

## Tualatin Hills Park & Recreation District Minutes of a Regular Meeting of the Board of Directors

A Regular Meeting of the Tualatin Hills Park & Recreation District Board of Directors was held on Tuesday, December 12, 2017, at the HMT Recreation Complex, Dryland Training Center, 15707 SW Walker Road, Beaverton, Oregon. Executive Session 6 pm; Regular Meeting 7 pm.

Present:

Ali Kavianian

Secretary/Director

Felicita Monteblanco

Secretary Pro-Tempore/Director

John Griffiths Holly Thompson Director Director

Doug Menke

General Manager

Absent:

Jerry Jones Jr.

President/Director

#### Agenda Item #1 - Executive Session (A) Land

Secretary Ali Kavianian called executive session to order to conduct deliberations with persons designated by the governing body to negotiate real property transactions. Executive session is held pursuant to ORS 192.660(2)(e), which allows the board to meet in executive session to discuss the aforementioned issue.

Secretary Kavianian noted that representatives of the news media and designated staff may attend executive session. Representatives of the news media were specifically directed not to disclose information discussed during executive session. No final action or final decision may be made in executive session. At the end of executive session, the board returned to open session and welcomed the audience into the room.

#### Agenda Item #2 – Call Regular Meeting to Order

The Regular Meeting of the Tualatin Hills Park & Recreation District Board of Directors was called to order by Secretary Ali Kavianian on Tuesday, December 12, 2017, at 7 pm.

#### Agenda Item #3 – Action Resulting from Executive Session

Felicita Monteblanco moved that the board of directors authorize staff to grant an easement in the northwest quadrant, subject to the appropriate due diligence review and approval by the general manager. Holly Thompson seconded the motion. Roll call proceeded as follows:

John Griffiths Yes
Holly Thompson Yes
Felicita Monteblanco Yes
Ali Kavianian Yes

The motion was UNANIMOUSLY APPROVED.

#### Agenda Item #4 – Presentations

## A. Oregon Recreation Trails Advisory Council's Doug Newman Memorial Award – Steve Gulgren

Wendy Kroger, trails advocate and former THPRD Trails Advisory Committee member, announced that Steve Gulgren, senior park planner, has been awarded the 2017 Oregon Recreation Trails Advisory Council's (ORTAC) Doug Newman Memorial Trails Award. ORTAC advises Oregon State Parks and its partners in the development and promotion of high quality, non-motorized trail systems throughout Oregon. ORTAC was established in 1971 as part of the Oregon Recreation Trails System Act and has seven members: one from each of Oregon's five congressional districts, and two additional members representing coastal counties. Each year ORTAC presents the Doug Newman Memorial Trails Award to an Oregonian who has made significant contributions to advancing Oregon's recreational trails.

Wendy noted that she is before the board this evening on behalf of Robert Spurlock, ORTAC member representing Congressional District 3, to recognize Steve for his receipt of this award. Wendy provided a PowerPoint presentation that included an overview of challenging trail projects Steve has led through his work with THPRD, a copy of which was entered into the record, and congratulated Steve on this well-deserved recognition of his efforts.

✓ Steve thanked ORTAC for the recognition, noting that all of the projects described were a team effort involving the THPRD Board of Directors, community volunteers, and district staff, and that he is proud to work for an agency as great as THPRD.

Secretary Kavianian thanked Wendy for her presentation and congratulated Steve on his receipt of this award on behalf of the THPRD Board of Directors.

#### B. Audit Report on District Financial Statements for Fiscal Year 2016/17

Keith Hobson, director of Business & Facilities, introduced Kathy Leader, audit committee member, to make a presentation on the Audit Report on the district's Comprehensive Annual Financial Report for the fiscal year ended June 30, 2017.

Kathy noted that the district's Audit Committee met on November 28, 2017, to review and approve the Draft Comprehensive Annual Financial Report as presented by district staff and Talbot, Korvola and Warwick, LLP, the district's auditors. The audit resulted in an unmodified opinion on the district's financial statements. At the end of the meeting, the committee unanimously approved to accept the draft report as presented. In addition, Kathy announced that the district has again been awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. It is the 12<sup>th</sup> consecutive year the district has been honored with the award. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and reflects the high level of competency and commitment to the spirit of full disclosure by district staff.

Holly Thompson, who serves on the THPRD Audit Committee as the board liaison, complimented and thanked the other audit committee members and staff for their efforts.

Holly Thompson moved that the board of directors accept the Audit Report on the Park District's Comprehensive Annual Financial Report for the fiscal year ended June 30, 2017. John Griffiths seconded the motion. Roll call proceeded as follows:

Felicita Monteblanco Yes
John Griffiths Yes
Holly Thompson Yes
Ali Kavianian Yes

The motion was UNANIMOUSLY APPROVED.

#### Agenda Item #5 - Audience Time

Mark Feldman, 2645 SW 84<sup>th</sup> Place, Portland, is before the board of directors this evening regarding the Cedar Hills Park redevelopment project. He referred to the project's master plan that shows the tennis courts being replaced with a different type of sport court. He commented that these particular tennis courts are the only lit outdoor tennis courts in the eastern portion of the district. He described his family's heavy use of the district's tennis programs, including use of these particular courts year-round, noting that the lights are particularly useful during the winter months when it gets dark early. He has noticed that a different demographic uses the courts at Cedar Hills Park versus the Babette Horenstein Tennis Center, which although relatively close and also lit, there is a fee to use those courts. He expressed dissatisfaction with the public outreach process used for the Cedar Hills Park redevelopment project, noting that despite his heavy use of the site, he just recently learned of the plan to remove the courts. He requested that if the tennis courts at Cedar Hills Park must be removed, that the district consider lighting nearby tennis courts in order to replace those being lost, and suggested consideration of the following sites: Cedar Park Middle School, Meadow Park Middle School, Roxbury Park or Raleigh Park.

Brian Garrison, 14355 SW Cherryhill Drive, Beaverton, is before the board of directors this evening regarding boardwalk safety concerns at the Tualatin Hills Nature Park. He serves as a Park Watch volunteer for the district primarily at the Tualatin Hills Nature Park and described how slippery the boardwalks are when wet, noting that he was recently injured due to a fall on one of the boardwalks in the park. He provided background regarding his wife's service on the former Tualatin Hills Nature Park Advisory Committee and now on the Tualatin Hills Nature Park Friends Group, noting that boardwalk safety has been a consistent discussion topic throughout those years. He acknowledged the different traction tests that have been done on the park's boardwalks throughout the years, but believes the process is taking too long and that this safety issue should have been addressed a long time ago.

Keith Hobson, director of Business & Facilities, described a pilot test being conducted using fiberglass material on the Willow Creek Greenway boardwalk, noting that it initially appears to be a viable replacement. Public input on the material is being taken now and if positive, will become the district's new standard for boardwalks. As boardwalks are replaced throughout the district, they would be replaced with this new material.

✓ Holly Thompson inquired how long it would take the district to replace all of the boardwalks with this new material.

Keith replied up to 15 years, noting that in the meantime, increased maintenance efforts, including power washing, would be conducted. Temporary adhesive strips have also been tried at the Tualatin Hills Nature Park, but unfortunately that site is one of the district's most difficult due to the tree canopy and amount of moisture. Adhesive strips can create their own potential risk in that the areas around the adhesive strips are still slippery. Problematic sites may be moved up in the replacement schedule for the new material.

John Griffiths commented that he has heard similar stories from other patrons regarding this problem and suggested that a temporary fix may be necessary until a permanent solution has been identified.

Cony Konstin, 7990 SW Barnard Drive, Beaverton, is before the board of directors this evening in support of the installation of futsal courts within the district. He described the positive impact soccer has had on his life, noting that as a soccer coach, he has traveled the world and has witnessed firsthand the joy that playing with a ball can bring to impoverished children. He noted that unlike soccer, futsal doesn't require a fee to play and therefore is available for almost any child to participate. He thanked THPRD for the consideration of installing its first futsal court at

Cedar Hills Park and encouraged consideration of additional courts throughout the district, noting that futsal courts are a cost-effective way to serve many district residents efficiently.

Secretary Kavianian commented on a recent article he read regarding the popularity of futsal.

Felicita Monteblanco referenced the accessible nature of futsal and noted the board's recent retreat discussion during which the values of equity and access were discussed and identified.

#### Agenda Item #6 – Board Time

Felicita Monteblanco provided an update regarding her contact with Leon Andrews, Chair of the National Recreation and Park Association Board of Directors and Director of Race, Equity and Leadership for the National League of Cities, and his potential visit to THPRD under consideration for January.

✓ General Manager Doug Menke described two events under consideration during Mr. Andrew's visit: a joint reception hosted in partnership with Portland Parks & Recreation, and a THPRD-specific luncheon.

John Griffiths referenced the public testimony received this evening regarding the Cedar Hills Park tennis courts, noting that he did not realize that lit courts were rare within the district.

✓ General Manager Doug Menke replied that THPRD has ample lit courts in comparison to other local parks providers, noting that some are provided with a nominal fee, such as at the Babette Horenstein Tennis Center, and others are free, such as at the PCC Rock Creek Recreation Facility. He referenced the multiple extensions during the public outreach process for the Cedar Hills Park redevelopment project, including multiple master plan designs and revisions, noting that although the courts at the site were well-used, there are also other district courts located nearby.

John inquired whether any of the district's courts near Cedar Hills Park could have lights installed.

✓ Doug replied that it is possible, but installation of outdoor sports lighting can be costly. He described the challenges of playing outdoor tennis in the winter for this geographical area, noting that light is not the only factor, but waiting for a dry stretch of weather, as well. John requested that the board be provided an overview of current district tennis court locations, lit and non-lit, for additional review. This could also include an overview of where additional futsal

courts could be located within the district.

#### A. Committee Liaison Updates

Secretary Kavianian opened the floor to the board members who serve as liaisons to the district's committees in order to report on the activities of those committees.

Felicita Monteblanco reported that the Tualatin Hills Park Foundation Board of Trustees has gained a new member, John Jones, and that their next meeting is in January.

Felicita referenced the large number of applications received, over 80, for the district's open advisory committee positions.

- ✓ General Manager Doug Menke provided an overview of the proposed advisory committee member appointment process.
- ✓ Holly Thompson requested that the board give ample thought and discussion as to how to accommodate so many advisory committee applicants for relatively few open positions. She suggested that each applicant be interviewed in order to feel like they were given consideration, noting that the process may prove educational for the district, as well as provide an opportunity to drive applicants not selected for committees to other volunteer opportunities within the district. She would like to see the district capitalize on the community's increased momentum to get involved in local government.

General Manager Doug Menke asked if the board would be willing to delay advisory committee appointments until their March meeting in order to allow district staff to present at the January meeting additional information regarding the applicant vetting process, as well as time to conduct interviews. He believes that the applicants would be appreciative of a thorough process. This timeline would still allow for the new advisory committee members to begin their terms in April.

✓ The board members expressed agreement with this suggestion.

#### Agenda Item #7 – Consent Agenda

Holly Thompson moved that the board of directors approve consent agenda items (A) Minutes of November 14, 2017 Regular Board Meeting and November 15, 2017 Board Retreat, (B) Monthly Bills, (C) Monthly Financial Statement, and (D) Bethany Creek Trail Consultant Contract. Felicita Monteblanco seconded the motion. Roll call proceeded as follows:

John Griffiths Yes
Felicita Monteblanco Yes
Holly Thompson Yes
Ali Kavianian Yes

The motion was UNANIMOUSLY APPROVED.

#### Agenda Item #8 – Unfinished Business

#### A. Signage Policy Update

Steve Gulgren, senior park planner, provided a brief overview of the memo included within the board of directors' information packet requesting approval of the Signage Policy Update which will replace the district's original Signage Master Plan. The new Signage Policy Update differs from the previous plan as it displays only the sign graphics of the sign families. All of the details regarding sign colors, text size, dimensions, installation, etc., would be relocated to the Maintenance Standards Manual, which will allow staff to make insignificant modifications as needed without requiring amendment of the policy. Steve referenced the initial presentation to the board on this proposal at the October 10, 2017 Regular Board meeting, during which board input was received questioning the Signage Policy Update as it related to bilingual or multilingual signage. Staff committed to research best practices in this regard and contacted eight park and recreation providers throughout the state, including several in the Portland Metropolitan area; however, most of the contacts are currently evaluating the same question. The Signage Policy Update has since been revised to state that staff will continue to research and monitor agency best practices regarding the topic of bilingual or multilingual signage and that it will be addressed when more information is available. Steve offered to answer any questions the board may have.

Felicita Monteblanco moved that the board of directors approve the Signage Policy Update. Holly Thompson seconded the motion. Roll call proceeded as follows:

John Griffiths Yes
Holly Thompson Yes
Felicita Monteblanco Yes
Ali Kavianian Yes

The motion was UNANIMOUSLY APPROVED.

#### B. Beaverton School District Intergovernmental Agreement

Aisha Panas, director of Park & Recreation Services, provided a brief overview of the memo included within the board of directors' information packet requesting approval of the revised draft intergovernmental agreement (IGA) with the Beaverton School District (BSD), which guides the relationship between the two districts regarding use and maintenance of athletic facilities. Aisha referenced the initial presentations to the board on this proposal at the October 10, 2017 and November 14, 2017 Regular Board meetings, and provided a brief overview of the edits made to

the draft IGA from the version presented to the board in November. Aisha announced that the BSD Board of Directors approved this draft IGA without further edits at their meeting yesterday and offered to answer any questions the board may have.

John Griffiths asked for the status of the balance sheet being developed between the two agencies detailing the services provided to one another versus those received as discussed indepth with the board during the November Regular Board meeting.

✓ Aisha replied that it is still a work in process and that both agencies are interested in seeing such a document come to fruition. She estimated that a draft may be available within a year.

John reiterated his previous comments from November regarding the need to factor in federal funds allocated to BSD for THPRD-provided programs since park districts are ineligible for such funding.

✓ Aisha replied that this is still an open topic between the two agencies, but BSD staff agreed that if BSD is receiving funds based on something THPRD is helping them to provide, that it should be part of the equation. She also noted that THPRD staff is conducting research in terms of THPRD's legislative priorities in order to find out how THPRD might engage in educational funding.

Holly Thompson reiterated her previous comments from November noting that while she supports the prospective equitable distribution of resources, it will be important not to become punitive through the process of determining the balance of contributions versus services received as both agencies serve the same population and are important partners to one another.

✓ Aisha provided an update regarding BSD's willingness to consider the potential use of their facilities for summer camps and after school programs that are typically at capacity within THPRD centers.

John commented that it is worthwhile to know the balance of the relationship between the two agencies, especially given the 25-year term of the IGA.

✓ Holly expressed agreement with the value of this information and hopes that any
imbalance that may become clear from the exercise would result in the development of
creative programming opportunities that might not be otherwise possible right now.

Holly Thompson moved that the board of directors approve the IGA with the Beaverton School District. Felicita Monteblanco seconded the motion. Roll call proceeded as follows:

John Griffiths Yes Felicita Monteblanco Yes Holly Thompson Yes Ali Kavianian Yes

The motion was UNANIMOUSLY APPROVED.

#### C. General Manager's Report

General Manager Doug Menke provided an overview of his General Manager's Report included within the board of directors' information packet, including the following:

- Celebrating Rwanda Cultural Event and Diversity Activities at Conestoga Recreation & Aquatic Center (CRAC)
  - Sabrina Taylor Schmitt, CRAC's center supervisor, provided photos and an overview of diversity activities at CRAC, including the Celebrating Rwanda cultural event, via a PowerPoint presentation, a copy of which was entered into the record.
- Board of Directors Meeting Schedule

Doug offered to answer any questions the board may have.

The board members complimented Sabrina and CRAC's focus on diversity and the effort to provide a welcoming environment to all patrons.

John Griffiths inquired whether CRAC will feature the Native American community in the future.

✓ Sabrina replied that last year CRAC had a month-long celebration of Native American culture but are always open to making new connections and continued conversation to learn about different cultures' needs and barriers to participation so that the district can help remove those barriers.

#### Agenda Item #9 – New Business

### A. City of Beaverton Urban Service Agreement and Intergovernmental Agreement Draft Framework

General Manager Doug Menke introduced Jeannine Rustad, superintendent of Planning, to provide an overview of a draft framework created in order to guide the development of a new urban service agreement (USA) and intergovernmental agreement (IGA) with the City of Beaverton (COB). Doug noted that the framework being presented this evening represents a combination of efforts by staff from both THPRD and COB.

Jeannine provided a detailed overview of the draft framework for the USA and IGA as included within the board of directors' information packet via a PowerPoint presentation, a copy of which was entered into the record, and which included the following information:

- The USA will contain the high-level policies regarding the provision of park and recreation services, as required by state statute. USAs designate the following:
  - o Establish service providers, their service area and roles in provision of services.
  - Assign responsibilities for planning and coordinating provision of urban services, planning, constructing and maintaining service facilities.
  - Establish the process for review and modification of USAs.
- The IGA will contain more detailed policies on how the city and district will work together
  in coordinating policy and planning efforts (including long-range plans, implementing
  documents and capital improvement plans), as well as the maintenance of recreation
  amenities, programming and events.
  - Unlike USAs, IGAs are not legally required. The IGA would also be reviewed on a more regular basis.
  - The IGA under discussion will consolidate approximately 15 existing IGAs and MOUs between THPRD and COB.
- It is anticipated that the city and district will prepare short-term work plans (1-3 years) outlining efforts each agency foresees undertaking during the time period to allow better coordination and partnership.

Jeannine provided a brief overview of the timeline for the development of these agreements, noting that staff are seeking board input on the draft framework this evening and will return with a draft USA for further consideration by the board in February or March, followed by a draft IGA this summer. Jeannine offered to answer any questions the board may have.

John Griffiths asked whether this work will help THPRD better understand the COB's downtown redevelopment plan and where THPRD may fit into that plan.

✓ Jeannine confirmed that the USA will help, as will the IGA. As a result of the conversations taking place on all levels, from board to staff, THPRD has already been more involved in the downtown design program, which is a direct reflection of better coordination and more open conversation between the two agencies.

Felicita Monteblanco asked how the affordable housing work being done between the two agencies will be factored into these agreements.

✓ Jeannine replied that both the IGA and a work plan could reference this work.

John Griffiths inquired whether the USA might address COB's and THPRD's ultimate service boundaries, especially in relation to the unincorporated areas north of Highway 26. He asked for confirmation that property annexed by COB is automatically annexed to THPRD.

- ✓ Keith Hobson, director of Business & Facilities, explained how THPRD's ultimate service boundaries have already been defined by other similar agreements with the cities of Hillsboro, Tigard and Portland. Unfortunately, the provision for automatic annexation by THPRD when a property is annexed by COB was lost in the early 2000s and needs to be addressed within the IGA under development.
- ✓ General Manager Doug Menke added that the loss of that particular provision was not the result of any direct action by THPRD or COB, but was due to the elimination of the boundary commission. The annexation topic is of interest to COB as well as THPRD and could be a great opportunity for both agencies to work together in bringing their concerns to state representatives in Salem.

Holly Thompson read a statement into the record acknowledging that she is an employee of the City of Beaverton, but does not have a conflict of interest, or even a potential conflict of interest, and that she does not in any way benefit personally, financially or otherwise in any of the items covered in the IGA. She believes that she can be fair, effective and fulfill her duties in regards to THPRD and to fully and exclusively have THPRD's best interests in mind as she shares her comments and direction on the framework.

Holly noted that she reacted strongly to the use of the word "primary" within the USA when referring to THPRD being COB's primary parks provider. She suggested that the statement be modified to reflect that THPRD is COB's parks and recreation provider, in order to remove any potential ambiguity in that statement. She acknowledged that while there may be some exceptions to this statement, such as in the case of COB's City Park, those exceptions can be addressed elsewhere. She described the need to be clear on this point within the USA, especially when ambiguity already exists in other areas, such as city code. She suggested that THPRD also very clearly define the services it provides and not limit itself to only being a "parks provider," but include recreation, as well as define all of the services that fall under those terms, such as trails management, natural resources, and even define what is meant by the term "recreation." She noted that with such a long-term agreement, these words and definitions matter and that it is absolutely critical there is clarity that THPRD is COB's parks and recreation provider. Holly recognized the complexities that arise from COB not being a full-service city, noting that while THPRD's primary role is fulfilling its mission via the services it provides, she would love to see language included within the USA regarding being community partners and working on community-wide challenges together. She provided an example of homelessness being a community-wide issue that will take all community resources to address, noting that THPRD has a role to play in that. She believes that a statement to that effect included within the USA could go a long way in reflecting the district's community mindedness and willingness to work together.

✓ John Griffiths expressed agreement with the suggestion to remove the word "primary."

Secretary Kavianian expressed support for a USA that provides a clear understanding that THPRD is the parks and recreation provider for COB, which becomes especially important as leadership and staff change through the years.

#### B. Raleigh Park Concept Plan

General Manager Doug Menke introduced Bruce Barbarasch, superintendent of Natural Resources & Trails Management, to provide an overview of a concept plan for Raleigh Park as included within the board of directors' information packet.

Bruce provided a detailed overview of the Raleigh Park concept plan via a PowerPoint presentation, a copy of which was entered into the record, and which included the following information:

- The plan provides a long-term vision to guide how the 16.6-acre site is maintained and what amenities are installed or changed over time.
- A concept plan differs from a master plan in that some existing park amenities serve as anchors and are not being considered for significant changes. A concept plan:
  - Provides guidance on maintenance operations, site improvements, and a consistent look and feel for the park.
  - o Identifies overall goals and objectives for the site and introduces supporting projects that will be refined and fully developed over time.
- Public outreach conducted during development of the concept plan included:
  - Park-based intercept interviews, mailers, a website, three open houses, presentations to community groups and joint advisory committee discussion.
  - An overview of the planning process at the August 15, 2017 Regular Board meeting.
- The plan will provide the neighborhood and community with the following benefits:
  - Safe, accessible recreation opportunities.
  - o A more stable and natural stream corridor and native plantings.
  - Increased facilities for walking.
  - Opportunities for different types of recreation activities.
  - o Enhanced aesthetics, including areas around the pool facility.
- Next steps:
  - o Portions of the plan will be implemented as time and resources allow.
  - o Pool deck enhancements are anticipated to take place in the fall of 2018.

Bruce offered to answer any questions the board may have.

Secretary Kavianian inquired about any plans for a dog park at Raleigh Park.

✓ Bruce replied that there are no current plans to include an off-leash area at Raleigh Park.

John Griffiths asked how Beaverton School District has been involved in or has reacted to THPRD's planned use of their portion of property within Raleigh Park.

- ✓ Bruce replied that THPRD staff has communicated with the Beaverton School District regarding these plans and that they seem to be comfortable with what is being proposed.
- ✓ Aisha Panas, director of Park & Recreation Services, noted that similar shared sites have been discussed through the IGA development process and that there has been some interest in more clearly identifying boundaries at such sites to reflect property ownership, but only initial discussion has occurred on this concept.

John asked for confirmation that there is no concern regarding Beaverton School District deciding to restrict THPRD's current use of their portion of property at the site.

✓ General Manager Doug Menke replied that there is not a concern, partially due to the public relations angle, noting that Raleigh Park is surrounded by neighbors very passionate about this park. He complimented Bruce on the extensive outreach process used in the development of the concept plan in order to ensure that it was not just the neighborhood that contributed to the process.

John expressed support for revisiting aging master plans for parks and asked which parks may be next in this process.

✓ Bruce replied that he is currently working on the development of a concept plan for Greenway Park, which has an equally passionate neighborhood and park user group.

Holly Thompson expressed support for the native plantings proposed along the creek that would still allow children the ability to access the water. She requested that staff further evaluate lighting the tennis courts at this site based on the public testimony received earlier this evening.

Felicita Monteblanco asked if there were any lessons learned during the public outreach process for this concept plan.

✓ Bruce replied that one lesson learned was that one can never ask too many questions. He kept good records of conversations with individuals that allowed him to seek further clarity when needed on specific topics. Public meetings can result in different feedback than that of on-site interviews with park users, so a variety of outreach methods are attempted in order to obtain a balanced representation of the community. A community task force has been formed for the Greenway Park concept plan development, which he feels will help alleviate concern that the concept plan is being developed based only on the opinions of THPRD staff.

Secretary Kavianian asked for confirmation that the appropriate Neighborhood Association Committees (NAC) are being updated on these projects and are being used as a resource when appropriate.

✓ Bruce confirmed this, noting that a designated THPRD staff person attends each monthly NAC meeting. If there is a project in a particular NAC's coverage area, a more detailed presentation might be made; however, some NACs are more active than others.

# Agenda Item #9 – Adjourn There being no further business, the meeting was adjourned at 8:55 pm. President Secretary

Recording Secretary, Jessica Collins