



Powered By People

MetroPlan Orlando's Report to the Community - Summer 2018



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MetroPlan Orlando Staff

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Executive Director

Public Affairs: *This department handles public information, community outreach, relationships with our regional partners, and communications.*

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Finance & Administration: *This department handles official records for our board and committees, fiscal management and record-keeping, human resources, and financial reporting.*

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Nick Lepp, AICP, CTP
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Who We Are



MetroPlan Orlando leads transportation planning efforts in Orange, Osceola, and Seminole Counties.

With a planning area larger than the size of Delaware, more than 2 million residents, and 72 million visitors annually, close coordination across jurisdictional boundaries is crucial.



Our Mission

To provide leadership in transportation planning by engaging the public and fostering effective partnerships.



Our Vision

A regional transportation system that safely and efficiently moves people and goods through a variety of options that support Central Florida’s vitality.



Did You Know?

MetroPlan Orlando was the first multi-county metropolitan planning organization (MPO) formed in Florida.

We Bring People Together

“We are conveners. Bringing people together is what we do. Regional collaboration gives us energy and focus.”



A MESSAGE FROM METROPLAN ORLANDO'S BOARD CHAIRWOMAN

What makes an organization special? Programs and processes are important, but **people** matter the most. It's people who bring the essential intangibles like leadership, creativity, and innovation. It's people who can effectively adapt to the winds of change.

MetroPlan Orlando's success has always been **Powered by People** – its exceptional staff, collaborative board and committee members, supportive transportation partners, and a diverse community. As chairwoman of the MetroPlan Orlando Board, I've seen first-hand that it takes all of us coming together to plan the transportation system needed in Orange, Osceola, and Seminole Counties.

Typically, you'd find us touting our partners' accomplishments in our annual report because we love celebrating the region's achievements. However, this year, you'll also find us sharing more about ourselves and what we do. We hope this **Powered by People** report will help you get to know MetroPlan Orlando and our people better.

A NEW CHAPTER

We've been incredibly fortunate to have had a talented executive director, Harry Barley, at the helm for the past two decades. He has built MetroPlan Orlando into one of the leading metropolitan planning organizations in Florida – and in the nation.

But this is an exciting year – a time to turn the page to the next chapter of leadership in MetroPlan Orlando's story. It's my pleasure to present to you Gary Huttman, our new executive director. Gary took the lead beginning in September, after Harry's retirement.

With more than 30 years of experience in the transportation industry, Gary has served as the organization's deputy executive director for the past seven years. This means he has established relationships with federal, state, and local partners and knows the field thoroughly. The MetroPlan Orlando Board is confident his expertise will ensure the continued success of the organization and a smooth transition into Gary's new role as executive director.

Though we may have a new face leading the organization, we'll continue to be **Powered by People**. We'll consistently deliver what you've come to expect from us – excellence in planning, a regional forum to foster partnerships, and a willingness to work together to achieve the region's transportation vision.

Sincerely,

Commissioner Cheryl L. Grieb
2018 MetroPlan Orlando Board Chairwoman

We Provide a Regional Forum

We're the place where Central Florida comes together to discuss vision, priorities, and challenges for the three-county region.



When you walk into the MetroPlan Orlando office, you're welcomed by two smiling faces. Lisa (left) and Cathy extend hospitality to each guest who walks through our doors or calls on the phone. Much of their administrative work to support our events happens behind the scenes, like putting together agenda packets, taking minutes, and organizing logistics for smooth board and committee meetings.

We provide a regional forum where elected officials, industry experts and residents can create a transportation system that serves everyone. This setting allows candid discussions about the region's vision for Central Florida and the realities that sometimes challenge that vision.

By inviting people with different points of view to the table, we create an inclusive environment and enable cooperation across disciplines both inside and outside the transportation industry. Recognizing that transportation doesn't start or end at jurisdictional lines, this cross-sector teamwork also helps us surpass geographic boundaries.

We understand strong partnerships are built on solid two-way communication, and community trust is earned by working toward shared values.

OUR BOARD

The 20 voting members of the MetroPlan Orlando Board take seriously the need to work as partners in setting transportation priorities for the region. The board includes representatives from local governments and transportation operating agencies. Additionally, five non-voting advisors represent committees and other transportation organizations. (See the board roster, pages 20-21)

Prioritizing transportation projects for federal and state funding is complex, so board members weigh many perspectives in their policy decisions. The advisory committees provide input, as do interested citizens. All these voices are important in making sure we develop the best system possible.

The board has established four emphasis areas: 1) supporting safety and public health of all transportation system users through Complete Streets projects; 2) filling gaps to improve trail connectivity across the region and state; 3) engaging the younger population in transportation planning, and 4) improving connectivity between all types of transit, including SunRail and LYNX.

OUR COMMITTEES

Our advisory committees give wide-ranging input to the board, because they represent several specific areas:

- **Community Advisory Committee** – Residents who come from different parts of the region and use various types of transportation
- **Municipal Advisory Committee** – Elected officials from cities that do not have direct representation on the board
- **Technical Advisory Committee** – Planners and engineers from local governments and transportation operating agencies with broad technical expertise
- **Transportation Systems Management & Operations Advisory Committee** – Planners and engineers who focus on technological fixes to the transportation system
- **Transportation Disadvantaged Local Coordinating Board** – Residents concerned with ACCESS LYNX service and needs of seniors and persons with disabilities or economic challenges



165

Board and committee members regularly participate in MetroPlan Orlando's transportation planning process

We Connect with the Community

Planning the transportation system requires more than just technical work. Continuous, coordinated, and comprehensive public involvement is also essential.

If any department embodies the “Powered by People” theme of our annual report, it’s Public Affairs. Cynthia, Mary Ann, and Virginia (l-r) build relationships with regional partners and the community, communicate complex transportation concepts, and listen to public feedback. Ultimately, they give the public a constant voice in the transportation planning process.

We have the privilege of serving a wonderfully diverse community – and this is something we celebrate. As a majority-minority region (meaning the percentage of the non-Hispanic white population is under 50%), Central Florida is a melting pot of cultures and ethnicities.

In a vibrant area like ours, work schedules and lifestyles are different. Not everyone has the time or desire to attend traditional public meetings. Because the transportation planning process is **Powered by People**, we recognize barriers to public involvement and actively work to overcome them. To give the public a voice in the process, we provide a variety of options for how they can get involved, and let people choose how they would like to participate.

PROVIDING ACCESS TO INFORMATION

The planning world often contains a web of unwieldy regulations, complicated technical tasks, and ambiguous industry jargon. To help the public better understand transportation planning, we strive to effectively communicate highly technical information in an understandable way. We put the philosophy that ‘a picture is worth a thousand words’ into practice by using visualization, such as illustrations, photos, charts, and maps.

We increase our organization’s transparency by making material readily accessible. A wealth of information is available at MetroPlanOrlando.org, including a comprehensive calendar, descriptions of our board and committees, explanations and documents about our transportation initiatives and tips on how you can take part in what we do. We also make printed copies available to those without online access.

LISTENING TO THE PUBLIC

We let the public know how they can shape the transportation system, then we want to hear what they think. This takes many forms. We seek to reach people wherever they are by participating in community events, making presentations to various groups, and interacting on social media. When members of the community visit us, they have opportunities for public comment at every meeting. We also make a concerted effort to reach traditionally underserved populations in the region, such as senior citizens, economically disadvantaged, people with disabilities, and young people.

GOOD RELATIONSHIPS WITH OUR PARTNERS

We seek to connect with partners in transportation, as well as local, state, and federal levels of government. These partners play a key role in shaping policy and sharing information about the transportation system. We’ve also long believed in working to improve transportation beyond our three-county area. We formalized our partnership with surrounding metropolitan planning organizations in 2001 with the creation of the Central Florida MPO Alliance, which now covers 10 counties. This past year, the group studied existing transit in the mega-region and examined opportunities for connections across urban areas.



6,000+

Follow and interact with us on social media

We Plan The Future

“It’s an incredible privilege to be only the second executive director in our history as an independent organization.”



A MESSAGE FROM METROPLAN ORLANDO’S EXECUTIVE DIRECTOR

When I started my transportation planning career in Yellowstone County, Montana – where wildlife may outnumber people – I never dreamed I would be leading an organization of MetroPlan Orlando’s caliber.

Transportation has a profound impact on quality of life. We plan the future and, in doing so, affect each of the 2.1 million people living in Central Florida today, as well as those who will live here tomorrow. It’s significant that our work is **Powered by People**, because when it comes down to it, our work is all about people.

Our three-county scope also gives us power in numbers. Our region learned long ago that we can achieve much more working cooperatively rather than individually. Because of our reputation for collaboration, we have considerable influence nationally that allows us to win grants and attract additional funding to the area.

I plan on doing a lot of listening in my first several months as executive director. Though I’ve been with MetroPlan Orlando for seven years and know our business well, I want to hear your thoughts on how we should evolve, and what areas we should emphasize in the future.

In this section of our annual report, you’ll learn more about the exciting planning projects we have under way. I see a lot of opportunities on the horizon, particularly as we work to increase travel options.

I’m convinced of the importance of transit and its role in our overall transportation system – so much so that

I’m a regular SunRail rider. We have an opportunity to accelerate bus and rail projects. I believe we’ll need transit champions to help make these projects realities and advance them beyond the study phase.

In 2019, we’ll begin developing our plan for the year 2045. This presents the prospect to involve more non-traditional partners in our planning process, especially from fields like housing, healthcare, and access to healthy foods. It also gives us the chance to explore how technology will shape the future. Join me as we create this plan to make transportation better in Central Florida.

Sincerely,

Gary Huttman, AICP
MetroPlan Orlando Executive Director

30+
years of transportation planning
experience in the public and private sectors
make Gary Huttman the ideal person to
lead our organization

We Anticipate Transportation Needs

Transportation projects are planned years, and often decades, in advance. Our plans help those projects get funded and constructed.

Nikhila, Keith, and Nick (l-r) concentrate on MetroPlan Orlando's core plans and programs, ensuring that our organization meets all the planning requirements in federal law. They are data-driven professionals who look to the future and map out how we'll get there. To do this, they work closely with our partners' technical staff to consider the transportation needs of all Central Floridians and visitors.

When it comes to advancing transportation projects, we start with a long-term view and then zoom in to the short-term. We produce three main plans – in cooperation with our board, committees, and the public – to address the region's needs:

- **Metropolitan Transportation Plan:** Formerly known as the Long Range Transportation Plan, this plan identifies projects for the next 25 years. Projects must be in this plan to be eligible for federal and state transportation funding.
- **Prioritized Project List:** This plan ranks transportation needs identified by the 25-year plan and determines the sequence of funding for projects. This list is updated annually.
- **Transportation Improvement Program:** This plan assigns money to specific projects that will be funded in the next five years. Updated annually, it sets the schedule for improvements to the region's transportation system.

MEASURING PERFORMANCE

The most recent federal transportation bill introduced performance-based planning requirements. This approach directly links projects to the community's goals through performance measures that are set at the federal, state, and local levels. These include such things as safety, system reliability, and pavement conditions. Moving forward, quantitative data will be used during conversations about project prioritization to help our board and committees make more purposeful decisions that help us reach the region's long-term goals.

This year, our board adopted a new set of performance measures for the existing 2040 Plan, setting evaluation criteria for our region. Next year, the development of the 2045 Metropolitan Transportation Plan will be the first time we fully incorporate a process that makes transportation investments based on performance measures.

PROJECTS TAKE SHAPE

Several major projects included in our plans have made rapid progress this year. I-4 Ultimate and the Wekiva Parkway are both half-way through construction, with estimated completion dates in 2021. These two projects alone represent a more than \$4 billion infrastructure investment.

SunRail added four new stations: Meadow Woods in Orange County and Tupperware, Kissimmee and Poinciana in Osceola County. The system now runs 49 miles through 16 stations in four counties.

LYNX, celebrating its 25th anniversary this year, has been busy making technology upgrades, including releasing an app for riders to track buses in real time and others to allow mobile payment, report problems and assist transportation disadvantaged riders.



1 MILLION

*more people are expected to live in
Central Florida by 2040*

We Promote Health & Safety

Making safety a priority and encouraging active transportation and transit can lead to better health for the entire community.



Mighk and Elizabeth focus on plans for walking, biking, and transit – types of transportation that build physical activity into a person’s daily routine, ultimately promoting better public health. When it comes to commuting, they lead by example. Mighk has been a bicycle commuter for the past 25 years. Elizabeth mixes her commute options, choosing from walking, LYNX, SunRail, and occasionally driving.

We embrace transportation decisions that positively affect health and quality of life for Central Floridians. This is something we do both in our planning work for the region and internally as an organization. Because we support staff members’ use of various types of transportation and offer options such as teleworking, MetroPlan Orlando has earned the national Best Workplaces for Commuters designation.

HEALTH & TRANSPORTATION PLANNING

The Federal Highway Administration recognized our commitment to health by awarding MetroPlan Orlando one of only six grants in the nation to pilot the use of a new planning tool called the Infrastructure Voluntary Evaluation Sustainability Tool (INVEST). We held an event called the Transportation Think-In to gather representatives from health, housing, business, education, tourism, workforce development, and social services. We will use their feedback to better incorporate health, sustainability, and resiliency principles into the 2045 Plan.

Another way to help improve health is by supporting public transportation. We recently commissioned a study to better understand the impact of Central Florida’s commuter rail system. Working with Florida State University’s Department of Urban and Regional Planning, we are examining the relationship between SunRail ridership and the transit-oriented development building boom around stations. We anticipate this will help the region more fully understand SunRail’s impact and establish a new marker for success.

SAFETY FOR PEOPLE WALKING AND CYCLING

Safety and health go hand-in-hand. For people on foot or on a bicycle, crashes often result in injury or

death. This year, we began working on Pedestrian and Bicyclist Safety Action Plans to provide a more comprehensive and targeted approach to improving safety for transportation that is **Powered by People**. When analyzing crashes, there are four critical safety success factors that determine the seriousness of a crash: visibility, predictability, conflicts, and speed.

Our Safety Action Plans will take a new approach by looking at how each of these factors can be addressed using behavior, road design, and traffic control devices (road markings, signals like rectangular rapid flashing beacons or hybrid beacons). Several high crash corridors in our area will be identified where we’ll focus future efforts.

We are also steadfast partners in on-going regional work to improve safety, including the study, design, and construction of Complete Streets and the Best Foot Forward for pedestrian safety program. This year, we celebrated the expansion of Best Foot Forward into Osceola County, and look forward to seeing it in Seminole County soon.



53%

of our staff get to work via SunRail, LYNX, walking, or biking at least one day each week

We Explore Technology & Transportation

The future of transportation in our region is tied to understanding how technology can help our growing area keep up with changes.

Finding ways technology can help create a safer, less-congested transportation system is the goal of our Transportation System Management & Operations team. Eric and Crystal imagine a region where new tools help everyone get around – whether they walk, cycle, drive, or take transit.

MetroPlan Orlando stays on the leading edge of technology, because our plans must account for new ways to move people and freight.

Intelligent Transportation Systems (ITS) use advanced technology to give people information about transportation and traffic management. ITS solutions help relieve road congestion, alert motorists to accidents and delays, and provide options for alternative routes. Our ITS Master Plan evaluates current systems and outlines technology that will make them more efficient and reliable.

In the not-too-distant future, connected and autonomous vehicles will likely change how people move around our region and how consumers and businesses get deliveries. It's uncertain how this will all play out, so we're working with various groups to find a direction for our region.

MetroPlan Orlando belongs to the Central Florida Autonomous Vehicle Partnership of public and private interests to develop, test, and implement automated vehicle technology. The partnership promotes operation and safety guidance for testing, diverse proving grounds for research, and more.

In early 2018, we hosted a meeting of the Association of Metropolitan Planning Organizations' Connected and Autonomous Vehicles Working Group, where national interests came together to prepare for work with the federal government on advancing these technologies.

Other exciting developments around our region:

- Thanks to an \$11.9 million grant from the Federal Highway Administration, Central Florida will advance several intelligent transportation technologies. Experts from the Florida Department

of Transportation (FDOT), the University of Central Florida (UCF), and MetroPlan Orlando will test several smart cities transportation technologies locally and make recommendations, which could lead to national models. Among the technologies will be an innovative pedestrian and bicycle collision avoidance system called Ped Safe.

- On a 475-acre site in Polk County, construction is under way on SunTrax – a partnership of Florida's Turnpike Enterprise, Florida Polytechnic University, and the Florida Department of Transportation. SunTrax will include a 2.25 mile track and a 200-acre infield area for testing such technology as connected and autonomous vehicles. The track is expected to open in 2019, and the infield, in 2021.

Of course, some technology is no longer new. MetroPlan Orlando has been retiming traffic signals along congested corridors since 2009 to improve traffic flow, save fuel, and reduce vehicle emissions levels. Since the process began, signals have been retimed along about 600 miles of road in the three-county area. We also have maintained a database of all types of crashes across the region, which allows us to analyze and track trends in safety.



145

traffic signals were retimed during 2017-18 along 60 miles of road in the three-county region

We Manage Funds to Get the Best Results

Our funding partners make our regional planning work possible through an operating budget made up of federal grants, state grants, and local per capita assessments.



Our Finance team makes sure we stay in good fiscal shape and are accountable to our funding partners and the public. Sally, Joe, and Jason (l-r) are the ones who keep our financial and human resources functions on track. Their success has attracted attention from some partner organizations, who asked our team for help improving their own financial/HR systems.

MetroPlan Orlando originally was created as part of a federal effort to get more local input into how federal funds were used for transportation projects. We take this role very seriously. We strive to bring money into the region, to advance projects that will best improve the transportation system, and to keep our operating finances in order.

We receive our operating money primarily from three sources: federal grants, state grants, and local per capita assessments. Through the continued support of our funding partners and responsible administration by our staff, MetroPlan Orlando remains in solid financial condition.

In the 2017/18 fiscal year, we applied for and received two important grants from the Federal Highway Administration, in addition to our regular funding. One of these was \$11.9 million in partnership with the University of Central Florida and the Florida Department of Transportation for testing next-generation technology, mentioned on page 15. The other was \$50,000 to promote health in all our transportation policies, mentioned on page 13. We continue to look for opportunities to bring additional money into Central Florida to assist with projects and studies that can improve transportation in our area.

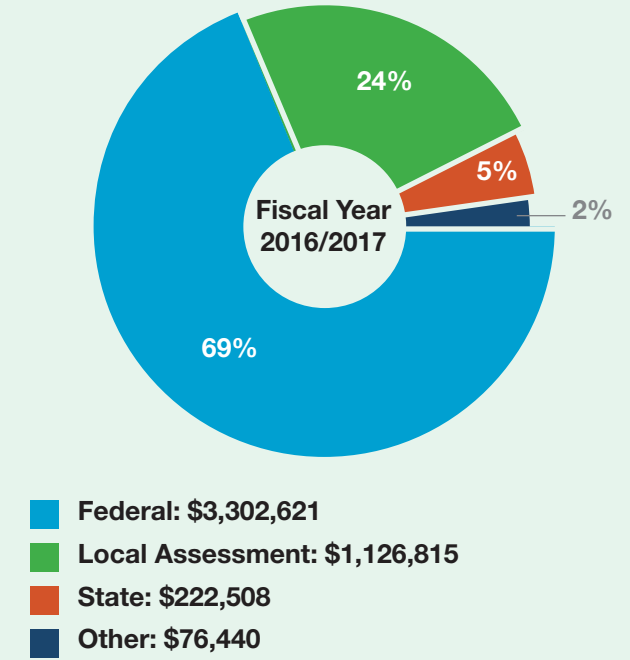
Meanwhile, we have used federal planning funds that flow to MetroPlan Orlando to initiate and manage Complete Streets corridor studies, to enhance pedestrian and cyclist safety, to advance congestion management, and to address regional and cross-jurisdictional issues. These studies produce lists of improvements that can often be implemented in one to five years.

Staff efforts are guided by the Unified Planning Work Program, a budget and task directive approved each year by the MetroPlan Orlando Board. Our financial statements are audited by an independent accounting firm to ensure sound accounting practices and to provide an outside review of our financial standing. We take pride in producing a clean audit each year.

But our real bottom line is in our partnership, since our partners make our regional planning work possible. Our thanks to these MetroPlan Orlando funding partners:

- Federal Highway Administration (FHWA)
- Federal Transit Administration (FTA)
- Florida Department of Transportation (FDOT)
- Orange County
- Osceola County
- Seminole County
- City of Altamonte Springs
- City of Apopka
- City of Kissimmee
- City of Orlando
- City of Sanford
- Central Florida Expressway Authority (CFX)
- Central Florida Regional Transportation Authority (LYNX)
- Greater Orlando Aviation Authority (GOAA)
- Municipal Advisory Committee
- Sanford Airport Authority

Funding Sources



We Carry on a Legacy

“It has been an honor leading this organization, and I’m very proud of what we’ve been able to accomplish. People all over the state are envious of what we’ve got under way here in Central Florida. And that’s because of the regional leadership, the partnerships, and the talented staff we have in this organization.”

Central Florida has undergone staggering change in the past two decades, including population growth of about 60% and an increase in tourists and visitors of about 120%. MetroPlan Orlando led the way in helping our transportation system evolve to meet the challenges our future presents.

There has been a constant figure at the front of this monumental effort. Harry Barley – executive director of MetroPlan Orlando for the past 22 years – was a guiding force in the region’s transformative transportation projects, including the St. Johns River Veterans Memorial Bridge, Wekiva Parkway, I-4 Ultimate, and SunRail. He also has been an enthusiastic partner and spokesman for the region’s pedestrian and bicycle safety initiatives, such as Best Foot Forward, and for trail connections like the Sanford RiverWalk, Shingle Creek Regional Trail, and the Florida Coast to Coast Trail.

Harry has worked tirelessly on projects that MetroPlan Orlando promoted to improve the area’s transportation system. But the cause that has been his greatest passion was regionalism itself. Dedication to partnership, cooperation, and intelligent compromise for the greater good guided every transportation effort of his tenure.

He arrived in Central Florida in 1996 with the mission to make the state’s first multi-county metropolitan planning organization independent. Every project since then has been infused with the idea of bringing the region together to build a diverse system that supports our flourishing communities. His work with the MetroPlan Orlando Board and its partners always focused on regionalism, and he carried that idea into other work as well. Whether serving on the Wekiva River Basin Commission, launching an alliance of MPOs in the middle of the state, or enhancing opportunities for

young planning students, Harry’s goal remained the same: He wanted what was best for the region in the long-term.

Already a seasoned transportation professional when he came here – with experience on international projects, as well as a leading role in building the Washington, D.C., Metro system – Harry has been enthusiastic about developing our staff. He emphasized the same philosophy in the office as out in the community – bring many perspectives into the process to get the best result for everybody. As Harry departs for retirement, he leaves a staff of 16 full-time employees with a **combined 166 years of service** to MetroPlan Orlando.

Like many Central Floridians, Harry came here from somewhere else. He made Central Florida his home, and he has been one of its proudest advocates. In addition to his work in transportation, he has been generous with his time and talent to help community organizations such as Florida Hospital, Winter Park Health Foundation, the University of Central Florida, and Rollins College.

Thank you, Harry, for leaving a proud legacy across the region that is certain to last for many decades.

22 Years

*of devoted service to MetroPlan Orlando.
Harry leaves a staff of 16 employees with
a combined 166 years of service.*

We Continue to Lead

When the MetroPlan Orlando Board met on July 11, 2018, it marked the 231st – and the final – board meeting for Harry Barley as Executive Director. At the conclusion of regular business, board members offered these personal tributes and parting words about his retirement, which came on August 31.

Commissioner Cheryl L. Grieb
Osceola County
CHAIRWOMAN

“Harry, you leave a huge legacy, and the region will forever be grateful for all you have done in the world of transportation and beyond.”

Commissioner Pete Clarke
Orange County
VICE CHAIRMAN

Commissioner Bob Dallari
Seminole County
SECRETARY/TREASURER

Mayor Jose Alvarez
City of Kissimmee

Mr. Dean Asher
Greater Orlando Aviation Authority

Mayor Patricia Bates
City of Altamonte Springs

Vacant*
Kissimmee Gateway Airport

Council President John Dowless
Municipal Advisory Committee

Commissioner Lee Constantine
Seminole County

Mayor Buddy Dyer
City of Orlando

Commissioner Fred Hawkins, Jr.
Central Florida Expressway Authority

“It’s important to be, not just a communicator, but a storyteller. That’s how you bring the community together. And Harry has done that so many times.”

“We know you left MetroPlan in great hands with Gary, and we’re looking forward to continuing to work our partnership with Gary, and we know it’s going to go in the right direction.”

“You’ve been a constant for so long. ... I always feel like I have the information I need, and if I don’t have the information, it’s going to be brought at the next meeting. And that’s all a board member can really ask for from the staff and leadership.”

Commissioner Samuel B. Ings
City of Orlando

Mayor Teresa Jacobs
Orange County

Commissioner Viviana Janer
LYNX/SunRail Commission

Mayor Bryan Nelson
City of Apopka

Secretary Mike Shannon*
Florida Department of Transportation

Mr. Hazem El-Assar*
Technical Advisory Committee

Commissioner Rod A. Love
Orange County

Mr. Atlee Mercer*
Community Advisory Committee

Commissioner Victoria Siplin
Orange County

Mr. Stephen Smith
Sanford Airport Authority

Commissioner Jennifer Thompson
Orange County

Mayor Jeff Triplett
City of Sanford

Commissioner Betsy VanderLey
Orange County

Mr. Kelly Brock*
Transportation System Management & Operations Advisory Committee

“I’d also like to say thank you for your personal visits into the office to come and brief me. You could have done it over the phone, but you came personally and that’s what I admired a lot about you.”

“It is hard to convene this many different interests ... and reach so much agreement. I would attribute that largely to you – to your calm demeanor, to your commitment to consensus building, to the work that you do behind the scenes ... to deliver something that we can agree on, rather than just delivering something to us that we can fight over.”

“Every time you have to make a decision, you accumulate more people that don’t like you. ... Harry has forced us to make so many decisions ... and we all still like him!”

“I just wanted to acknowledge the generational impact you have had in Central Florida, and I can speak to that very personally since my dad sat on this board before I got to sit on this board. And I just want to congratulate you for the impact you made in this community.”

*denotes non-voting advisor

