

**LOUISIANA RECOVERY AUTHORITY**  
**Board of Directors Meeting**  
State Capitol - House Committee Room 1  
Monday, June 25, 2007

**DRAFT MINUTES**

**I. CALL TO ORDER**

Dr. Norman Francis, chairman of the Louisiana Recovery Authority (LRA), called the meeting to order at 9:20 a.m. in the Louisiana Boardroom, Louisiana Building of the Baton Rouge Community College in Baton Rouge, Louisiana. *(Note: Notices to the public and news media of the time and place of the meeting were given in compliance with the Louisiana Open Meetings Law.)*

**II. PRAYER**

Reverend Than Vu from Christ the King Catholic Church in Baton Rouge, Louisiana, led the Board in prayer.

**III. PLEDGE OF ALLEGIANCE**

Dr. Francis led the Pledge of Allegiance.

**IV. ROLL CALL**

Ms. Fay Ayers called the role. The presence of a quorum was noted.

**Board Members Present:**

Dr. Norman Francis, Chairman  
Senator Diana Bajoie  
Mr. Boysie Bollinger  
Ms. Kim Boyle  
Mr. Rene Cross  
Mr. James Davison  
Representative Yvonne Dorsey  
Senator Don Hines  
Dr. Alex Johnson  
Ms. Linda Johnson  
Mr. John T. Landry  
Mr. Walter Leger  
Dr. Calvin Mackie  
Mr. Chet Morrison  
Mr. David Richard  
Representative Joe Salter  
Mr. John E. Smith  
Mr. Dennis Stine  
Mr. Mike Woods

**Board Members Absent:**

Mr. Walter Isaacson, Vice Chairman  
Rev. Harry Blake  
Ms. Donna Brazile  
Mr. John Brewster  
Mr. Tim Coulon  
Ms. Donna Fraiche  
Mr. Tom Henning  
Ms. Sibal Holt  
Ms. Mary Matalin  
Mr. Sean Reilly  
Mr. Virgil Robinson  
Mr. Matt Stuller  
Ms. Susan Taylor  
Mr. David Voelker

**Staff Members Present:**

Mr. Andy Kopplin, Executive Director  
Ms. Anita Anderson  
Ms. Fay Ayers  
Ms. Lynn Bankston  
Ms. Krystle Beauchamp  
Mr. Dave Bowman  
Mr. Miles Bruder  
Ms. Laura Deslatte  
Ms. JoAnn Early  
Mr. Ramsey Green  
Ms. Ann Guissinger  
Ms. Sandra Gunner  
Mr. Jeff Hebert  
Ms. Catherine Heitman

Ms. Desirée Honoré  
Mr. Wil Jacobs  
Ms. Kim Jupiter  
Ms. Robin Keegan  
Mr. Adam Knapp  
Ms. Melissa Landry  
Mr. Ty Larkins  
Ms. Kristen Parnell  
Ms. Marisa Robertson  
Ms. Christina Stephens  
Mr. Kris Van Orsdel  
Ms. Alesia Wilkins-Braxton  
Ms. Natalie Wyeth

**V. READING & APPROVAL OF THE MINUTES OF THE PRECEDING MEETING**

Mr. John Landry offered a motion to approve the minutes of the May 10, 2007, LRA Board meeting. There being no additional comments or corrections, upon motion duly made and seconded, the following resolution was unanimously adopted:

**Approval of the minutes and ratification of actions taken at the May 10, 2007, meeting of the LRA Board.**

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**RESOLVED, that the minutes of the meeting of the LRA Board held on May 10, 2007, as presented to this meeting, are hereby approved and all actions taken by the Board presented at such meeting, as set forth in such minutes, are hereby in all respects approved as actions of the LRA Board.**

*Voting: Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Smith, Stine, and Woods.*

**VI. EXECUTIVE REPORTS**

**Chairman of the Board Report**

Dr. Francis stated that Dr. Blakely would be addressing the Board and there would be a presentation on the United New Orleans Plan (UNOP), which is ready for execution. He commented that we need more funds to serve the people and that we will not cut off the lines until everyone receives support. He pointed out that Governor Blanco went to Washington, D.C. to get additional funding, and is awaiting a response from Congress.

## **Executive Director's Report**

Mr. Andy Kopplin, Executive Director of the LRA, stated that a total of 30,000 closings had been held, with 14,453 closings since the last LRA Board meeting in May. We should be able to meet the goal of 10,000 closings per month. There is now a July 31, 2007, deadline for homeowners to apply for the Road Home program.

Mr. Kopplin said the first round of the small rental program resulted in 2,600 awards in 13 parishes. The second round of the program was launched in early June and was expanded to allow for new owners of rental properties. The first priority of the program is owner-occupied properties. Some parishes have set-asides and need to let new owners participate. There is also a 5% set-aside for nonprofit entities. The program has been extended by three weeks to allow for more applicants.

Mr. Kopplin stated that Mr. Leger had announced the ribbon cutting at 200 Carondelet which will use community development block grant (CDBG) funding to rehabilitate the American National Bank Building. This building is a premier piece of architecture and was the first building to have air conditioning in Louisiana. The Piggyback Program is continuing and construction of affordable and mixed income housing is underway.

Mr. Kopplin pointed out that Mr. Rene Cross sent a letter to the National Oceanic Atmospheric Administration (NOAA) addressing the distribution of funds, which should have been distributed based on damages rather than politics. He wants to ensure that any additional funds appropriated by Congress get to the people in need.

Funding was recently reallocated by the governor for the LSU Hospital to show commitment to a partnership with the Veterans Administration (VA) for a research hospital in downtown New Orleans. Dr. Francis and other Board members recently sent a letter to the secretaries of the U.S. Department of Housing and Urban Development (HUD) and the VA to ensure quick approval of a plan and agreement of partnership. Mr. Kopplin pointed out that Dr. Francis has again called on the VA to formally commit to a partnership so we can proceed.

Mr. Kopplin gave some statistics on the level of Federal Emergency Management Agency (FEMA) public assistance provided to the World Trade Center disaster versus Hurricanes Katrina and Rita assistance. The key note was that almost double the percentage of rebuilding is being paid for in the Louisiana disaster. The current \$4.8 billion will increase by several billion as FEMA improves their project worksheets, which are currently undervalued. There is an issue with the road projects in New Orleans as there is a dispute on how many were submitted and how many have been approved. The Regional Planning Commission recommendations are forthcoming.

Actions taken by the Louisiana State Legislature included abolishment of the Insurance Rating Commission. A resolution to create the Office of State Planning was approved. This office would implement the LA Speaks plan, ensure long-range planning statewide, be a beacon for progress and vision, and provide guidelines over the next several decades for a safer, stronger, and smarter Louisiana. He commented that a Recovery Day honored grant recipients and he expressed thanks to the Speaker of the House, the President of the Senate, and LRA staff for their efforts. Additional legislation included approval of the Coastal Protection and Restoration Act (CPRA) Master Plan, NOAA fisheries funding, and a state

building code. The legislation proposed by Senator Cleo Fields to abolish the LRA was returned to the calendar and no action was taken.

Mr. Kopplin pointed out that Governor Blanco submitted a letter to Congress that an additional \$4.6 billion was needed for recovery. She included statistics and specific items with a maximum amount needed of \$5 billion. Additionally, one-third of the state budget surplus is being invested in recovery. Good job growth has been observed with increases in both tax and gambling income.

Mr. Kopplin commented that Governor Blanco had identified ten federal priorities in February, 2007. The 110<sup>th</sup> Congress has waived the state match requirement, allowed forgiveness of community disaster loans, extended social services block grant (SSBG) supplemental funds, increased and extended recovery aid to small businesses, crime prevention in New Orleans, Gulf Opportunity (GO) Zone tax credits, and RENEWAAL Act funding for teacher recruiting. Pending action is the Water Resources Development Act, the Small Business Administration (SBA) loan treatment with regard to Road Home grants, cutting the red tape with regard to the hazard mitigation funding, and allocation of disaster recovery funds proportional to damages. The exemption of Road Home awards from federal tax penalties still needs to be addressed. The supplemental appropriations bill contains \$1.3 billion from the 10% match waiver and other funds for a total of \$3.4 billion.

Mr. Kopplin stated that newspaper articles helped with the match waiver and he thanked the 110<sup>th</sup> Congress for finally taking this action.

Mr. Leger asked about the timeline for Road Home grants with regard to the shortfall. He asked if the calculation of benefits would be changed.

Mr. Kopplin replied that the procedure calls for the state and ICF to send out the letters saying the grant award is subject to available funds. If \$1 billion is added to the budget all funds set aside will be committed. There has been no proposed reduction in the grant awards, but the elevation funding has been deferred.

Mr. Leger asked if we were continuing to cover wind damage and if anyone had suggested that we stop paying for such damage.

Mr. Kopplin responded that no one from Louisiana had suggested such an action. He said the city of Lake Charles passed a resolution and the congressional delegation continues to support coverage of all damages. The state was given a number of 20,000 homes that suffered wind damage, but this estimate may be incorrect and the number may double. These projections are conservative. The nature of the applicant pool has changed over the past six months as the current applicants had no flood damage. Current cost estimates are that flood damages cost \$80,000 and wind damages cost \$57,000. People apply to the Road Home program thinking they will get some funds, but not everyone will be eligible. We currently do not have an estimate of what the total awards will be minus insurance paid. This data will not be known until after the July 31, 2007, deadline.

Mr. Leger asked if there is any document that stated to exclude wind damage.

Mr. Kopplin stated that the June, 2006, HUD document does not exclude wind damage.

Dr. Francis asked if the figures presented by Mr. Kopplin followed the original plan.

Mr. Kopplin responded that the damage estimates were way off. The Corps of Engineers had estimated that it would take \$6 billion to repair the levees, but the Corps has been off by \$1.3 billion so far. He added that it is much more difficult to estimate homeowner damages.

### **Reallocation of CDBG Funds**

Mr. Kopplin gave a presentation on the reallocation of CDBG funds. He stated that the current approved program budget for the CDBG and the Hazard Mitigation Grant Program (HMGP) is \$11.9 billion. These funds are used for housing and infrastructure programs, economic development, and administrative costs.

Mr. Kopplin pointed out the governor has decided to have the state fund the hospital and state buildings, and in so doing has identified \$373 million in cash that will be applied to the Road Home Program to fund the estimated shortfall of \$1 billion.

Mr. Kopplin explained that the reallocation proposal would take a 5% reduction in funds approved by the LRA but not yet committed - with small reductions in a handful of programs. The small rental program will be reduced by \$12 million with \$6.6 million to come from the piggyback rental program, and \$2.5 million from the rental supportive services for a total of \$21 million from the housing program. Mr. Kopplin stated there would be a swap of funding in the infrastructure program that will provide \$570 million in addition to a 5% reduction in six CDBG infrastructure programs which would have gone mostly to the parish pool. (There will be no cuts to the \$200 million already proposed and approved by the Board for the parish pool as we want to continue to provide funds to the parishes for their recovery.) Two million will come from a reallocation in the economic development program for non-profits. These reallocations in addition to the funding identified by the governor totals \$1 billion in state commitments. There is a resolution on the table to address the reallocation of funding.

Mr. Bollinger asked why we left funds in various categories once congress passed the supplemental appropriations bill versus looking at committing to fill the Road Home shortfall.

Mr. Kopplin replied that rather than hold the funds aside, there was discussion about committing the 10% match waiver funds to the parish pool, but we have to take care of the homeowners also. The parishes are counting on these funds, and even organizations that advocate for homeowners have said that we need to focus on getting more money rather than reallocating existing funds.

Mr. Stine commented that the state has to put up \$1 billion to show good faith. He asked if the amount of the Road Home funding awards was reduced if the \$1 billion would still be needed.

Mr. Kopplin responded that the deficit will clearly exceed \$1 billion and the total amount needed is still not known. We are asking Congress to help us fund the balance so we can meet all the Road Home obligations.

Mr. Stine asked about the federal obligation and commented on Mississippi's damages.

Mr. Kopplin said the range of the federal obligation is from \$2.2 to \$2.8 billion. He added that if things were equitable, Mississippi would have given up \$20 billion, but Congress appropriates one dollar at a time. We are appreciative for what we have received, but will continue to work with Congress to get our fair share.

Dr. Francis commented that miscalculations were made and we used the best estimate FEMA provided, but only God knew the extent of the damages. We have made commitments to homeowners, parishes, cities and others and we need to support the commitments we have made. We need to continue the negotiations.

Mr. Leger said he wanted to speak in support of the reallocation resolution with reservations. Louisiana used the federal figures and they committed to help us if there was a shortfall should the damages be greater than estimated. He commented that he resents having to put "skin in the game". We have put everything into this and continue to do so. Mississippi has not been asked to do this, and you never hear about Hurricane Rita. The reality is that we need more money and he is disappointed that Washington, D.C. is not willing to meet their commitment. The local governments have supported us in asking for the 10% match waiver because they were hoping these funds would go into the parish pool as the current \$200 million is insufficient. Now we are going to shift funds away from the hospital and state buildings because the legislature has said they will fund these items, but what if they do not.

Mr. Kopplin said that House Bill No. 2 has \$190 billion to cover the state building with \$226 million of additional borrowing authority for the hospital. Senate Finance added cash for the land purchase contingent on LRA action.

Ms. Boyle asked about the borrowing authority of \$226 million.

Mr. Kopplin explained that House Bill No. 2 provides for the state's borrowing and bonds are sold as funding is needed. He said the hospital will most likely cost more than \$300 million in CDBG funds. There has been no opposition to the need for the teaching and indigent care facility; the only debate has been on the size of the hospital. As construction of the hospital progresses, the state will go to the Bond Commission to get the bond authority.

Ms. Boyle asked if we were confident that the legislature would provide the funding for the hospital to which Mr. Kopplin responded affirmatively.

Mr. Bollinger said the legislature has made it clear to the LRA that it is not our concern to provide health care to the state. It is out of our hands now and up to the legislature because they have taken the responsibility.

Dr. Francis commented that we have been committed since day one to rebuild.

Mr. Richard asked how the \$1 billion shortfall estimate was determined.

Mr. Kopplin stated that we all share Mr. Leger's view. Louisiana should not have to put "skin in the game" but the reality is that we need bipartisan support and Congressman Clyburn

asked about the state commitment to recovery. We do not like this and it is not fair, but it makes a loud statement. We need to have a long-term relationship with Congress to fund our recovery. This will not be the last time we ask for additional funding, but hopefully the next request will not be for such a large amount. The Louisiana citizens are picking up some of the burden with tax revenues and we are doing our part.

Ms. Linda Johnson asked if the local governments will get additional funds since the state is going to pay \$577 million.

Mr. Kopplin explained that the \$577 million that the state has agreed to apply toward the hospital and state building frees up funding that will be used for the Road Home. The 10% match waiver will provide \$513 million to be used for local governments.

Dr. Francis said the resolution states that the LRA Board recommends that CDBG funds be reallocated to the Road Home Program for homeowner assistance grants to resolve the projected shortfall in the program budget as outlined below.

### Proposed Reallocations

<b>HOUSING PROGRAMS</b>	<b>TOTAL</b>	<b>Cuts / 5% Reductions</b>	<b>Increase to RH</b>	<b>TOTAL</b>
Assistance to Owner Occupants	6,347,400,000		1,000,000,000	8,517,400,000
LIHTC/CDBG Piggyback	593,970,000	(6,598,500)		593,970,000
Supportive Housing	72,730,000	(2,537,750)		19,286,900
Small Rental Properties	869,000,000	(11,950,000)		869,000,000
<b>INFRASTRUCTURE</b>				
State Infrastructure - FEMA Match and Ineligible Costs	277,500,000	(277,500,000)		277,500,000
Local Government Emergency Infrastructure	495,000,000	(20,273,333)		495,000,000
Medical Center of Louisiana-New Orleans	300,000,000	(300,000,000)		300,000,000
Private Non-Profit Infrastructure	40,000,000	(2,000,000)		40,000,000
Fisheries Infrastructure	20,000,000	(1,000,000)		20,000,000
<b>ECONOMIC DEVELOPMENT</b>				
Small Firm Recovery Loan and Grant	182,350,706	(1,967,535)		182,350,706
<b>UNALLOCATED</b>				
Primary & Secondary Educational Infrastructure	50,000,000	(2,500,000)		50,000,000
Local Government Emergency Infrastructure	95,000,000	(4,750,000)		95,000,000
Reserve	30,000,000	(1,500,000)		30,000,000
<b>Total Reallocations</b>		<b>(632,577,119)</b>		

Dr. Francis stated that Ms. Boyle had a proposed resolution that requires a roll call that she would like the Board to discuss.

Ms. Boyle explained that she would like the LRA to take a stand on the VA hospital. This issue was addressed by the LRA Infrastructure Committee and has been consistent with previous correspondence sent by Board members. Ms. Boyle offered a resolution that the LRA urge the VA to clearly recommit that the new VA medical center will be built in downtown New Orleans in partnership with the new LSU medical center.

Ms. Linda Johnson asked about locating the hospital in downtown New Orleans and if the VA has the option of locating the hospital elsewhere.

Ms. Boyle commented that Florida had been trying to get a partnership with one of their local facilities, but she would like the VA to commit to being in New Orleans. The question is will they be in partnership with LSU for a joint facility. We strongly support the New Orleans location of the hospital and that it be a joint venture with LSU. This will help build the biomedical corridor in Louisiana.

Ms. Linda Johnson asked if the resolution was worded strongly enough.

Dr. Francis commented that we had written several letters to the secretaries of HUD and the VA and the vote on this resolution will make our stand clear.

Mr. Bollinger stated that he was confused as to the Board's role in the hospital. We had voted to approve land acquisition and for LSU to negotiate with the VA but the funding was contingent on the approval of a business plan. The legislature overruled us and gave them \$300 million. He said it seems the total responsibility is up to the legislature and the Board resolution will have no force. He pointed out that the letters have had no effect on the decision.

Dr. Francis said there is no money attached to the resolution and thought it a good idea to let the secretary know the position of the Board.

Mr. Bollinger articulated that the Board has never had the authority to usurp the legislature.

Dr. Francis commented that we are only making a suggestion and recommendation.

Ms. Boyle stated that the legislature had removed our authority over the hospital; however, other recovery and rebuilding issues are addressed to the LRA Board. We make policy recommendations based upon our experience and conversations with citizens. This is how we believe the process should go. This does not preclude the Board from making our point of view known. She pointed out that the UNOP was about to be presented and an academic medical center is part of that plan.

Mr. Leger said he disagreed with Mr. Bollinger. Mr. Leger commented that it is better that the Board does not have to decide on the hospital, but our message is important and we need the VA hospital in New Orleans.

Dr. Alex Johnson stated that he agrees with the intent of the resolution as a statement to the federal government and the rest of the nation, but we need to look beyond the economic development aspects. We need to promote quality healthcare.

Dr. Francis said we would receive the reports from the committees and task forces.

## **VII. COMMITTEE REPORTS AND ACTION ITEMS**

### **Long Term Community Planning Committee Report**

Mr. John Landry explained that there would be three parts to their report. The first part will be the presentation of the UNOP, followed by a presentation of the New Orleans Strategic and Redevelopment Plan, and finally will be consideration of the resolutions.

Mr. Leger stated that the LRA Board approved a resolution in 2006 to divide \$200 million proportionate to damage for recovery plans. Many groups and officials came together, such as the Chamber, community support groups, and planning people in a citywide effort to initiate recovery plans. Mr. Leger introduced Mr. Steve Bingler, Ms. Kerry Shea, and Mr. Joe Butler from the Rockefeller Foundation.

### **Presentation of the Unified New Orleans Plan**

Ms. Kerry Shea said the UNOP was a testament of support and depth of commitment to rebuild New Orleans. The plan reflects the complexity and the pace of recovery and this is the most extensive and complicated redevelopment plan ever attempted in history. There was collaboration between all involved and an initial grant of \$3.5 million was made to the New Orleans Foundation with three goals: All voices will be heard, the best urban planners will participate, and the plan will be done in a timely fashion. All these goals were met and the city and the people are ready to move forward.

Mr. Steve Bingler said the New Orleans Foundation decided upon three criteria: (1) that the plan be data driven; (2) that best practices be used; and (3) that all actions be transparent. An enormous amount of data went through eight planning processes which included community engagement. The goal was to take all the information and roll it into one unified plan. There were 13 district plans that were combined and brought to the LRA for funding and ultimately for implementation. The best practices included urban planning concepts presented at the LA Speaks conference held in New Orleans, which was an important part of the lexicon that became UNOP. As for transparency, a community support organization was formed with representatives from various local agencies and five representatives from the respective council districts. Meetings were broadcast on local cable channels. This organization engaged national advisors and worked on the selection and RFP process for the urban planners and reviewed various stages of the plan. There were 11 urban planning firms engaged in the process and meetings were held in each planning district in the community.

Mr. Joe Butler commented that the demographics in the UNOP process matched the pre-Katrina demographics.

Mr. Bengler said the goal was to create a plan that could be passed to the Office of Recovery Management (ORM) and Dr. Ed Blakely. This will be like passing the baton in a relay race, and Dr. Blakely will take us to the finish line.

Dr. Francis thanked the presenters for a well written, clear report.

### **Presentation of the New Orleans Strategic Recovery and Redevelopment Plan**

Dr. Francis welcomed Dr. Ed Blakely from the ORM, and Council members Cynthia Williard-Lewis and James Carter. He told the members that the UNOP was in their binders.

Dr. Blakely said this is the day we have been waiting for. The city is marching forward and after 18 months of hard work, the people's plan is here. He stated that an important element is the joint VA/LSU hospital, which is central to recovery and not just peripheral. This venture would show confidence in downtown New Orleans and the City Council has provided the impetus. The community leaders had a series of plans that were joined together in a tapestry of an urban plan which is the best in the world at this time. The plan is green, sustainable, and will take the city the distance.

Dr. Blakely said participation will continue to emphasize redevelopment so the city will be poised to take the next great step. There is a parish-wide recovery committee under one umbrella and things have to be done simultaneously to build confidence. The plan has to be consistent with what the citizens need most such as recreation, libraries, schools, and police and firefighters. The cluster concept is central to the plan and novel to the world. Clustered activities are being emphasized with more walking. Strategic projects were selected and then matrixed into 17 areas on transit corridors and anchor developments.

Dr. Blakely explained that New Orleans Strategic Recovery and Redevelopment Plan is divided into three categories: (1) rebuild; (2) redevelop; and (3) renew. There needs to be lots of activities in smaller areas with small projects that will be catalytic to the return of the citizens. Blight will be eradicated one block at a time. There are projects already underway such as the Keller Library and Joe Brown Park.

Dr. Blakely stated that the funds will be spent on school facilities and programs in partnership with the Housing Authority of New Orleans, recreation, anchor facilities, senior facilities, roads, and libraries by using general obligation bonds. There will also be economic development matching with the VA, home ownership, and blight removal. Other funding will be leveraged for cooperation with the Corps of Engineers. Most of the projects will use general obligation bonds but every penny will be leveraged so there will be more "bang for the buck".

Mr. Bollinger commented that if the 10% match requirement is waived there would be additional funds available, but all funds will be leveraged. He said New Orleans will also put some "skin in the game".

Ms. Willard-Lewis said they are fashioning plausible plans for people to go from victims to victors. The people understand this from experience and emotionally. After 20 months of planning they are moving into the implementation mode. She pointed out that within the past

five days the recovery committee received and approved the strategic recovery plan and forwarded it to the City Council, where the plan was also unanimously approved. She said the most critical element is the timeline and this will be a summer of decision making. She asked the Board members to approve the resolution.

Mr. Carter thanked the Board for the opportunity to present the plan. He said the City Council is supporting the direction of Dr. Blakely and they are proud of his efforts and are ready to receive the funds that have been designated for New Orleans.

Dr. Blakely said he will work with staff to ensure the funding is spent correctly and work with HUD to leverage the funds. There is a cooperative endeavor agreement with the Office of Community Development (OCD) in place and the contract will govern how the city spends its funds.

Dr. Francis said we had been told that CDBG funds are drawn down and are not available as a lump sum up front. He asked if Dr. Blakely had been in contact with someone that said he could do this.

Dr. Blakely said the award is a fundable document based on competition with bond managers and that he will take out a loan against the HUD funding. He'll spend the funds and then draw down the CDBG money to repay the banker. Some of the HUD people are his former students and he was advised that he could draw down the funds in categories for leveraging and management of the funds. He added that other cities may not be in this position.

Dr. Francis warned that HUD had changed the rules of the game on us previously.

Ms. Boyle thanked all the presenters, the Board members who participated in the preparation of the plan, and the citizens. She asked for clarification of the resolution.

Mr. Kopplin explained that a revised version of the resolution was being handed out. The LRA responsibility is to work with the parishes to ensure that each parish has a recovery plan that has been reviewed and adopted by the parish government. The LRA will approve the plan and then the parish can go to OCD on a project-by-project basis for funding. The LRA does not approve the individual projects. Our role is to ensure there is a plan and verify that the projects are part of the plan that has been submitted to and approved by the LRA.

Mr. Leger asked when we could expect to get the funds.

Dr. Blakely responded that HUD has to approve the state Action Plan of which UNOP is a portion and this requires a 10-day public comment period. The OCD can issue a letter as to what funds are available to Orleans Parish. He predicted that it would be 30-40 days before the first funds are available.

Mr. Leger asked if legislative approval was required.

Mr. Kopplin said more detail is needed in the Action Plan and public comment is needed, but LRA and legislative action has been completed. OCD will issue the letter to the parishes.

Mr. Leger asked if we know what HUD expects.

Dr. Blakely explained that the process with OCD is straightforward and their responsibility is to hold the parishes accountable.

Dr. Mackie said he was glad to see the 17 zones, but he expressed concern about the term “economic development”. He asked about the recovery of local and minority businesses that were originally in New Orleans and if there is anything in the plan that will address their return.

Dr. Blakely commented that local and commercial small business startups are companied with Job One funding, which will include a contractor school. He stated that the plan does not just apply to big business and outside businesses. All projects will go through the process for feedback. He added that outside firms were not damaged by the storms and their employees have been reaching out to identify key projects for local business owners.

Dr. Mackie stated that he is not against big business but wanted to make sure we are cognizant of those who are struggling to survive.

Dr. Blakely said he has been encouraging this with the Small Business Administration (SBA). The environment after the storm has resulted in a number of different rules and regulations that are sometimes in conflict with one another.

Dr. Alex Johnson asked if the plan will be evaluated as it proceeds so it can be strengthened or changed if needed. He saw that workforce development is listed as a medium priority but the area needs workers.

Dr. Blakely explained that there will be evaluation of the process as it proceeds and the city is in negotiation with Rand Corporation with regard to external evaluations. They are jointly seeking funds from foundations and government sources so the evaluation will not be contaminated. Brookings Systems is preparing some recovery evaluations and indicators.

Ms. Linda Johnson expressed her concern about New Orleans East and Lower 9<sup>th</sup> Ward schools. She understood that the schools will be rebuilt based on population and available FEMA funding. The schools do not encompass all that she is interested in and the priorities for the schools have changed. She suggested that Dr. Blakely meet with State Superintendent Paul Pastorek and the Recovery School District superintendent.

Dr. Blakely pointed out that he would be meeting with Mr. Pastorek and school personnel the following week and he was looking for this to be a strong partnership.

Dr. Francis stated there were several resolutions on the table for approval.

Mr. Leger offered a motion to amend the agenda to allow for an action item. The motion was seconded by Dr. Mackie. The motion was approved by a vote of 18 yeas and 0 nays. Board members voting yea were Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, Stine, and Woods.

Mr. Leger offered a motion to give final approval to the reallocation of CDBG funds to the Road Home Program as discussed earlier. The motion was seconded by Mr. Landry.

**Approval of the Resolution to Reallocate CDBG Funds to the Road Home Program for Homeowner Assistance Grants to Resolve the Projected Shortfall in the Program Budget.**

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**RESOLVED, that the Board hereby accepts and approves the resolution to reallocate CDBG funds to the Road Home Program for homeowner assistance grants to resolve the projected shortfall in the program budget.**

*Voting: Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, Stine and Woods.*

Mr. Landry offered a motion to give final approval to the Unified New Orleans Plan as the foundation for the Orleans Parish recovery plan. The motion was seconded by Ms. Boyle.

**Final Approval of the Unified New Orleans Plan as the Foundation for the Orleans Parish Recovery Plan.**

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**RESOLVED, that the Board hereby accepts and approves the Unified New Orleans Plan as the foundation for the Orleans Parish recovery plan.**

*Voting: Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, Stine and Woods.*

Ms. Boyle offered a motion to give final approval to the resolution urging the VA to clearly recommit that the VA medical center would be built in downtown New Orleans in partnership with the new LSU medical center. The motion was seconded by Mr. Leger.

**Final Approval of the Resolution Urging the Department of Veterans Affairs Secretary James Nicholson to Clearly Recommit that the new VA Medical Center will be Built in Downtown New Orleans in Partnership with the New LSU Medical Center.**

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**RESOLVED, that the Board hereby accepts and approves the Resolution urging the Department of Veterans Affairs Secretary James Nicholson to clearly recommit that the new VA medical center will be built in downtown New Orleans in partnership with the new LSU medical center.**

*Voting: Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, and Stine.*

*Mr. Woods voted nay.*

## **Presentation of the St. Bernard Parish Community Recovery Plan**

Mr. Henry Rodriguez, Jr., St. Bernard Parish President, said it has been 22 months that they have not had a fire station and that the government has been working out of a trailer. There continues to be serious sewer problems and economic development will not occur until these problems have been resolved. He said every time they follow the steps to a procedure, another step comes up. They did not know they needed an ordinance and the only thing that has been consistent is inconsistency.

Mr. Joey DiFatta, chairman of the St. Bernard Parish Council, said that in less than six hours, 1,800 businesses and 2,700 homes were destroyed and 67,000 people were displaced and the economy was destroyed. The citizens were told afterwards that in order to succeed the parish would need a visionary plan. The citizens paid attention to this and five generations volunteered thousands of hours to come up with the plan to rebuild. They spoke in a unified voice and the recovery plan is the framework necessary to ensure recovery.

Mr. DiFatta asked that the CDBG and HMGP funds be allocated directly to the parishes for implementation of their plans. He pointed out that council members and citizens put aside all differences to create a document to rebuild St. Bernard Parish and they consolidated all the issues into one plan. He said the plan contains 11 components that need to be done immediately. The parish cannot attract industry without infrastructure and they are ready to get their funds so they can start working on their recovery.

Mr. Leger thanked the St. Bernard parish officials for their efforts. He said Judge David Gorbaty was appointed chairman of their recovery committee and they met four days a week for many months until they came up with a plan. They raised their own money, held charrettes, hired their own people, met in tents and handed out flyswatters, and it's a shame they have had to wait this long for help. He said their plan was a model plan; it was done prior to the Orleans plan and they should not have to wait another second for approval.

Mr. Rodriguez said there were problems with inconsistencies with rules and regulations, and contractors are skeptical about working if they are going to be paid by FEMA. The Stafford Act is based on reimbursement but this type of catastrophe was never envisioned. He said they cannot pay for contracts and then get reimbursed. Contractors and consultants don't know if they'll get reimbursed and the little guy is the one that suffers. He used the debris situation as an example, because the contractor still has not received their money from FEMA and they cannot pay their subcontractor. No one has confidence with the federal level. He said St. Bernard needs the opportunity to borrow the money without interest.

Dr. Francis stated that New Orleans is a classic case of why the Stafford Act needs to be changed and we have learned some lessons.

Mr. Rodriguez commented that something is wrong with the process.

Mr. DiFatta stated that small businesses have not returned because they cannot get anyone to even bid on their contracts.

Mr. Leger asked if the money has to be spent before it is reimbursed.

Mr. Kopplin explained that CDBG funds are a reimbursement program.

Mr. Pat Forbes from OCD, said they are working with HUD on the process and every parish is facing the same issue. He said the method being proposed by Dr. Blakely is the best process and suggested using the letter of credit at the banks.

Mr. DiFatta said the first question the bank will ask is the timeframe for repayment.

Mr. Forbes stated that once parishes get established as a grantee, then an approval of funding should be quick and the reimbursements should not create cash flow problems.

Mr. DiFatta commented that everyone has great intentions, but there are always obstacles and they cannot tolerate any more delays. A local group working in St. Bernard had to lay off 12 employees because they have not been paid in seven months.

Dr. Francis said the St. Bernard recovery plan is very clear and everything is in order for a quick turnaround.

Mr. Leger offered a motion to give final approval to the St. Bernard Parish Community Recovery Plan. The motion was seconded by Mr. Bollinger.

### **Final Approval of the St. Bernard Parish Community Recovery Plan.**

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**RESOLVED, that the Board hereby accepts and approves the St. Bernard Parish Community Recovery Plan.**

*Voting: Bajoie, Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, Stine and Woods.*

### **Education Committee Report**

Ms. Linda Johnson stated approval is needed on a resolution recommending that \$200 million of CDBG funds be allocated to school districts to cover FEMA ineligible repairs and expenses in accordance with a funding scenario developed by the LRA staff.

Ms. Johnson explained that six scenarios had been considered and all parishes agreed on scenario 3 except for Iberia Parish, which is negotiating directly with FEMA. She said there will be a \$150,000 floor per parish.

Mr. Morrison asked if Lafourche Parish was included in scenario 3.

Mr. Kopplin stated that Lafourche was included as well as Washington Parish and other smaller parishes. If a parish is excluded for being under the \$150,000 floor the funds will be reallocated for the smaller parishes.

Ms. Linda Johnson offered a motion to give final approval to the resolution recommending that \$200 million of CDBG funds be allocated to school districts to cover FEMA ineligible repairs and expenses in accordance with a funding scenario developed by the LRA staff.

**Final Approval of the Resolution Recommending that \$200 Million of CDBG Funds be Allocated to School Districts to Cover FEMA-ineligible Repairs and Expenses in accordance with Funding Scenario 3 Developed by the LRA Staff.**

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**RESOLVED, that the Board hereby accepts and approves the resolution recommending that \$200 million of CDBG funds be allocated to school districts to cover FEMA ineligible repairs and expenses in accordance with funding scenario 3 developed by the LRA staff..**

*Voting: Bajoie, Bollinger, Boyle, Cross, Davison, Dorsey, Francis, Hines, Alex Johnson, Linda Johnson, Landry, Leger, Mackie, Morrison, Richard, Salter, Smith, Stine and Woods.*

Ms. Linda Johnson introduced Mr. Paul Pastorek, State Superintendent of Education, and Mr. Paul Vallas, Recovery School District (RSD) Superintendent.

Mr. Pastorek thanked the Board members for passing the funding allocation resolution. He commented that the RSD is where most of the CDBG funding will be spent. There are 55 schools back up and running which have been mostly funded by CDBG. Although Katrina damaged the schools, there were other repairs that were needed, and they are finalizing the plan for repair of the facilities. Previously there was no one in the Orleans Parish School District who understood capital repairs, but several people have recently been hired with expertise in this area. He is working with FEMA and the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and hopes to come up with the final plan by the end of the week. He said he thought there were enough seats for students for the upcoming school year. They have to issue emergency procurement authorizations and adjustments to get the schools up and running.

Mr. Pastorek said they had looked inside the city, the state and the country to get the best person to be the new superintendent for the RSD. He pointed out that Mr. Paul Vallas had previously worked in Philadelphia and Chicago and that he had produced incredible results with academic achievement.

Dr. Francis welcomed Mr. Vallas and challenged him to bring excellence to the RSD.

Mr. Vallas said he was delighted to be in Louisiana and that he will officially start in July, 2007. He toured the schools in May and has been in Louisiana the past week so he can hit the ground running. He is focusing on providing enough facilities and teachers for 40,000 students. He feels confident that the facilities and classrooms will provide a quality education. Dell and Apple are providing Internet services for all the classrooms. There will also be mobile and digital technology for each classroom, even if it is in a temporary building. He wants a superior learning environment that is equal to affluent schools.

Mr. Vallas stated that school will start after Labor Day and they are struggling to get as many students as possible into summer school. Also, extended day care programs will begin in October as the school system moves to a greater level of support. He is working on teacher recruitment and retention. There are currently 67 vacancies on paper, but there may be more than that as some teachers may decide to take positions elsewhere or retire. He said he is recruiting for 200 vacancies and may overstaff to ensure that there will be enough teachers. He is hoping for 20 students per classroom, but he may be overestimating the student population. He stated that he is looking forward to advancing the educational opportunities for the students of New Orleans.

Dr. Mackie said he was familiar with the work of both Mr. Pastorek and Mr. Vallas and that they will make a difference. He added that the legislature is passing legislation to help recruit teachers. He had heard of some instances where people were treated as second class citizens and suggested we come up with some policies for recruitment.

Dr. Francis recognized Lt. Governor Mitch Landrieu.

Lt. Governor Landrieu wanted to formally welcome Mr. Vallas to Louisiana. He commented that parents are worried about where their children will go to school. He pledged his support to Mr. Vallas and said he would like to get together with him to discuss some CDBG and FEMA funding issues.

Ms. Boyle stated that her mom was a public school teacher and that she and Dr. Mackie graduated from the Orleans Parish School District. She commented that she takes public education seriously. She asked Mr. Vallas how he will measure his performance at the end of the 2007-2008 school year.

Mr. Vallas responded that benchmarks of his performance will include adequate facilities and classrooms that are well equipped, qualified teachers, class size, school climate and security, technology, leadership, and a community presence in the school. Also, increasing test scores and graduation numbers will be benchmarks. If the scores do not go up he will leave town in shame. He explained that Tiger Teams have been established to meet every high school senior and hopefully every junior so they can get help with the transition into being seniors. He stated that one high school in Chicago had more students enrolled than the entire RSD.

Mr. Landry said the RSD is critical, but getting funds to cover the FEMA-ineligible repairs is just as important to Southwest Louisiana.

Mr. Pastorek commented that he was going to come back to the statewide view. He said he was in Lake Charles the past week and in Lafayette two weeks ago to discuss a number of subjects. He explained that Cameron and Jefferson Parishes were leading the Tiger Teams to address the issues for all school districts. He is also working with FEMA and GOHSEP to put employees with students and employees at the Department of Education to pursue recovery district funding. Once the process is established, it will be expanded to all the affected districts so they will not have to utilize their data and resources. Additionally, he is working with the congressional delegation on changing the Stafford Act for K-12 and he expects modifications to be forthcoming.

Dr. Francis thanked both the superintendents for their comments. He commented that leaders for the entire country come from Louisiana. He pointed out that the July and August Board of Directors meetings would be combined into one meeting scheduled for July 30, 2007. The regularly scheduled meetings will resume on September 11, 2007.

*Dr. Norman Francis recessed the meeting at 1:25 p.m. for lunch. He reconvened the meeting at 2:10 p.m.*

Dr. Francis said the Audit Committee is headed by Mr. Virgil Robinson, who is not present today. He stated that three reports from the Legislative Auditor are in the member's binders.

### **Coastal Protection Committee Report**

Mr. Rene Cross stated there would be a presentation on the Interagency Performance Evaluation Task Force (IPET) Risk and Reliability Report. Mr. Cross introduced Lt. Col. David Berczek from the Corps of Engineers.

Lt. Col. Berczek said the Task Force Report about the levee systems was recently released. He said the size and intensity of a hurricane are relative to the storm surge and the Corps is designing to protect against this. He pointed out that Hurricane Camille was smaller in size but more intense than Hurricane Betsy which was very large and not very intense. He said they looked at the storm tracks for 150 hurricanes and the surge along the 350 mile levee protection system. The Corps created a risk assessment model and looked at the loss of life due to flooding. They looked at the different features of 134 different regions and color-coded maps to show expected flooding. He said the Corps assumed no evacuation in the model and St. Bernard showed a decrease of 2-3 feet of flooding. A closure structure of the canals produced the largest gain in flood reduction in the Lakeview area.

Lt. Col. Berczek pointed out that the model data had been posted on their website [nolarisk@usace.army.mil](mailto:nolarisk@usace.army.mil). He said the IPET report showed areas of vulnerability and areas of overtopping which shows where work needs to be done. Lt. Col. Berczek explained the website has live links that show ongoing projects and the status of the hurricane protection system. Additionally, you can type in an address to see the risk of a certain neighborhood.

Dr. Mackie commented that there seemed to be a discrepancy between the Lakeview and Gentilly areas due to the gate structure, and asked if other canals have gate structures.

Lt. Col. Berczek explained that both areas are shaped like swimming pools. He said there is a major difference in the current condition of these areas, and Gentilly is still prone to flooding from the Industrial Canal.

Dr. Mackie pointed out that the Industrial Canal did not fail; it overtopped, but this is not a continuous event. He asked what would stop Lakeview from flooding if Gentilly flooded.

Lt. Col. Berczek said the areas are connected, and Lakeview would flood if there were a large volume of water. He explained that the models used storm data that exceeded Katrina numbers. He said Katrina was a 400-year event, and IPET used both 50-year storm data and 5,000-year storm data.

Mr. Cross asked how the Corps was utilizing the data.

Lt. Col. Berczek stated the Corps is changing the configuration of the model to reduce risk and vulnerability.

Mr. Cross asked if this meant a change in the way levees are built.

Lt. Col. Berczek replied that it could change the construction and alignment of levees and allow for “what if?” scenarios, but the goal is to ultimately drive down risk.

Mr. Cross commented that this is a great tool for those who are trying to decide where to live.

Dr. Mackie said the focus should be west of the Industrial Canal to fortify the city if they are trying to protect assets.

Lt. Col. Berczek stated that work was being done to raise the levees and improve the flood walls along the western part of the city as the most vulnerable area is the West Bank.

Mr. Cross asked if the modeling program had looked at the Mississippi River Gulf Outlet (MRGO).

Lt. Col. Berczek responded that the Corps is looking at installing a gate in the Seabrook area as well as a gate on the MRGO and one on the Intercoastal Canal.

Mr. Cross asked the accuracy of the model.

Lt. Col. Berczek replied that the model is accurate to within 1-2 feet and is consistent with other hydraulic models.

Mr. Leger asked if the Corps were assuming the non-failure of the levees.

Lt. Col. Berczek commented that curves were built into the data and they included the probabilities of levee failures and pump failures.

Mr. Leger asked if the Corps had been asked by Congress or the White House for a recommendation on areas to rebuild.

Lt. Col. Berczek said the Corps was not charged with that determination as it is out of their purview.

Mr. Leger exclaimed that he was offended by this. He asked why the federal government had abdicated their responsibility. He said we would like to be the ones to make the decisions, but does not want to be criticized when we do.

Dr. Francis thanked Lt. Col. Berczek for his presentation.

## **Housing Committee Report**

Mr. Walter Leger stated that the Housing Task Force had expanded and they were working regularly on the in-flight review. The bad news is the shortage of funding and that the citizens are not getting return phone calls. The good news is that the number of closings is increasing and the funds are starting to flow.

Mr. Mike Taylor, Office of Community Development (OCD), Division of Administration, commented that there had been a lot of positive momentum. There have been 148,000 applications to date, which is substantially more than anticipated. Option letters have been sent to 116,000 of the applicants. So far, 30,000 applicants have received their awards, and the closings are up to 10,000 per month. He said it is critical that citizens return their option letters in order to maintain the pace of closings.

Mr. John Landry explained that the most prevalent comment he gets is that the neighbor applied after them and they already got their check. He asked Mr. Taylor to go through the process.

Mr. Taylor replied that every situation is different. He said there are complexities for gathering the information, such as getting insurance data. Also, tax and ownership issues play a part in how the process proceeds. The program was designed in a global sense, but there are so many different scenarios. He pointed out that they are smoothing the process as they go along.

Mr. Landry said ICF contact people had been provided to the LRA Board members; however, some of those contacts have left. He asked that he be provided with the name of the appropriate contact person for his constituents to call to check on their applications.

Mr. John Smith said one-third of applicants who received option letters have not responded. He asked how this will affect the closing process.

Mr. Taylor responded that the closings will slow down if the option letters are not returned. He added that they are trying to come up with a way to encourage homeowners to return the option letters.

Mr. Smith asked if the delay was due to people waiting to see if their neighborhood would return.

Ms. Isabel Reiff, ICF International, explained that applicants call to see if they can change the selected option or they have concerns about the pre-storm value, and they want to ensure that certain items are resolved before they make their selection and return their letters.

Mr. Smith pointed out that this could significantly slow the closings.

Mr. Taylor commented that they are working on the problem.

Mr. Cross stated that he prefers to see people return home rather than choose the buyout option. He commented that someone originally wanted the buyout option, but then changed

their mind and decided to return. They were told they could change their designation at closing. Mr. Cross asked why they have to wait for closing.

Mr. Taylor asked Mr. Cross to provide the case information so he could look into the situation.

Mr. Leger said the Housing Task Force working group has several requests that he would like to review with OCD/ICF.

Mr. K.C. King, Citizens' Road Home Action Team (CHAT), said the Board needs to increase its vigilance at how it looks at the operation of the Road Home program. A Times Picayune editorial featured an audit report on change processes and policy changes. He asked if the cost of the policy changes had been evaluated. He pointed out that one policy change increased the value of his house by \$20,000, which can be a budget buster. He said the auditors were looking at administrative costs versus award costs.

Mr. Leger commented that inclusion in an audit report does not mean that it is correct. He said the LRA is attempting to analyze the cost at every step, and that we could spend a meeting just going over audit reports. He explained that many of the changes were implemented because they should have been included from the beginning. He reiterated that the LRA is watching the costs, and he said he would take the blame and/or credit for many of the changes that would benefit the homeowners. He added that it is not fair to take audit reports as gospel.

Mr. K.C. King said he was underwhelmed by the audit report and its insights. He stated that another issue was travel and the audit conclusion was to renegotiate. One question not asked by the auditor was whether the contractor was traveling enough. He said his point is that the Board needs to be vigilant in looking for better practices.

Dr. Francis interjected that "monitoring" is a key word.

Mr. Kopplin pointed out that Mr. King was at the Audit Committee meeting and the findings were reviewed. He explained that there were over 100 implementation procedures addressing condominiums, mobile homes, and other changes. He added that the policy and procedures are overlapping and the bulk of the changes were not actual policy changes but implementation procedures.

Mr. Steve Donahue, CHAT, asked how people can rebuild a home that needs to be elevated when they have not been given the elevation criteria. He said CHAT met with Chairman Powell on June 5, 2007, to discuss elevation grants, but he only told them they would get a reply and he made no promises with regard to the actual grants. Mr. Donahue pointed out that more rebuilding will occur that is out of compliance and without government help. He said the government had already failed them once with poorly built levees and the government should not continue to fail the citizens of Louisiana.

Mr. Kopplin asked if Mr. Taylor was still present at the meeting as he could answer some of these concerns and explain the ICF procedure for damage awards. Mr. Kopplin said homeowners are frustrated, but the major/severe damage designations need to be correct before homeowners get their awards. He said the process is vigorous and rigorous.

Mr. Donahue said he had gone to a Road Home Corporation meeting and they are just now making plans for security and the care of the properties that they will be receiving.

Ms. Reiff pointed out that home evaluations had been ordered for 14,000 Type 1 homes, which are considered total losses. She said letters will be mailed to those who are ineligible the first week of July.

Mr. Donahue commented that the Road Home Corporation will also do an inspection of the homes and properties.

Mr. Leger informed the Board members that a Times Picayune column written by Stephanie Grace was in their binders. The column addressed difficulties being faced by the hurricane victims. He expressed his concern over problem resolution and wants to make sure that we do not undercalculate the needs. He is concerned that at the end of the supplemental appropriation there will still not be enough money and he does not want this to happen to the applicants that remain in problem resolution. We continue to fight with Washington, D.C. on how much funding is needed. Mr. Leger thanked CHAT for their vigilance and their letter writing effort to Congress. He stated that we are not whining, we are just trying to get back home. He added that people everywhere have Katrina fatigue, as do the people in Louisiana because we are tired of actually living it.

#### **VIII. UNFINISHED BUSINESS**

There was no unfinished business.

#### **IX. PUBLIC COMMENTS**

There were no other public comments.

#### **X. NEW BUSINESS**

There was no new business.

#### **XI. ANNOUNCEMENTS**

Dr. Francis announced that the next LRA Board meeting will be held on July 30, 2007.

#### **XII. ADJOURNMENT**

The meeting was adjourned at 3:13 p.m.

Respectfully submitted,

Andy Kopplin  
Executive Director

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Date approved: July 30, 2007