

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

**BOARD MEMBERS PRESENT**

Jake Jacobson Osborne Construction Company  
John Belarde Belarde Company, Inc.  
Curt Gimmetstad Absher Construction Company  
Sarah Cox Dorsey & Whitney LLP  
Frank Imhof IMCO General Construction, Inc.  
Paul Mayo Flatiron Constructors, Inc.  
Jessica Scarsella Bros., Inc.  
Glyn Slattery Lydig Construction, Inc.  
Gordon Spencer Teknon Corporation  
Ian McFarland View Dynamic Glass  
Nancy Munro MidMountain Contractors, Inc.  
Shana Peschek Construction Center of Excellence  
Ross Pouley AECOM  
Jim Rowley Howard S. Wright, a Balfour Beatty Co.

Dawn Stephens Charter Construction, Inc.  
Mickey Traugutt Washington Patriot Construction LLC

**BOARD MEMBERS ABSENT**

Mike Grace Groff Murphy, PLLC  
Chris Lang Fisher Construction Group  
Sharon Young Concord Construction, Inc.

**STAFF/GUESTS PRESENT**

David D'Hondt AGC of Washington  
Kelly Barber AGC of Washington  
Dani Tijan AGC of Washington  
Bill Bender UW, Dept. of Constr. Mgmt.  
Cody Glasgow PCL Construction Services, Inc.

**CALL TO ORDER**

President Jake Jacobson called the meeting to order at 8:55 AM and asked for self-introductions. Jacobson stressed the importance of member involvement and cited recent examples that are making significant, positive differences in the association: passage of CTA Awareness Bill -- giving Nancy Munro kudos for her involvement in this effort; progress with the Dept. of Ecology in safety and environmental areas, among others.

**INTERACTIVE DISCUSSION / ACTION**

**Officers' Actions since April 10 Board Meeting:**

1) May Membership Report -

***Action: At the May 22, 2017 Officers Meeting, the Officers approved the May Membership Report, as follows:***

**Re: Membership Report (approved 5/22/17 by the Officers)**

---

The following candidates have been screened and meet the proper classification requirements:

**NEW MEMBERS**

**ASSOCIATE**

**Seattle District**

Emerald City Fence Rentals, Renton, WA

**GENERAL CONTRACTOR**

**Seattle District**

Corti Construction, Inc, Redmond, WA  
James W Fowler Company, Dalls, OR  
KC Equipment LLC, Seattle, WA  
Myers & Sons Construction, LP, Sacramento, CA  
Roger Hickel Contracting, Inc., Bellevue, WA

**SPECIALTY CONTRACTOR**

**Seattle District**

Omega Rigger & Erectors INC., Auburn, WA  
Scott Coatings, LLC. Renton, WA

**YOUNG CONSTRUCTOR**

Jacilyn Hayden, The Erection Company

**MEMBERSHIP REINSTATEMENT**

PSF Mechanical – Seattle – company cancelled their membership in March, but has since re-applied and paid for membership

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

- 2) CLC Big Event – President Jacobson reported that on 5/22/17, the Officers approved an additional \$7.5k for the 2017 CLC Big Event; \$34k originally budgeted. CLC Representative to the Board, Sarah Cox, reported that approximately 100 people have registered for the Big Event, to date.

***Action: It was moved (Slattery), seconded (Pouley), and carried to approve (per Officers' recommendation) an additional \$7.5k for the 2017 CLC Big Event; monies to come from the Board Contingency Fund.***

- 3) Bill Bryant's FORGE/Washington – President Jacobson reported that on 5/22/17, the Officers recommended the Board approve a \$25k contribution to Bill Bryant's FORGE/Washington; monies would not be used for independent expenditures and thus not be taxable; monies would come from the Board Contingency Fund. It was noted that if \$350k is not raised, this will become a non-issue.

Considerable discussion ensued amongst Board members regarding how the association could be viewed by supporting what would be a primarily Republican database. It was noted that legislative data would be collected in primarily outlying counties to assist in identifying potential candidates who are pro-business; this could be Republican or Democrat. It was noted the Democratic Party has such a database in place already, the Republican Party does not. D'Hondt reported that FORGE/Washington is not a PAC; eventually, it would evolve into a PAC and potentially merge with Enterprise Washington. Board member Ross Pouley stressed the importance of starting at the bottom and moving it upward – obtaining data necessary to elect city council members and start populating upwards those who are business-friendly. Nancy Munro was of the opinion that business people don't have a level playing field in the legislative arena.

***Action: After additional comments / discussion, it was moved (Pouley), seconded (Mayo), and carried by majority vote (2 opposed) to approve a \$25k contribution to Bill Bryant's FORGE/Washington; monies would not be used for independent expenditures and would come from the Board Contingency Fund.***

**April Financials**

Controller Kelly Barber reported that as of April 30, 2017, the preliminary Net Operating Income (NOI) equaled \$1.371m vs. a year-to-date budget NOI of \$1.004m, creating a favorable year-to-date total budget variance of \$367k. The year-to-date positive revenue variance of \$242k combined with the positive expense variance of \$125k produced the total favorable year-to-date budget variance of \$367k.

The year-to-date positive revenue variance of \$242k was from above budget revenue in most all revenue categories except Other Revenue/CAM. The year-to-date positive expense variance of \$125k was comprised of under budget expenses in most all expense categories.

As of April 30, 2017, AGC's 2017 annual forecast net operating income equaled \$821k versus an annual budget net operating income of \$54k. \$525k of the positive variance was attributed to AGC's sponsorship fee for AGC Retro Program. As of April 30, 2017, the building's occupancy rate was 100% (other than the vacant restaurant space).

Secretary/Treasurer Dawn Stephens recommended increasing the Retro sponsor fee in the future to minimize the variance even if that means a negative variance. D'Hondt advised that in the past there has been an intentional effort to maintain a conservative Retro budget to avoid a negative variance, so that available cash could be used where needed. He agreed to discuss further any fundamental changes.

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

***Action: President Jacobson agreed the Retro budget would be further reviewed during the normal budgeting process, which should begin the end of August.***

***It was moved (Slattery), seconded (Stephens), and carried to accept the April financials as presented.***

**Property Update**

Executive Vice President Dave D'Hondt gave an updated property report, which included:

- Currently one small space available in the building
- Will be reviewing an offer on the restaurant space later today
- Consideration being given to bringing in one restaurant on the first floor and turning the current second floor restaurant space into office space.
- Seaplane Museum – Paul Allen has decided not to sell the parking lot area
- Teatro making an offer on the AGC upper parking lot to install a tent (would need 20 parking spaces)
- While there is no restaurant in the building, AGC has hired a variety of food trucks during the work week for tenants.

**Ten-Year Capital Budget**

D'Hondt reviewed the 10-year capital budget. Items in this year's budget include:

- Parking lot lighting
- Second floor lighting / ceilings / tile (in place of carpet) / paint and wall fabric.

He reported that the 10-year capital budget is aimed at being in balance and/or saving monies, whereas in years' past it used to be negative.

**Recommended AGC Reserves Allocation**

Controller Kelly Barber and Secretary/Treasurer Dawn Stephens reviewed the AGC Finance Committee's recommendation for AGC reserves allocation and how the formula is calculated (see Board Policy 22 – Association Reserve Funds). It was noted that the 2016 target reserve balance is \$3.5M. The proposed target reserve for 2017 is \$3.9M (7.2M Assets less 2.4M Liability less 900K other = 3.9 M), based on the current reserve calculation per current asset and liability account balances as of 12/31/2016.

Special Projects	\$100,000
Operations	\$900,000
Plant & Equipment	\$2,900,000

***Plant and Equipment Allocation:***

Revenue Decline (7.5%)	\$380,000
Add. Tenant Improvements	\$500,000
Emergency Repairs	\$600,000
Tenant Deposits	\$220,000
10-yr. Capital Improvement	\$1,200,000

***Action: It was moved (Stephens), seconded (Traugutt), and carried to approve the recommended \$3.9M AGC reserves allocation.***

***Barber to send Board Member Gordon Spencer the reserve fund calculations and discuss further with him and the treasurer.***

**STRATEGIC REVIEW / PLANNING**

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

**Updated Strategic Plan**

D'Hondt reviewed the updated Strategic Plan.

<b>BHAG 1: Create a movement for membership, not a market share.</b>						
<b>Membership Numbers as of May 31, 2017:</b>						
GC (181); SPECIALTY (189); ASSOC. (204): Total: 574						
<b>Membership Numbers as of May 31, 2016:</b>						
GC (168); SPECIALTY (182); ASSOC. (214): Total 564						
(Champions: David D'Hondt, Jake Jacobson)	<b>Timeframe</b>					
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>COMMENTS</b>
<p><b><u>SMART GOAL 1: Involve the next generation while respecting all generations by being welcoming and providing meaningful opportunities.</u></b></p> <p><b>Objective I: Survey companies to get a census of the generations.</b></p> <p>Timeframe: March 2016 Responsible: Stacy Mullane, Officers, Annie Lombroia, Jim Rowley, Gordon Spencer</p>		May				Completed Changed to May to have info for Board Retreat. Committee formed and survey underway.
<p><b>Objective II: Make a plan to have an FLF rep on the AGC Board; maximum age 35.</b></p> <p>Timeframe: Dec. 1 2015 Responsible: David D'Hondt, Officers, FLF Steering Committee</p>	Dec. 1	Approved at 1/29/16 Annual Mtg.				Completed
<p><b>Objective III: Have 2 meetings per year with the AGC Officers and the FLF Steering Committee.</b></p> <p>Timeframe: 2 in 2016 Responsible: David D'Hondt, Andrew Ledbetter</p>		Completed Nov.	Nov.			
<p><b>Objective IV: Define "IT" for an event that will attract the entire group of 460 FLF registered participants.</b></p> <p>Timeframe: 2 years Responsible: David D'Hondt, Mickey Traugutt, FLF Steering Comm</p>			Sept.			Big Event, June 23, 2017 Fremont Foundry  Star Wars Movie 2016
<p><b>Objective V: Review status of relationships with AGC Student Chapters in Washington and recommend to the AGC Board a plan to enhance the relationships.</b></p> <p>Timeframe: 1 year Responsible: Dave Kearby, Jake Jacobson, Andrew Ledbetter</p>		Sept.				In 2017 budget

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

<p><b><u>SMART GOAL 2: Increase membership services.</u></b>  <b>Objective I: Enhance industry knowledge of Safety Team® (ST) as premier and utilize the success of that program to open contracting opportunities for members.</b>          Timeframe: 2 years          Responsible: David D'Hondt, Mandi Kime, Safety Committee</p>			Sept.		
<p><b>Objective II: Market AGC Safety Team® to be used nationwide through the AGC of America.</b>          Timeframe: 2 years          Responsible: David D'Hondt, Mandi Kime, Officers</p>			Sept.		Dave D met with Steve Sandherr AGCA CEO; discussions underway.
<p><b><u>SMART GOAL 3: Create overarching marketing plan for member recruitment.</u></b>  <b>Objective I: Create a timeline and material list for action items.</b>          Timeframe: 3 months          Responsible: Sean Lewis, District Managers</p>			Sept.		Changed to 2017 (mistake in 2016)
<p><b>Objective II: Discuss changing Subcontractor membership category to Specialty Contractor.</b>          Timeframe: Dec. 1, 2015          Responsible: Stacy Mullane, AGC Board</p>	Dec. 1	Approved 1/29/16 at Annual Mtg.			Completed.
<p><b><u>SMART GOAL 4: Collaborate with the Education Foundation at a higher level.</u></b>  <b>Objective I: Work collaboratively with the Education Foundation to explore large scale impact initiative with intention to generate pipeline to construction workforce. Research feasibility and funding of a Construction Academy, generate or expand industry partnerships, and identify local programs with existing construction workforce pipeline.</b>          Timeframe: 5 years          Responsible: David D'Hondt, Nancy Munro</p>				2020	1 meeting done and 1 more scheduled  Collaboration Committee named; Jake Jacobson & Dave D'Hondt represent AGCWA.
<p><b>Objective II: Work collaboratively with the Education Foundation to educate members on the strengths of the next generations.</b>          Timeframe: 2 years          Responsible: David D'Hondt, Diane Kocer</p>			Sept.		
<p><b>Objective III: Work collaboratively with the Education Foundation for mentoring opportunities for the next generations in the construction industry.</b>          Timeframe: 2 years          Responsible: David D'Hondt, AGC Board, Diane Kocer</p>			Sept.		

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

<p><b>Objective IV: Work collaboratively with the Education Foundation to benchmark and measure AGC member participation in Education Foundation classes; measurements of students per year to include:</b></p> <ul style="list-style-type: none"> <li><i>a. Number of members taking classes</i></li> <li><i>b. Number of member companies taking classes</i></li> <li><i>c. Number of non-member students taking classes</i></li> <li><i>d. Number of non-member companies taking classes</i></li> <li><i>e. Number of classes in each district</i></li> </ul> <p>Timeframe: 5 years Responsible: Kelly Barber, Diane Kocer</p>					2020	<p>AGC of WA paying for reports to get info from new database.</p> <p>Reports Done Feb. 2017</p>
<p><b>SMART GOAL 5: Feed the craft worker pipeline.</b></p> <p><b>Objective I: BuildWashington.com as a recruiting tool</b></p> <ul style="list-style-type: none"> <li><i>a. Website up-and-running</i></li> <li><i>b. Partnering - ongoing</i></li> <li><i>c. Add job board</i></li> <li><i>d. Write bill and pass the bill</i></li> <li><i>e. Advertising campaign - ongoing</i></li> <li><i>f. Hire Workforce Development employee</i></li> </ul> <p>Timeframe: 3 years Responsible: David D'Hondt, WFD Taskforce</p> <p><b>Objective II: Coordinate messaging to High School students</b></p> <ul style="list-style-type: none"> <li><i>a. Construction presentation messaging</i></li> <li><i>b. Identify appropriate School Districts</i></li> <li><i>c. Coordinate with Unions and CITC to consolidate WD efforts</i></li> </ul> <p>Timeframe: 3 years Responsible: David D'Hondt, WFD Task Force</p>			<p>Done</p> <p>Done</p> <p>Done</p> <p>April</p> <p>Dec.</p> <p>Dec.</p> <p>Dec.</p>			<p>Working on funding</p> <p>Melinda Nichols part-time</p>
<p><b>SMART GOAL 6: Increase diversity of AGC membership.</b></p> <p><b>Objective I: Create a Diversity Task Force that evaluates options and reports back to the Board.</b></p> <p>Timeframe: Sept. 2016 Responsible: David D'Hondt, Nancy Munro, Liz Evans</p>		Sept.				<p>Reported to Board in September; Munro working on.</p>
<p><b>Objective II: Define WSDOT Mentor Protégé Program.</b></p> <p>Timeframe: Spring 2017 Responsible: David D'Hondt, Liz Evans, Diversity Task Force</p>			April			
<p><b>Objective III: Define AGCWA DBE Member Promotion</b></p>						

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

<b>Program.</b> Timeframe: Spring 2017 Responsible: David D'Hondt, Liz Evans, Diversity Task Force				<b>April</b>		
<b>Objective IV: Define DBE Recruitment Program.</b> Timeframe: Spring 2017 Responsible: David D'Hondt, Liz Evans, Diversity Task Force				<b>April</b>		
<i>Updated Information highlighted in yellow.</i>						<i>May, 2017</i>
<i>Completed objectives highlighted in gray.</i>						

<b>BHAG 2: To help elect a pro-business majority in the Washington State Legislature by 2020.</b>						
Champions: David D'Hondt, Jake Jacobson, Mike Grace, Ken Day,  Annie Lombroia	Timeframe					COMMENTS
	2015	2016	2017	2018	2019	
<b>SMART GOAL 1: Increase member participation in GAC.</b>						
<b>Objective I: Create opportunities for Board members to meet with legislators.</b> Timeframe: 2 years Responsible: Jerry VanderWood, District Managers			<b>Oct.</b>			After session
<b>Objective II: Create opportunities for FLF to participate in government affairs' activities.</b> Timeframe: 2 years Responsible: Michele Willms, Andrew Ledbetter, FLF Steering Comm.			<b>Oct.</b>			After session
<i>Yellow highlight indicates updated information.</i>						<i>4/1/2017</i>
<i>Gray highlight indicates completed objective.</i>						

<b>BHAG 3: Create an industry leading IT program for members and staff that utilizes leading technologies and eases interface.</b>						
(Champions: Kelly Barber, Sean Lewis)	Timeframe					COMMENTS
	2015	2016	2017	2018	2019	
<b>SMART GOAL 1: Improve technology at AGC of Washington.</b>						
<b>Objective I: Form a Technology Task Force including FLF members to advise the AGC of WA on technology matters including social media strategies and report to the AGC of WA Board.</b> Timeframe: December 2017		<b>Dec.</b>	<b>Dec.</b>	<b>Dec.</b>	<b>Dec.</b>	Changed to 2017

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

Responsible: Kelly Barber, Sean Lewis						
<b>Objective II: Partner with FLF to test and suggest improvements to the new website and database.</b>						Changed to December, 2017.
Timeframe: June 2017				Dec.		Working bugs out of the new system
Responsible: Stacy Mullane, Sean Lewis, FLF						
<b>Objective III: Install video conferencing capabilities in the Seattle AGC office and AGC Conference Center for live conferencing webinars and pod casts.</b>						
Timeframe: December 2015	Dec.	1/31/16 Equipment Installed				Completed.
Responsible: David D'Hondt, Kelly Barber						
Updated information highlighted in yellow.						4/1/2017
Completed objective highlighted in gray.						

D'Hondt reviewed an AGC marketing slogan for future use: "Vision Voice Value," which generated comments pro and con (i.e., font / color in a word can signify level of importance; how does the image look when reproduced in an e-mail / fax; in the business community words like "value" and "vision" tend to be overused; in associations, members look for ROI (value)). Shana Peschek suggested getting the opinion of a focus group. D'Hondt thanked the Board members for all comments; anyone wishing to submit additional comments to D'Hondt are welcome to do so. D'Hondt stated that he intends to run this marketing idea past a focus group he will be meeting with soon in Florida. D'Hondt circulated an updated AGC Directors' Dashboard for Board review.

**CLC / Student Chapters**

Sarah Cox circulated a flyer regarding the June 23 CLC Big Event and invited all Board members. Anyone wishing to attend, was requested to email Dani Tijan at [dtijan@agcwa.com](mailto:dtijan@agcwa.com) and she will let Andrew Ledbetter know. Cox also disseminated CLC business cards with 2017 events reflected on the back. D'Hondt complimented Krissy Dreher, CLC chair, for her great energy and leadership.

D'Hondt advised that the CLC has a good relationship with the student chapters (CWU and UW). First Vice President Frank Imhof encouraged CLC and student chapter representatives to bring their great energy and get involved in Olympia. Mickey Traugutt encouraged recognizing the younger generation through awards and trophies. D'Hondt stated that Ian McFarland (former FLF) has been a specialty contractor of the year and Bryan Kelley has been an associate member of the year. Per D'Hondt, AGC will look for opportunities to recognize millennials each year.

**Diversity Task Force**

D'Hondt and Munro gave an updated report on the Diversity Task Force. The next meeting will be held Wednesday, June 7 to define WSDOT's Mentor / Protégé Program. WSDOT is encouraging the following economic inclusion goals for participation of the groups in the following categories on solely state-funded projects:

<i>Minority Business Enterprises</i>	10%
<i>Small Business</i>	5%
<i>Veteran Business</i>	5%
<i>Women Business Enterprises</i>	6%

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

It was reported that WSDOT would hire a program coordinator. AGC would identify mentor companies to match the 30+ protégé companies identified by the coordinator and would implement the program in coordination with WSDOT.

D'Hondt reported on his recent attendance at a NMCA meeting where he had the opportunity to meet a minority contractor who he introduced to WA Patriots; Mickey Traugutt is now mentoring this contractor. D'Hondt noted that AGC plans to begin marketing its own DBE member firms as well.

President Jacobson advised that this mentor/protégé program will be further developed and much clearer by the September Board meeting. Munro encouraged Board input regarding recruiting potential DBE members. It was noted that Liz Evans will be taking the staff lead on this task force.

D'Hondt reported that the white women waiver on all new WSDOT projects has been implemented. B2GNow, a diversity software system, which will allow the agency to track and report the new designation of Underutilized DBEs (UDBE) is available now.

It was also noted that the WSDOT Disparity Study has been completed and results should be applied later this year. AGC is waiting for final results.

**Workforce Development Task Force**

Nancy Munro reported that BuildWashington.com is up and running; waiting to see if we receive state funding this year or next year. Meetings have been held with CITC, SVI, State and King County Building Trades, Carpenters & Boeing to form a coalition and identify industry needs of union vs. open shop. Melinda Nichols has been hired as interim consultant. Efforts will be coordinated with the technical colleges. D'Hondt reported that the advertising campaign would likely begin in September; and, the hiring of a recruiter likely next year.

D'Hondt reported that AGCWA will augment what the AGC Education Foundation does related to workforce development by focusing on the craft side.

**Guest Speakers**

**Bill Bender, UW Dept. of Construction Management** – Bill Bender gave a presentation on how the Dept. of Construction Management exposes students to technology to broaden critical thinking and improve communication. For Project Managers, this includes BIM, Procore, and Plangrid. Bender reported that 56 students will graduate from the program this year with an estimated 66 next year; 20% women. Per Bender, CWU graduates approximately 35 students. He noted that the department, in conjunction with the AGC Education Foundation, co-sponsors a 4-day, day camp for high school students interested in the construction industry, entitled, *Build Your Future*.

**Cody Glasgow, PCL Construction Services** – Cody Glasgow, 8 yrs. with PCL, gave a presentation on how PCL Construction Services uses technology every day; this included:

- 3-D Lift Drawings
- 3-D Printing
- HoloLens (concrete models & future)
- 4-D Scheduling
- Laser Scanning
- Site Utility & Shoring (3-D models)
- Field Mobility (iPad options / apps)
- 6-D Model (SLAM projects)
- 360 Photos (pre-pour & pre-cover records; 360 camera; capture app by Content VR; hardhat mounted camera)
- BIM Modeling (clash detection)
- BIM 360 Glue

**SUMMARY MINUTES  
AGC OF WASHINGTON  
BOARD OF TRUSTEES RETREAT  
JUNE 2, 2017**

- BIM Scheduling (critical path items)
- BIM Coordination (framing model; model to field)

It was the consensus of the Board that there is a critical need to catch up with the technology world; there needs to be a technically-educated workforce now. D'Hondt advised that the Technology Task Force is working on internal issues now, then externally.

**OTHER BUSINESS**

*Amicus Brief* – President Jacobson reported that the Court of Appeals recently accepted to review a contractor's appeal to have its lawsuit against King County decided in a Snohomish County court; a decision has not yet been made.

Per Jacobson, Lindsay Taft is working to get an Amicus Brief opinion published regarding the City of Olympia involving good faith and per diem; if published, this would be good for contractors.

He reported that the Environment Committee regularly meets with the Dept. of Ecology and is working toward establishing a relationship with them (Assistance Visit Program) that could be similar to what the Dept. of L&I currently does regarding member job site visits.

Jacobson advised that City of Seattle projects now have new provisions called "Acceptable Workplaces" designed to ensure that City construction worksites are respectful and appropriate, including prohibiting bullying, hazing, etc.

It was reported that the Government Affairs Committee's next meeting is scheduled for Tuesday, June 6, 9:30 – 11:30 AM. Board members encouraged participation by CLC (FLF) members in GAC; they felt it extremely important for them to understand how the legislative process works. D'Hondt noted that the current Strategic Plan, BHAG 2, Obj. II, says to "create opportunities for FLF to participate in GAC in 2017, after session."

There being no further business, the meeting was adjourned at 2:20 PM.

---

Dawn Stephens, Secretary/Treasurer

Date