

### In This Issue:

RDP's Downtown Awards and 2017 Board of Directors

Council Corner Wards One & Two

Evergreen Memorial Historic Cemetery ot Launch Capital Campaign

Riverside Ending Homelessness Fund's 4th Annual Walk to End Homelessness

Business Spotlight: Le Mongeon

Business Buzz – Three Tried and True Methods to Get Your Small Business Organized

Business Buzz – How to Improve Your Website

Training Seminar on Understanding Your Financials to be Offered in March

The next monthly luncheon will be held on Tuesday, March 28, 2017 at ProAbition Kitchen and Cocktails 3597 Main Street

Featured speaker will be Drew Oberjuerge of the Riverside Art Museum

The cost of the luncheon is \$20 with reservation by Friday prior to the meeting, or \$22 at the door.

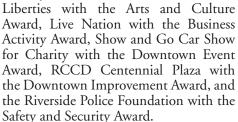
Please call the RDP Office at (951) 781-7335 for reservations.

Reservations not cancelled by the prior Friday will be charged.



# Riverside Downtown Business Improvement District RDP's Downtown Awards and 2017 Board of Directors

RDP would like to congratulate those recognized at the 30th Annual Meeting and Awards Ceremony held on February 15th at the Mission Inn Hotel and Spa. Michael Mihelich was the recipient of the Roy Hord "Volunteer of the Year" Award Woldewhile Dr. Ab Isaac received the RDP Chair's Award. Also recognized was the RCC Center for Social Justice and Civil



The RDP Board of Directors for the 2017 – 2018 term of office was also announced at the event. This year's Board of Directors consists of seven Executive Committee members, four Elected-at-Large directors from the RDP membership, and 17 directors representing downtown stakeholders. The City Council members from Ward One and Ward Two and Arlington Business Partnership Executive Director are Ex-Officio members of the Board.

Shelby Worthington of Worthington's Tavern and Loft.84 will serve as Chair. Shalini Lockard of Riverside Professional and Legal Management will serve as Vice-Chair. Katie Leal of Provident Bank will serve as Treasurer while Charity Schiller with Best Best & Krieger remains as Secretary. David St. Pierre of The Menagerie and Shop on Lemon / Formal Image becomes Past Chair. Remaining on the Executive Committee is Justin



Shelby Worthington and David St. Pierre Photo by Cinemachines

Tracy of PIP Printing. Michelle Freeman of The Freeman Company joins the Executive Committee as a member.

Two new members have joined the Board Director: of Amir of Mertaban Live Nation and Geoff Neely of Heroes Restaurant and Brewery. Lou Mondale of Raincross Hospitality replaced Debbi Guthrie on her

retirement.

RDP also said goodbye and thank you to Laurie Hitt of The Old Spaghetti Factory, RJ Rodriquez of The Vanity Haus, and Kris Whitehead of Curves on Main who retired from the Board. The full list of 2017—2018 Board members can be found on the back cover of the newsletter.

RDP would like to thank the sponsors of the event and those who donated items for the opportunity drawing. All proceeds raised are used to offset the costs of the Annual Meeting and Awards Ceremony.

Event Sponsor



Centerpiece/Floral Sponsor



Awards Sponsors

Roy Hord 'Volunteer of the Year' Award



continued on next page

### DOWNTOWN AWARDS from page 1

Arts and Culture Award



Business Activity Award



Downtown Event Award



Downtown Improvement Award



Safety and Security Award



Chair's Award



Friends of RDP Sponsors



Watering restrictions began lifted

For more info visit: **BlueRiverside.com** 



Friends of RDP Sponsors

### **Gerald Douglass**

PIP Printing – Printmystuff.com Provident Bank Riverside Public Utilities

### **Opportunity Drawing Donors:**

Arlington Business Partnership Castle Park

City of Riverside - Mayor's Office

Creative Metal Works

Curves on Main

Dave and Buster's of Ontario

Dhalla Orthopedic

Fox Riverside Theater Foundation

Gram's BBQ

Kathy Wright

Lake Alice Trading Company

Live Nation

Mario's Place

Mission Inn Foundation

Molinos Coffee

Mrs. Tiggy Winkles

ProAbition Kitchen and Cocktails

Riverside Art on Main

Riverside City College – Performance Riverside

Riverside City College – School Of Cosmetology

Riverside Community Arts Association

Riverside Community Players

Riverside Dickens Festival

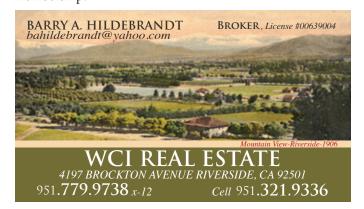
Show and Go Car Show for Charity

The Box/ Fox Entertainment Plaza

The Nature of Things

Worthington's Tavern

The RDP Board consists of between 21 to 35 directors who represent various downtown interests such as business, government, healthcare, education, arts, and residents. Each year a Nominating Committee is appointed to recommend a slate for the Board of Directors. Four board positions are reserved for individuals who are elected from the RDP membership.



### COUNCIL CORNER

### **Ward One Council Update**

Contributed by Councilman Mike Gardner

### **Downtown Parking**

As requested by City Council, staff has analyzed parking rates on the street and in the parking structures, and will be proposing new rate structures to incentivize long term parking in structures and short term parking on the street. Council discussion of this proposal is tentatively scheduled for March 31, but this may change. I encourage interested parties to submit comments on this proposal and/or to participate in the discussion at City Council.

In short, the staff proposal would keep the hourly rate in city parking structures as it is today with a maximum daily cost of \$8.00. Metered parking rates on the street and in surface lots would go up by \$.50 per hour making the hourly rate \$2.00 in the Justice Center and the hourly rate \$1.50 outside the Justice Center. The Justice Center is the area south of 10th Street and east of Market St. It is important to recognize that today meters in the Justice Center are active from 7 am to 6 pm. As of April 1, meters will stop charging at 5 pm in the Justice Center to be consistent with the remainder of the downtown,

and to encourage after work patronage of downtown businesses.

This table shows the proposed rates and the incremental hourly charge. You can see that there is a significant savings by using parking structures for all day parking as opposed to on street or surface lot metered parking. This will encourage long term parking in



the structures leaving the more convenient street and surface lot space for those patronizing the downtown businesses and offices.

The staff is recommending other changes like institution of a subsidized low cost parking rate for low wage downtown employees, but the hourly rate change is the most significant and I suspect the most controversial. Please share your thoughts on this.

Mike Gardner

Proposed Hourly Rates			
	Garages	Meters: On-Street and Lots	Meters: On-Street and Lots
Hours	7:00 a.m.–7:00 p.m.	Justice Center	Non-Justice Center
Parked	90 min Free	7:00 a.m.–5:00 p.m.	9:00 a.m.–5:00 p.m.
	\$1.00 per 30 min	\$2.00 per hour	\$1.50 per hour
1	0 (60 min Free)	\$2.00	\$1.50
2	\$1.00 (30 min Free)	\$4.00	\$3.00
3	\$3.00	\$6.00	\$4.50
4	\$5.00	\$8.00	\$6.00
5	\$7.00	\$10.00	\$7.50
6	\$8.00	\$12.00	\$9.00
7		\$14.00	\$10.50
8		\$16.00	\$12.00
9		\$18.00	
10		\$20.00	

### **Ward Two Council Update**

Contributed by Councilman Andy Melendrez

### Greetings from Ward 2!

Ward 2 Council Member and staff are entering into a partnership with the Riverside Art Museum that will rejuvenate the surrounding neighborhood and the local businesses on Park Avenue. This new partnership will create an affordable housing unit that will have a local artist developing projects that will enhance the Lincoln Park and surrounding areas.

As the partnership develops we will keep you informed. If you are interested in learning more about the Riverside Art Museum or any other projects in Ward 2 please call my office at 951-826-5991.

**Deportivo Coras USA:** Is our local Riverside Semi-Pro Soccer team which ranked 2nd place in last year's National Premier Soccer League, 4th division of the U.S. Soccer Federation. This year we hope to be in 1st place so be sure to come out and support our team in what will be a promising and exciting lineup of games this 2017. Saturday March 12th at 7:30 PM will be the first game of the season and will be a home game at the UCR soccer stadium against City of Angels FC. For more

information on ticket sales and game schedules visit www.deportivocorasusa. com or call 951-500-5729.

Highlander Athletics: UCR Men's and Women's Basketball, Men's Baseball, Softball, Women's and Men's Golf, and Men's and Women's Tennis, Men's and Women's Track and Field all have several exciting games coming up this month! Be sure to come out



and join us to support them! Visit www.gohighlanders.com for a full list of upcoming games and ticket prices. Don't forget to take a look at the season tickets where you can save money and attend more games. If you would like to become a member of the Riverside Athletics Association and support our student athletes please contact 951-827-6823 or email athleticsassociation@ucr.edu.

GO HIGHLANDERS!!!

Andy Melendrez

### **Evergreen Memorial Historic Cemetery to Launch Capital** Campaign

You may recall that about 12 years ago, the late Judge Vic Miceli spearheaded an effort to raise the money to restore the historic cemetery. We have just received a gift of \$500,000 from an Anonymous Donor and we are putting it toward the endowment we need to care for Evergreen as Riverside's most consequential historic park forever.

Pioneers at Evergreen are the source of most of Riverside's international recognitions, great neighborhoods, and traditions. While you might know that citrus industry founder Eliza Tibbets and Mission Inn creator Frank Miller are at Evergreen, chances are that you didn't know that John G. North, son of Riverside's founder and first superintendent of the City's water system is also there. The same goes for Fred Worthley, first superintendent of the electric utility, and Bradford Morse, the mayor and city councilmember who fathered Riverside's energy and water independence.

There are dozens of examples that touch all parts of our community. The Wood Streets owe their name to Dr. Ed Wood, a developer and also superintendent of Riverside County Hospital. Estelle Rouse led the arts community that formed the Riverside Art Museum and commissioned the De Anza statue at 14th and Magnolia with Works Progress Administration money. Dr. Alden Bordwell started Little League in Riverside, and was honored as the namesake of Bordwell Park.

Evergreen is the last resting place of abolitionist John W. North, who founded Riverside as an egalitarian community and drew like-minded people to join him. Those early colonists shared their vision of equality with Robert Stokes, the city's first African American resident who had a hog farm where the Fox Theater now stands. His nephew David Stokes built the Colored American Mercantile Hall, Riverside's first minority business.

Don't take Riverside and its history for granted. Help us honor those who made us what we are today. You can make your tax-deductible donation via PayPal at http://evergreencemetery.info/support/giving/ or by mailing your check to P.O. Box 20544, Riverside, CA 92516.

Submitted by Evergreen Memorial Historic Cemetery

### Å

### Riverside Ending Homelessness Fund's 4th Annual Walk to End Homelessnes

The walk will be held on Saturday, April 8, 2017 at Fairmount Park, located at 2601 Fairmount Boulevard. The goal is to raise \$35,000 dollars to provide individuals and families the items necessary to transition out of homelessness into permanent housing and obtain employment. Thanks to federal and state funded programs, some of these needs can be met but often many of the most obvious needs are excluded such as household goods for housing or text books and school supplies for employment training

In order to address these needs we are requesting sponsorships from local businesses and individual community members. By giving to this annual event you will support the work of Riverside Ending Homelessness Fund, which is to eradicate the debilitating causes and effects of homelessness. become a Sponsor login to: http://rehf2017.auction-bid.org

You can also sponsor by check. Make check payable to

Riverside Ending Homelessness Fund and mail to Cathy Mitchell, 3900 Mail Street, 3rd floor, Riverside CA. 92522. We hope that we can count on you to help support this very important cause.

We are also accepting donations for a raffle, please mail these items to Cathy Mitchell at 3900 Mail Street, 3rd floor, Riverside, CA 92522 or call for pick up 951-826-5461.

To learn more about the Riverside Ending Homelessness Fund and programs provided by Homeless Services of the City of Riverside, please visit: www.endhomeless.info. Should you have any questions about the Riverside Ending Homelessness Fund's 4th Annual Walk to End Homelessness, please e-mail Cathy Mitchell cmitchell@riversideca.gov or call 951-826-5461.

Submitted by the Riverside Ending Homelessness Fund Board





### Business Spotlight: Le Mongeon

Le Mongeon has been owned and operated by Linda Mongeon for 33 years in the same location, which an extraordinary accomplishment

Downtown Riverside. We have ten stylists and offer all of the latest in current hair styling, cutting, coloring and nail care.

We are a well established business with a loyal clientele and are located at 3506 9th Street in Downtown Riverside. Give us a call at (951)684-2504 or stop and enjoy!



### **BUSINESS BUZZ**

### Three Tried and True Methods to get Your Small Business Organized by Alyssa Gregory

Getting organized involves a lot more than just neatening stacks of papers and dusting off the clutter you have on your desk. Organization involves creating systems and procedures for all different parts of your business; this has the potential to help you become more productive and profitable. The ideas below include some of the best ways you can become more organized in your small business. Try just one for slow and sustained improvement or make a plan to incorporate a new organizational process each month in your business this year.

### 1. Take Control of Papers and Documents

We'll start with paper since that is the biggest disorganization culprit for most of us. What do you do with documents after you take action on them? How do you store papers for future reference? If you don't have a filing system and/or a digital archiving system in place, now is the time to build one. Start by taking a look at the papers you have laying around. Make a keep pile and a discard pile, then shred or recycle all of the papers, magazines, newsletters, cards, notes, etc. that made it to the second pile. If you're not sure where to start, read this article from Staples that gives a thorough rundown on what documents you really should keep, and the rest is fair game for the shredder.

Now that you have a better idea about the type of documents you're working with, it's time to create — or improve — your office filing system. Susan Ward put together a helpful guide to creating a document management system that can help you create or fine-tune your paper process and get it organized.

If you decide it's time to start moving toward a paperless office (read these pros and cons first), then you can start by scanning in and digitizing your receipts, using online invoicing and payment services like FreshBooks, moving to a digital signature program like DocuSign, and using the Cloud for data backup and archiving. If you collect business cards at events during the year, it may also be a good idea to invest in a business card scanner so you can digitize contact info immediately and ditch the paper cards.

### 2. Use the Right Productivity Tools

We all have our favorite apps and tools we use every day, although some are probably more useful than others. In fact, for every one productivity-enhancing app you use, I bet there is another one that is just not the right fit, but you keep using it because you've been using it for so long and you're used to it. This is why it is so important to — at least once a year — take stock of the apps and tools you are using in your small business and and decide if they still meet your needs. This is also a great time to consider if you have some gaps and find the right tools to fill them. Below are some of the top areas where many small business owners find productivity tools useful. These should give you a solid starting point for getting your productivity tools organized this year:

• Contact management. From keeping track of your

customers to remembering people you meet while networking, every small business owner needs a system for managing contact information. You can opt for a comprehensive customer relationship management (CRM) system like Salesforce, or for smaller scale management you can set up your existing Contacts app to work for your business.

- Meetings and communication. Whether you conduct meetings face-to-face, on the phone or via video chat services, there is a way to make the process more organized. You can use a service like Do to get your meetings more organized -- before, during and after.
- Accounting and bookkeeping. Organize and streamline the way you invoice, take payments, and manage cashflow with tools like Quickbooks Online, Xero and Wave.
- Travel and expense tracking. You can use apps like Expedia and TripAdvisor to make travel plans easier. Then, once on the road, apps like Expensify help you track expenses and make reporting when you get home a lot more organized.
- Social media management. We all know how much time can be wasted on social media if you're not approaching it in a systematic and organized way. This is why tools like Hootsuite and Buffer can be invaluable for small business owners.
- Email management. If you use Gmail in your small business, you have access to quite a few Google extensions that can quickly get your inbox organized. If you're using another email app, try SaneBox for automatic filtering, reminders and more.
- **Project management.** A good project management app will help you track tasks, share files and collaborate with teammates all in one place and it can be one of the best tools you can use to get your work organized. Try Basecamp or Asana for an all-in-one project management solution.

Productivity is a very personal process and the apps you need will be specific to you the work you do and the way you tend to work. Take time to explore what your needs are before incorporating a new tool in your process. You may not need as many as you think. For more productivity tool inspiration, read this article with 101 small business productivity apps and explore these 27 time-saving apps.

#### 3. Get Your Computer Organized

This is a big one for any small business owner who does the bulk of his or her work on the computer. You probably know that it does not take very long for your desktop to become cluttered with icons, your Downloads folder to get so full of strangely named documents that it is impossible to find anything, or your email inbox to get so out of control you start to think it really might explode. Not only is this horrible for your productivity, but it can also slow down

continued on next page

your computer's performance significantly.

Here is a list of things you can do right now to get your computer organized and back into working shape:

- Clean up your desktop. There are a couple of ways you can go here, and it all depends on your work style and how you use your computer. You can get rid of everything from your desktop except for your trash bin (remember that the app icons on your desktop are just shortcuts all of your actual apps usually live in your Applications folder). Or you can add a few shortcuts to your most frequently used apps and files. I tend to err toward the first option, going as streamlined as possible, but often using my desktop for easy access to files I am currently working on. Then I move them to their permanent home once I am finished.
- Set up a digital filing system. Speaking of giving your documents a permanent home, this is where you create a filing system that makes complete sense to you so you can find the documents you need when you need them. This guide to file and folder organization provides a number of excellent tips to help you get started.
- **Update software**. If your computer is set to automatically install the application and operating system updates, great. If it's a manual process for you, you should check for updates at least bimonthly since many include security patches. Then, once a year, review the current versions of software you are using and make the decision if its time to upgrade.
- Scan for viruses and performance issues. Regardless of what type of computer you have, all of them can get viruses or malware (yes, even Macs!). If you have a Windows-based computer, these PC maintenance tips from PCWorld will help you keep your computer

healthy and running smoothly.

- Verify the integrity of your data backup. You are backing up your data, right? If not, skip everything else for the time being and do this one first. You can either use a Cloud-based data backup service like Carbonite, Backblaze or CrashPlan or you can use an external hard drive that you plug into your computer (I do both). With either option, configure the service or drive to conduct continuous automatic backups so you don't have to do anything manually. Then, once or twice a year, go into your backup service or drive and poke around to make sure everything is there and accessible should you need to pull copies to your local computer.
- Wrangle your inbox. Many small business owners have a love-hate relationship with their email inbox. They love it because it's a highly productive and efficient communication tool; yet they hate it because it can quickly get out of control causing unnecessary stress. There are things you can do to keep your inbox in line, such as using automation, streamlining what you receive on a daily basis, and limiting how often you check email during your day. Read this article for email management tips that will make your inbox a powerful productivity tool and not a major time suck.

The tips above will help you get your small business more organized immediately, but remember how fast things can get out of control. Pair these activities with a resolution to conduct a quick and easy review of your papers, productivity tools and computer status a few times a month so you can stay organized and prevent things from reaching overwhelming levels of disorganization.

### How to Improve Your Website

Much of building a business online is generating traffic to your website. You don't want that effort to be for nothing by having a disorganized and unappealing website that turns visitors away. Fortunately, there are easy fixes so that visitors can find what they want and have a great experience on your website.

#### 1. Clear the Clutter

Everything your visitors need may be on the page, but if there's too much going on, they'll be distracted or unable to find it.

Here are strategies for cleaning up a busy website:

- Get rid of over-the-top flashy advertising.
- Focus your above-the-fold (the area readers see without having to scroll) content on the key most important elements of your website.
- Have a lot of white space, which gives the appearance of a clean site and helps people find what they need.
- Organize similar content into categories and use menu nesting to clean up your navigation.
- Keep your content easy to read. Using bullets and marking sub-topic sections makes the site more

by Leslie Truex

- pleasing to the eye and appear less overwhelming to the reader.
- Use graphics, within reason. Graphics not only increase social shares, but they attract the eye of the reader. But too many graphics, especially advertising, can distract and annoy visitors.

#### 2. Make Sure Your Website Is Responsive

More and more people are going online through their smartphones and tablets. Websites that aren't mobile-friendly are difficult to read and navigate.

In April 2015, Google added mobile-responsiveness as one of the factors for ranking websites. This means, if your site isn't responsive, it won't get ranked as well as sites that are.

If you're using a content management system (i.e. WordPress), check that you're using a responsive theme (the theme notes should tell you).

If you're still not sure, view your website on your smartphone or check out Google's Mobile-Friendly Test, which will analyze your site for mobile ease of use.

### 3. Check Your Website's Page Speed

Visitors get annoyed if they have to wait a long time for

your website to load. If you have a lot of graphics, scripts and video, your site might be slow, especially on mobile devices. Google offers a free analysis of your page speed on both mobile and desktop devices, along with tips on how to make improvements.

#### 4. Focus on Your Reader

Visitors come to your website because of something they want or need. If your site is focused on you, they might not be able to see the value of what you offer. Make sure your content is centered on the benefits readers will get. You have to translate what is so great about what you offer into why it's so great for your reader. Make sure everything from your About Me page, to your content, product/service listings, and even FAQ or help pages are benefits-focused.

### 5. Tell Readers What to Do

You don't want to be bossy, but neither can you expect your readers or potential customers to know the process in using your site or accessing your products or features.

Having a call-to-action guides your visitors to what they need to do if they want to take advantage of what you offer.

Call-to-actions aren't limited to sales. They can be used to get readers to engage with you by leaving a comment or on social media, sign up for your newsletter and more. As you create your pages, think about what you want your reader to benefit from and what you want them to do when they finish reading it. Then provide a call to action so they know the next step.

### 6. Make It Easy to Work With You

Clearing out the clutter (#1) is one part of making the site easy for visitors to use. Another part is making it easy for them to do what they want to do. If they want to follow

you on Twitter, is your Twitter info on every page or do they have to hunt for it? If they want to email you, is your contact page easily found? If they want to buy, are the purchase instructions and processes easy to follow? This all sounds like a no-brainer, but you'd be surprised at how many websites aren't very good at making it easy for readers to do what they came to do.

#### 7. Offer Proof

The Internet is littered with scams and fake resources. So much so, it's difficult for readers to vet out the good sites, like yours, from the duds. As a result, many readers may be skeptical and resistant to your business. The best way to overcome this resistance is through proof. You can build proof and creditability several ways such as testimonials. More than anything, having others say how great you are is the best marketing tool out there.

### 8. Have Your Email Sign Up on Every Page

All the most successful online entrepreneurs have an email list. This allows them to stay in touch with readers to bring them back to the information on the website, share exclusive news and updates, and make offers. The list is crucial, and therefore, its sign up box should be on every page. You can also use a service such as HelloBar to create a signup form that appears in a variety of spots on your site, such as at the top of the page.

The Business Buzz articles are taken from the About.com Small Business Guide

Visit http://sbinformation.about.com/ for more small business informationand to sign up for their newsletters.

### ₼

## Training Seminar on Understanding Your Financials to be Offered in March

On Tuesday, March 21, 2017, from 9:00 am-12:00 pm, the Inland Empire Small Business Development Center (IESBDC) will host a FREE Understanding Your Financials Training Seminar at the Riverside County Business Center, 3403 10th Street (first floor), Riverside CA 92501.

The seminar will offer a basic overview of accounting and finance principles for small business, providing the framework to make timelier and accurate business decisions. The workshop will be presented by an SBDC Business Consultant and will cover topics such as Accounting Methods, Financial Statements & Ratios, Break Even Analysis, Budgeting and Cash Flow Management. Business owners and start-up entities alike are welcome to attend.

Pre-registration is recommended, as seating is limited.

For more information or to register, please visit: www. iesmallbusiness.com. If you have any questions, please contact us at (909) 983-0751. This no cost seminar was made possible by the City of Riverside and the Riverside County EDA.

The Inland Empire Small Business Development Center is hosted by the California State University, San Bernardino University Enterprises Corporation. The Center is partially funded by the U.S. Small Business Administration (SBA) and the California State University, Fullerton Tri-County Lead SBDC. All of the SBDC programs and services are offered on a non-discriminatory basis. Reasonable arrangements for persons with disabilities will be made.

### **RDP Welcomes New Businesses to Downtown**

Charles Hernandez Catering • G Styles (Beauty) • Maxwell Tax and Accounting





3666 University Avenue Suite 100 Riverside, CA 92501

Ph.: (951) 781-7335 Fax: (951) 781-6951

Email:rdpoffice@sbcglobal.net www.RiversideDowntown.org

Submit press releases to: Janice Penner by email at Janice@riversidedowntown.org or fax at (951) 781-6951.

**Press deadline** is the 15th of each month prior to publication.

For Downtown News Alerts email Janice@riversidedowntown.org

For Events email Janice@riversidedowntown.org.



RDP Facebook Page

#### STAFF

Executive Director Janice Penner

Office Manager / Bookkeeper Shirley Schmeltz

Communications and Events Liaison Kate Stovicek

#### **BOARD OF DIRECTORS:**

#### **Executive Committee**

Shelby Worthington, Chair Shalini Lockard, Vice-Chair Katie Leal, Treasurer Charity Schiller, Secretary David St. Pierre, Past Chair Justin Tracy, Member Michelle Freeman, Member

### **Directors**

Bruce Blomdahl **Chuck Beaty** Patrick Brien Ian Davidson Cherie Crutcher **Gerald Douglass** John Field Bill Gardner Wolde-Ab Isaac Rafael Guzman Jeff Kraus Nanci Larsen Marco McGuire Amir Mertaban Stan Morrison Lou Mondale Robert Nagle Geoff Neely Brian Pearcy Sergio San Martin Cara Swearingen

Ex-Officio

Mike Gardner Andrew Guerra – ABP Andy Melendrez

#### ADDRESS SERVICE REQUESTED



