for years.

2011 Deer Island Outfall Monitoring Overview

Deputy Chief Operating Officer Rick Trubiano and ENQUAD Director Andrea Rex gave a presentation on the Deer Island Outfall Monitoring Overview.

Ms. Rex explained that Outfall Monitoring overview is an annual report that summarizes the results of MWRA's monitoring of the environmental effects of the effluent discharges from the Deer Island Treatment Plant. MWRA monitors effluent, and the water, sediment, and health of fish and shellfish in Massachusetts and Cape Cod Bays. Beginning in 2011, monitoring was conducted according to a more streamlined monitoring plan. The new design continued to capture important ecological events in the bay, and no adverse impacts of the outfall were found.

The water quality in the Massachusetts Bay was the main topic in the staff summary. The Deer Island NPDES permit requires staff to regularly monitor measurement of the DITP's effluent quality, and environmental measurements of water, sediment and fish and shellfish. Deer Island Treatment Plant (DITP) did get the platinum award this year on effluent quality.

The level of mercury shows a great trend going down in the New England states. Board member John Carroll asked where the zinc comes from. Ms. Rex explained that the zinc comes from automobile brake pads.

Mr. Laskey asked if zinc is the biggest metal. If it is from brake pads, then there must be a lot of zinc on the streets and not necessarily coming out of the outfall. Ms. Rex stated that yes, it is. Mr. Pappastergion stated there would be zinc present from stormwater. Ms. Rex stated that the levels of metal in the receiving water are so excruciatingly low that staff does not measure it.

Mr. Walsh stated that the report indicated that there were lesions on the flounder. Does that mean this will lead to liver disease? Ms. Rex explained that the veterinarian that staff worked with explained that there was not a conclusion as to why this occurred. Staff conducted some studies, which included a number of microbiological ones and it seems that the lesions will show up and then go away.

If you are interested in viewing the MWRA's Harbor and Outfall Monitoring presentation, please click [here](#).

Progress of City of Cambridge-Implemented CSO Projects and Projected Financial Assistance through March 2013

Mr. Hornbrook stated that staff had initially thought the Cambridge CSO transfer was going to be routine but the City of Cambridge recently informed the Authority that the cost estimates have increased significantly by almost \$28 million. Cambridge has indicated that the current estimated design and construction durations for remaining work associated with these contracts may not be sufficient to meet the Court-ordered completion date of December 2015. At a meeting with the City of Cambridge, MWRA staff indicated that not meeting the Court-ordered completion date of December 2015 is unacceptable. Staff has required Cambridge to go back and look at the completion of the work and mitigate the time of extensions. MWRA would not support the extension. Cambridge stated that they would go back and try to overlap some of their efforts on the final design. They were concerned with how much of their crew would be needed to accomplish this deadline. Cambridge will take a look at traffic mitigation plans to help with its schedule and will come back in a month with more information; MWRA staff will report this at the next Board meeting. Cambridge has asked for an additional month because they are in the early design phase. Mr. Hornbrook stated that this is not good news and it was a surprise to staff. Cambridge stressed that there were tight schedules but it was never indicated that the project could not get completed by the scheduled date.

Mr. Carroll asked why Cambridge was not on schedule. Mr. Hornbrook stated that they look at the value of the contract and the value of construction crew that is needed. The streets have been so congested while trying to complete the sewer separation and this has caused work to be done on top of the sewer and gas lines. This is creating utility conflicts and is significantly impacting their schedule. Mr. Carroll asked how the schedule was determined. Mr. Hornbrook stated that the City of Cambridge proposed the schedule not the MWRA. Mr. Kubiak explained that it was always an aggressive schedule that required more work and more cost. Mr. Hornbrook stated that they have to go with more than three crews. Cambridge will be coming back to staff in two weeks.

Joseph Favaloro, Executive Director of the MWRA Advisory Board, expressed his dismay that staff seems more concerned about the milestone and not the fact that the cost is increasing by \$28 million. That is what really stings.

Mr. Laskey stated that these are some of the final pieces of the grand CSO schedule that was negotiated with DEP, EPA, etc. in order to get a plan in place to have this project completed by 2015. Staff can assess how we did and if it was critically important. We can assess if part of this plan disrupts part of our overall plan. Mr. Hornbrook stated that he agreed with Mr. Laskey. Staff made sure that Cambridge knew how important this deadline was. Mr. Swett stated that it was aggressive but asked if they could really meet it. It seems that there may be another year and half more of time needed to complete the project. There does not seem to be continuous communication with Cambridge and the MWRA, how is that being addressed? Mr. Hornbrook stated that Contract 12 is far along and one of the three remaining has been awarded a contract. MWRA staff meets with Cambridge staff on a regular basis. We ask for progress and they give us documents to verify it. MWRA staff was surprised when they presented this a couple of weeks ago. They said it was aggressive but they claimed they could make the deadline. Yes, it shows they had a lack of understanding where the risk was in their own system. Mr. Swett asked if staff is comfortable that they can still make the deadline. Mr. Hornbrook stated that he is not comfortable anymore based on the information they presented, so staff is continuing to meet weekly to keep them on target. Mr. Pappastergion stated that \$28 million is the increase of a year and half time. If they accelerated the timeline, would the \$28 million increase? Mr. Hornbrook stated that the estimates and schedules were based on the nearby subarea addressed in Contract 8A. Mr. Pappastergion asked what is overlapping about the construction in the different areas. Mr. Hornbrook stated that is what staff is currently looking into.

Mr. Laskey asked if there is a federal requirement that if we don't meet the deadline, would we need to report it to the court or Judge Sterns? Mr. Hornbrook stated that it is in our best interest to keep meeting with Cambridge. Staff will meet with them in two weeks to discuss it further. I'm not confident that they can come up with a plan to meet the schedule right now.

Southern Extra High Service Area Redundancy

The Southern Extra High service area has been identified as being deficient in distribution storage and lacking redundant distribution pipelines. Correction of these deficiencies has been assigned a Priority One under MWRA's Water Master Plan due to the potential critical threat to public health that could result from a failure in this single transmission main.

In addition, a major goal of system redundancy is to provide a secondary mean of supplying the service area that will reduce vulnerabilities and enhance operational flexibility in the event of unforeseen conditions.

Mr. Laskey stated that this project has been a top priority down south. Mr. Laskey explained that it has been put on hold due to conversations with the Tri-Town to see if there can be a loop of redundancy built around it. Mr. Laskey stated that there was a meeting tomorrow with Tri-Town about the possibility of system expansion. There has been a consensus that staff is not going to move forward with it, regardless if Tri-Town comes into the system.

Board member Michael Gove stated that it doesn't make sense to close Alternative 4A. This looks to be twice as expensive. If we do Alternative 6, there will still be redundancy issues on the east side. Design Manager Mike Rivard explained that staff selected Alternative 6 as the preferred route based on the fact that it allows for a connection to several pipelines in the Bellevue Tank vicinity, thus providing more operational flexibility for supply to the communities from either the Newton Street Pump Station or the Hyde Park Pump Station. Staff also found that it has moderate utility and traffic interference relative to other alternatives. Alternative 5, although the shortest route, involved construction on Washington Street in Dedham and West Roxbury, which follows a portion of the same alignment as Section 77, and would involve significant traffic and utility interference. Staff believes that Alternative 6 is preferable to minimize the areas where redundant pipelines share the same alignment.

Mr. Gove stated that as long as there are solutions to the Quincy and Milton areas, the concern is to parallel that.

Mr. Pappastergion asked why phase 2 is needed. Mr. Rivard explained that it is for a storage tank and connection. Mr. Rivard explained that there would be some overtime in the Bellevue area. There has been some concern from staff about putting all our eggs in one basket.

Mr. Rivard stated that the MWRA has a consultant on board to help meet with the MEPA filing in the next two months.

If you are interested in viewing the Southern Extra High presentation that was made at the Board of Directors meeting, please click [here](#).