



**Commission Board of Directors
April 3, 2019
10:00 AM – 3:30 PM
2nd Floor Boardroom
2140 Hamilton Street, REGINA, SK**

Meeting Number 2018-2019-04

Members Present:

Drew Tiefenbach (Chair)	Jeff Sweet (Vice Chair)
Jesse Tiefenbach	Jessica Baldwin (Conference Call)
Wayne Stadnyk (Conference Call)	Ian Knibbs
Aaron Laughlin	Brian Marshall
Darcy Smycniuk	Karen Zunti
Leonard Manitoken	Brett Vandale
Dion Malakoff (part)	Mike Berkes (Conference Call)
Tammy Bloor Cavers	Brent Dubray
Ryan Cunningham	

Regrets:

Maria Chow	Bryan Leier
Wayne Worrall	

Guests:

Murray Roe, Buckingham Security (part)

Staff:

Jeff Ritter (part)	Loreena Spilsted (part)
Shaun Augustin (part)	Dawn Stanger (part)
Sherry Morcom – Recorder (part)	Anna Robinson (part)
Dean Frey (part)	Chelsea Coupal (part)

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
Call to Order	
1. Adoption of the Agenda	Motion #2018-2019-04-01 There was consensus to approve the agenda as presented.
2. Minutes of January 23, 2019 and Business Arising	Motion #2018-2019-04-02 There was consensus to accept the Minutes of January 23, 2019 as presented.
3. Chair Report <ul style="list-style-type: none"> • The Chair Report was included in the meeting package. • On January 24th, 2019, the Chair attended a presentation by the Saskatchewan Building Trades on their project to enhance entry, advancement, and employment outcomes of women apprentices. Women of the Building Trades, an Office to Advance Women Apprentices will be opening in Saskatchewan in mid-April. • The First Nations and Métis Scholarship is funded by the SATCC Board of Directors. This scholarship is presented annually at the Apprenticeship Awards in the fall. It recognizes the person with the highest mark on the Journeyperson exam among people of Indigenous ancestry. The winner receives \$400, a certificate, a travel bursary of \$200 and two tickets to the Apprenticeship Awards. Chelsea will be accepting donations for this scholarship • The orientation for new board members will be taking place April 4 at 9:00 am in the 2nd floor boardroom. Existing board members interested in a refresher, may also participate. 	Motion #2018-2019-04-03 There was consensus to accept the Chair Report as presented.

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<p>4. CEO Report</p> <ul style="list-style-type: none"> • The CEO Report was included in the meeting package. • On March 6th, 2019, an orientation on the SATCC was held for the Ministry’s new Executive Director of Immigration and Career Training, Jennifer Clark. • SATCC was selected as one of Saskatchewan’s top employers. Taking time to meaningfully recognize employees is an important part of creating a culture where employees feel valued. • A contract has been signed for online training – Respect in the Workplace. This an important development to hold for SATCC staff. • The Ministry of Trade and Export Development is currently canvassing ministries for issues impacting interprovincial trade and labour mobility. The SATCC has been asked to identify any irritants around labour mobility that could be identified as priorities for work with other provinces and territories. <ul style="list-style-type: none"> ○ A possible issue could be electrical workers in Alberta and British Columbia – Masters required. ○ Occupational and Health and Safety requirements differ for each province - Power Mobile Equipment is an example. • The SATCC received a letter from the Ministry of Advanced Education on Budget Day, stating that apprentices will no longer be eligible for the Saskatchewan Advantage Scholarship (SAS), starting in 2019-20. The Saskatchewan Advantage Scholarship provides eligible new Grade 12 graduates with up to \$500 per year, to a lifetime maximum of \$2,000. This change is effective starting June 7, 2019. Apprentices attending training after this date will be ineligible to receive SAS. • SATCC is currently working on communicating this change to clients and has removed any reference to SAS from the SATCC website. This change has required an emergency IT fix to our client management system, OCSM, resulting in a delay on 	<p>Motion #2018-2019-04-04</p> <p>There was consensus to accept the CEO Report as presented.</p>

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
publishing the 2019-20 Technical Training schedule and the issuance of training notices for apprentices.	
<p>5. Electrical Exam Compromise and Investigators Final Report and Presentation</p> <p>This item was discussed in-camera</p>	
Decision Items	
<p>6. Updated Strategic Plan for 2017-22 and Action Items for 2019-20</p> <ul style="list-style-type: none"> • The SATCC Board of Directors met in November 2018 to conduct a “check-in” on the Strategic Plan, the Vision/Mandate/Values, Goals, Objectives and Strategies. All were confirmed with the following minor modifications: <ol style="list-style-type: none"> 1. It was agreed to add the word “promote” to the mission statement so it now reads: “To develop, “promote” and execute a relevant, accessible and responsive apprenticeship training and certification system to meet the needs of employers, apprentices, journeypersons and tradespersons. 2. Management was asked to draft definitions for each of the values listed and include in the Plan. • The Board identified several potential risks that could be added to or prioritized in the risk registry so that they can be more closely managed and monitored. They are: <ol style="list-style-type: none"> 1. Reputational Risk 2. AMS Project Reporting 3. Stakeholder Relationship Risk 4. Funding Risk 5. ISEC – RSOS 6. Competing Technologies and Specialized Training 	<p>Motion #2018-2019-04-05</p> <p>There was consensus to approve the attached 2017-2022 Strategic Plan which includes the operational actions management intends to undertake to carry out the plan for 2019-20.</p>

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<p>7. Employer Resistance to Hiring for Diversity 8. Fraud</p> <ul style="list-style-type: none"> • Consensus on the reporting required based on this dialogue resulted in the Board asking for the following associated risk reporting: <ol style="list-style-type: none"> 1. Reporting of RS occupational RSOS reports (ISEC, RSOS development cycle reporting) 2. Reporting on the mitigation efforts/plans/policies management is implementing on material risks 	
<p>7. Draft 2019-20 SATCC Business Plan</p> <ul style="list-style-type: none"> • The 2019-20 Business Plan has been drafted based on the revised 2017-22 Strategic Plan. The 2019-20 Business Plan has the: <ul style="list-style-type: none"> • Revised language for the mandate; • A description of the 2017-22 Strategic Plan and the activities used to develop it; • The risk analysis completed by the Board in preparation of the new strategic plan; • Revised language for the new strategies and action being proposed to achieve the strategic goals plan; and • The preliminary 2019-20 Budget. • Additional discussion included: <ul style="list-style-type: none"> • Under Goals, titles were updated and there is language around the Program Integrity Strategy that has been included. • Goal 3 has a new section developed - Organizational Structure Review. • Goal 4 includes the internal audit function as a recommendation. A position would be developed to report to the Board of Directors. 	<p>For Discussion and Information Only</p>

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<ul style="list-style-type: none"> There are internal audit functions established in both ICT and A&E. SATCC could investigate the possibility of sharing a resource with one of these Ministries. 	
<p>8. Regina Lease</p> <ul style="list-style-type: none"> Management is proposing a Lease Strategy to have the SATCC explore expansion of its Regina and Saskatoon locations to meet its long-term business requirements. Both of the current locations in Regina and Saskatoon do not have enough space to accommodate additional resources or to have examination space. Further, the SATCC's lease for its AMS Project Office (at 2101 Scarth St.) is being terminated by its landlord due to the sale of the building to SaskPower. The SATCC has been given until August 31, 2019 to vacate the premises. A Request-for-Information (RFI) tendering process was completed for the SATCC by Colliers International. Eleven (11) bidders provided submissions. Using seven criteria (i.e. location/accessibility, quality of space/future expansion capability, quality of 'swing space' provided, price, client parking, staff parking and amenities), the submissions were scored to determine the top two submissions (i.e. the current Chapters location at the Southland Mall and 400 MacDonald Street). Senior Management visited both locations. Based on a 10-year lease, the recommended option will increase the SATCC's current combined lease and operating costs for both of its separate locations from \$378K annually to \$835K (a difference of \$457K). However, this difference includes an annual payment of \$224K for tenant improvements. This payment will be eliminated at the expiration of the 10-year lease. 	<p>Motion #2018-2019-04-06</p> <p>There was consensus to approved the recommendation that the Commission Board of Directors:</p> <ul style="list-style-type: none"> Approve the proposed Lease Strategy; and Direct management to negotiate a lease between the SATCC and SBLP Southland Mall Inc. (SBLP) for the Chapters location as the Southland Mall. Once a lease is negotiated, management will send to Minister Harrison for his approval.

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<ul style="list-style-type: none"> • Brett Vandale reported that this was brought to the A&F Committee. The Committee approved of the recommendation. • Discussion included the following suggestions: <ul style="list-style-type: none"> ○ SATCC develop an alternative plan for moving the AMS project team. ○ SATCC could contact Central Services for AMS Project space to lease on a short term basis. ○ SATCC develop a plan showing a compelling business rationale. 	
<p>9. Board Policies Reviews</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee, Brett Vandale reported that the committee met on March 19, 2019 and reviewed the attached policies. 	<p>Motion #2018-2019-04-07</p> <p>There was consensus to approved the recommended changes to the following policies:</p> <ul style="list-style-type: none"> • A5 Definition of Employers and Employees • G9 CEO Evaluation • G10 CEO Succession • P2 Revisions to Curriculum or Technical Training
<p>10. SATCC Board Charter</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee, Brett Vandale reported that the committee met on March 19, 2019 and reviewed the SATCC Board Charter. • The SATCC Board Charter (Charter) provides important foundational information for new board members. By having a regular review every two years, it serves as a useful reminder to all board members regarding their responsibilities, expected code of conduct and expectations regarding board member duties. • The current review of the document did not result in any major changes to the content. Some information required updating and some minor editing was completed. 	<p>Motion #2018-2019-04-08</p> <p>There was consensus to approve the SATCC Board Charter as presented.</p>

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<p>11. Apprenticeship Awards – Apprentices with Disabilities</p> <ul style="list-style-type: none"> • The recommendation aligns with the SATCC’s objective to promote participation in the skilled trades among people from underrepresented groups. Awards have been created to highlight the achievements of women in predominately male trades and Indigenous people – however, we have never implemented an award highlighting people with disabilities. • An application process recognizes that not everyone with a disability may want to receive recognition for it; only those willing to be recognized will be considered for the award. • Disability status is considered confidential information – it’s not comparable to, say, being recognized as a woman working in a predominately male trade 	<p>Motion #2018-2019-04-09</p> <p>There was consensus to approved the recommendation that a scholarship be presented to a new journeyperson with a disability who passed the 2018-19 certification exam. It is also recommended that these new journeypersons be invited to apply for an award for people with disabilities.</p>
<p>Dean Frey joined the meeting.</p>	
<p>12. Food and Beverage/Guest Services Representative Entrance Requirements.</p> <ul style="list-style-type: none"> • On behalf of the Standards Committee, Drew Tiefenbach reported the Standards Committee met on March 13, 2019 to review the recommendation from the Food and Beverage/Guest Services Trade Board. • The Commission Regulations state that all candidate’s applying for Food and Beverage Person (FBP) and Guest Services Representative (GSR) apprenticeship must provide an official high school transcript; it is a requirement for all trades. Requiring a high school transcript for these trades is becoming a barrier for progression of some apprentices. • The FBP/GSR Trade Board is making a recommendation that the SATCC waive the requirement for the SATCC to receive a high school transcript for an applicant to become an apprentice in these trades. 	<p>Motion #2018-2019-04-10</p> <p>There was consensus to approve the recommendation that new apprentices not be required to submit a high school transcript to register as an apprentice.</p>

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<ul style="list-style-type: none"> They are confident the Saskatchewan Tourism Education Council (STEC) and the training providers are ensuring the apprentices gain the necessary essential skills through training to be successful as apprentices, if the apprentice is unable to provide an official high school transcript to the SATCC 	
<p>13. Appointment and Removal Members to SATCC TBs, CEDBs and TEBs</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Brian Marshall reported the committee met on March 11, 2019. The Trade Board Appointments Committee is recommending the appointments and removal of members as presented. 	<p>Motion #2018-2019-04-11</p> <p>There was consensus to approve the appointments and removal of members to SATCC TBs, CEDBs and TEBs as presented.</p>
<p>Committee Reports</p>	
<p>14. Trade Board Appointments Committee</p> <ul style="list-style-type: none"> On behalf of the Trade Board Appointments Committee, Brian Marshall reported the committee met on March 11, 2019. The Trade Board Minutes were presented for information. 	<p>There was consensus to accept the Trade Board Minutes as presented for information.</p>
<p>Dean Frey left the meeting.</p>	
<p>15. Human Resource Committee</p> <ul style="list-style-type: none"> On behalf of the Human Resource Committee, Drew Tiefenbach reported the committee met on March 27, 2019. The CEO STI YTD Status Summary Table is used to summarize the CEO's performance on his Short-Term Incentive (STI) program in 2018-19. Through the first seven months of 2018-19, the CEO is 'Exceeding' or 'Achieving' on 13 of 16 measures (81.3% of the total) while 'Not Meeting' on two measures 	<p>There was consensus to accept the report as information.</p>

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<p>(12.5%). One measure (6.2%) currently have a 'No Report' status.</p> <ul style="list-style-type: none"> • Training and Development Spend is below its year-to-date budget by approximately 27 per cent. This is mostly considered a budgeting/timing issue. Management expects the results to improve on this measure through the remainder of the year. 	
<p>16. Audit and Finance Committee</p> <ul style="list-style-type: none"> • On behalf of the Audit and Finance Committee, Brett Vandale reported the committee met on March 29, 2019. • Brett Vandale and Shaun Augustin spoke to the Audit and Finance Committee items. <ul style="list-style-type: none"> a. Pulse Check <ul style="list-style-type: none"> • An addition to the item was the maximize efficiencies chart. b. Performance Management Measurement – Balanced Scorecard Reporting <ul style="list-style-type: none"> • The 'Balanced Scorecard at a Glance' is used to summarize the SATCC performance measures on a regular basis for the Senior Management Team (SMT) and SATCC Board of Directors. Through the third quarter of 2018-19, the SATCC is exceeding or achieving on 16 out of 30 measures (53.3% of the total) and progressing on another seven measures (23.3%). One measure is not being met (3.3% of the total) while six measures (20.0%) currently have a no report status. 	<p>There was consensus to accept the report as information.</p>

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<p>c. YTD Budget to Actual</p> <ul style="list-style-type: none"> • The following is a summary of the Saskatchewan Apprenticeship and Trade Certification Commission's (SATCC) revenues, expenditures and surplus/(deficit) for the eight-month period ending February 28, 2019. • The SATCC's year-to-date (YTD) surplus is \$3.657M as at February 28, 2019. The actual YTD surplus is higher than the surplus of \$2.953M budgeted for in the first eight months of 2018-19. This is an increase in the budgeted surplus of \$703.6K (+23.8%). The increase in the surplus is based on two factors: <ul style="list-style-type: none"> 1. Revenues are higher-than-budgeted (0.9%) due mainly due to unbudgeted federal funding for the SYA program from ESDC, offset by client fees being lower than anticipated; 2. Expenses are lower than budgeted (-3.6%) due to course cancellations, timing of services/invoicing and differences in budgeting for salaries related to the AMS Project. <p>d. AMS Financial Forecast</p> <ul style="list-style-type: none"> • As at Jan. 2019, the SATCC AMS project is forecasting a surplus of \$1.802M relative to budget for 2018-19. Revenues are \$1.306M above budget at \$1.940M. The SATCC is forecasting to receive an additional \$57K from ESDC (over and above the \$633K originally budgeted) due to the differences in the fiscal years between the federal government (April to March fiscal year) and the SATCC (July to June fiscal year). • The Ministry of Immigration and Career Training (ICT) is also providing the SATCC an additional \$1.25M. The 	

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<p>intent was to 'backstop the federal funding' given the significant delays in obtaining ESDC approval. Despite receiving ESDC's approval, ICT has indicated it will allow the additional funding it provided to remain with the SATCC (at least for now).</p> <ul style="list-style-type: none"> • Expenses are forecast to be over the \$125K budget by \$12.7K at \$137.7K, which is 10.2% over budget. This is mainly due to higher-than-budgeted expenses in Other Contractual Services. <p>e. Training Schedule</p> <ul style="list-style-type: none"> • The 2018-19 Budget assumed the SATCC will purchase 5,270 technical training seats. The February 2019 forecast estimates a net reduction of 113 technical training seats to 5,157 training seats. Overall, 191 seats have been officially added, while 304 seats have been officially cancelled within this forecast. It is not anticipated this forecast will change through the remainder of the year. • Training expenditures are forecasted to be \$202K less than budgeted. Tuition revenue is forecasted to decrease by \$45K. The net financial impact is forecasted to increase the 2018-19 surplus by \$156K. The Aboriginal Apprenticeship Initiatives (AAI) program funding is forecasted to be over budget by \$54K. Based on a Feb.2019 reconciliation with SK. Polytechnic, the harmonization/innovation funding spent on developing new curriculum, online courses, etc. is currently forecast to be under budget at by \$70K. 	

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<p>f. Financial Forecast</p> <ul style="list-style-type: none"> • The SATCC is forecasting a surplus, after amortization, of \$1.805M in 2018-19 in comparison to the budgeted surplus of \$436.1K. This is a \$1.369M (314.7%) increase in the budgeted surplus. • An increase in revenues of \$1.904M due to: <ul style="list-style-type: none"> • An increase of \$1.25M from the Ministry of Immigration and Career Training (ICT) for additional funding for the Apprenticeship Management System (AMS) project; • A reduction of \$45.3K (-1.0%) in Client Fees as a result of lower tuition revenue; • An increase in Products and Services revenue by \$679.6K attributed to additional federal funding received from ESDC to enhance the Sask. Youth Apprenticeship (SYA) programming as well as additional funding for the AMS project. The increased revenue is expected to be fully offset by the anticipated expense pressures in salaries, travel, and advertising and promotion; • An increase in Interest revenue of \$20K due to higher than anticipated interest rate and cash balance. • The increase in revenue is partially offset by an increase of \$535K in expenses due to: <ul style="list-style-type: none"> • Advertising and Travel costs increased by approximately \$561K due to the enhanced SYA programming; • Additional pressures on other contractual services associated with the ongoing investigation of the exam compromise; 	

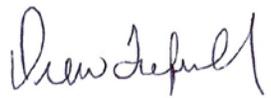
AGENDA ITEM/DISCUSSION POINTS	ACTIONS
<ul style="list-style-type: none"> • Space Rental increased by \$15.6K because of the AMS Project Office; • Board Expenses are projected to be up \$13.5K due to the retroactive payment of Employment Insurance premiums on Board honorariums; and • The above increases in expenses are partially offset by a reduction of approximately \$201.9K (-1.1%) in Program Contractual Services due to the forecasted decrease in the number of training seats purchased of 113 seats in 2018-19. 	
<p>17. Governance Committee</p> <ul style="list-style-type: none"> • On behalf of the Governance Committee, Brett Vandale reported the committee met on March 19, 2019. • The report goes through an evaluation every 2 years based on Governance Best Practises. • There will be an evaluation during the spring of 2019 by Governance Solutions. Directors should complete it as soon as possible. • Governance Solutions will calculate the results and report back to the Board of Directors at the June meeting. 	<p>There was consensus to accept the report for information.</p>
<p>18. Standards Committee</p> <ul style="list-style-type: none"> • On behalf of the Standards Committee, Drew Tiefenbach reported the committee met on March 13, 2019. 	<p>There was consensus to accept the report for information.</p>
<p>19. Appeals Committee</p> <ul style="list-style-type: none"> • On behalf of the Standards Committee, Drew Tiefenbach reported the committee met on February 13, 2019. • The appeal by D. Nochowny that was not successful. • This was a client that has previously appealed his training program cancellation to the SATCC Appeals Committee. 	<p>There was consensus to accept the report for information.</p>

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<p>20. Committee Minutes</p> <ul style="list-style-type: none"> Dawn Stanger reported the minutes are available in the Aprio library. 	<p>There was consensus to accept the Committee Minutes as presented for information.</p>
<p>Information Items</p>	
<p>21. Program Integrity Strategy</p> <ul style="list-style-type: none"> The apprenticeship system requires current, relevant technical training and valid certification testing. Accordingly, a Program Integrity Strategy will continue to strengthen the Operations side of the organization as we continue to provide meaningful technical training and assessment of our apprentices, and monitor the on the job training component. Some changes have already been made to enhance program integrity. Examination sittings are being recorded by video and integrity checks are being conducted on examination processes. A comprehensive business plan is being developed to establish a Program Integrity team. As work begins on this business plan, decision items will come forward to the Board for discussion and approval. 	<p>There was consensus to accept the report for information.</p>
<p>22. AMS – Update</p> <ul style="list-style-type: none"> The SK AMS Project implementation remains on track. The SK AMS Project team has adjusted its work plan to accommodate the delay in the core system development. As described in the previous section, SK continues to support the provinces and the PMO in the core system development while continuing to advance its work on the SK implementation. 	<p>There was consensus to accept the report for information.</p>

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<ul style="list-style-type: none"> • However, the SK AMS Project does face some significant risks: <ul style="list-style-type: none"> ○ Budget. While currently on track, there is a high probability the original \$2.5M budget will be exceeded due to the delay and other budgetary pressures. The Ministry of Immigration and Career Training (ICT) has provided an additional \$1.25M to the SATCC due to the uncertainty around receiving funding from Employment and Social Development Canada (ESDC). Although the federal funding has recently begun to flow to the SATCC, management is working with ICT on the possibility of retaining the additional \$1.25M as a contingency for budget overruns; ○ Schedule. The delay in the core system will cause the SK implementation to be delayed approximately 18 months from the original Sept.2019 implementation date. Management now expects the SK implementation to be completed in Q3 2020-21. However, there is a real risk that even this date may be pushed back by further delays on the core build and/or the other provincial implementations. • The measure related to the STI will not be measured due to the delay in the AMS Project. 	
<p>Dion Malakoff left the meeting – 3:00 pm</p>	
<p>23. Buildforce SK Construction Employment Forecast: 2019-2028</p> <ul style="list-style-type: none"> • BuildForce forecasts modest employment growth in Saskatchewan’s construction industry from 2019 to 2028. The bulk of this growth is anticipated to occur in the latter half of the scenario period. • Total estimated employment for direct trades and occupations in this sector was 42,100 in 2019. • This total rises by 3.1 percent (1,300) by 2028 for a total of 43,400. Although this forecast level of growth appears marginal 	<p>There was consensus to accept the report for information.</p>

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<p>overall, there are two important facts about the forecast for 2028 that suggest considerable opportunities for new entrants:</p> <ul style="list-style-type: none"> ○ The average age of the construction workforce in this province will be 41; and ○ Fully 20 percent of the current workforce (9,400 workers) will have entered retirement by that date. ● A portion of the new entrants to the construction industry will require apprenticeship and certification. The implication of this forecast is that demand for apprenticeship from the provincial construction industry should be relatively stable (or maybe modest reductions) from 2019 to 2023 with growth anticipated from 2024 to 2028. 	
Recurrent Information Items	
<p>24. Commission Operational Update</p> <ul style="list-style-type: none"> ● This information is included and Directors are encouraged to share it with their respective stakeholders. 	There was consensus to accept the report for information.
<p>25. Other Business</p> <ul style="list-style-type: none"> ● Karen Zunti reported that there is a conference supporting women in trades in Vancouver in June, 2019. Her request for support was approved. ● There was no other business. 	
Karen Zunti, Jeff Ritter, Loreena Spilsted, Shaun Augustin, Dawn Stanger, Anna Robinson, Chelsea Coupal and Sherry Morcom left the meeting.	
26. In-Camera	
Karen Zunti, Jeff Ritter, Loreena Spilsted, Shaun Augustin, Dawn Stanger, Anna Robinson, Chelsea Coupal and Sherry Morcom rejoined the meeting.	

AGENDA ITEM/DISCUSSION POINTS	ACTIONS
27. Next Meeting <ul style="list-style-type: none"> The next Commission Board of Directors meeting will be June 19, 2019. 	
28. Adjournment	The meeting adjourned at 3:30 p.m.



Commission/Committee Chairperson



Commission/Committee Vice Chairperson

