



SAN FRANCISQUITO CREEK
JOINT POWERS AUTHORITY

Notice of Board Retreat

Saturday May 1, 2021

9:00 A.M. – 12:00 P.M.

Due to the risk of COVID-19 transmission, this meeting will be held remotely. Members of the public may observe and offer comment at this meeting by using the chat function and typing your question or comment, by selecting the raise your hand function or if you are joining by phone unmuting yourself and letting Clerk of the Board or Board Chair know you wish to speak. If you require an accommodation pursuant to the Americans with Disability Act, please contact the Clerk of the Board at the phone number or email listed at the bottom of this Agenda by 10:00 am on the day of the meeting.

Join Zoom Meeting

join the webinar:

<https://us02web.zoom.us/j/89372507745?pwd=Z2ZPUXJQVINWL3p1Smdnc1FGckliQT09>

Passcode: 871971

Phone: (669) 900-6833,,89372507745#,,,,*871971#

Board Retreat Agenda

1. CALL TO ORDER AND ROLL CALL
2. APPROVAL of AGENDA
3. BOARD RETREAT AND STRATEGIC PLANNING - DISCUSSION
 - A. Welcome and Retreat Agenda Review (10 minutes)
 - B. Chair Abrica – Opening Remarks
 - C. Charles Gardiner, Facilitator - review purpose, goals, and agenda for the day.
 - D. Introductions and Interests of Board and Staff members (40 minutes)
4. 3-Year Work Plan Goals (30 minutes)
 - A. Overview of updated workplan – Margaret 5 minutes
 - B. Discuss priorities and goals: near-term, mid-term, and long-term.
 - C. Public comment
5. Mission and Vision (25 minutes)



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- A. Review and discuss proposed revised language.
- B. Review outstanding issues for update of membership agreement.
- C. Provide guidance on policy and process for updating JPA membership agreement.
- D. Public comment

Break (10 minutes)

- 6. 3-Year Work Plan, continued (50 minutes)
 - A. Context and overview of projects and costs - Margaret 10 minutes
 - B. Funding and Financing
 - C. Organizational Capacity and Budgets
 - D. Public comment

- 7. Near-term Actions and Direction (15 minutes)
 - A. JPA team actions and assignments
 - B. Final thoughts on retreat outcomes

- 8. Chair Abrica to select two SFCJPA Board Members to Participate on Stanford University Searsville Advisory Committee

- 9. ADJOURNMENT

PLEASE NOTE: Meeting Agenda and supporting documents related to items on the Agenda can be viewed online by 9:00 a.m. by Friday April 30, 2021 at sfcjpa.org -- click on the "Meetings" tab near the top.

SFCJPA - 3-year Rolling Workplan

This is a Living Document. We will review and update this quarterly.

	2021	2022	2023
Upstream	<ul style="list-style-type: none"> • Identify and confirm full funding for Upstream Projects: <ul style="list-style-type: none"> ○ Seek and apply for grants, negotiate agency contributions, etc. • Complete Property/easement/access for Upstream work and/or work with V.W in this process • Explore additional property donations in strategic locations • Complete storm flow detention initial constructability evaluation to determine next steps • Permit submittals to regulatory agencies • ACOE coordination and CAP 205 process – continue • Engage/coordinate w/ Stanford • Flood early warning system – Evaluate options and opportunities. Make plans accordingly. 	<ul style="list-style-type: none"> • Initiate and Complete Channel Widening Construction • Support PA Newell Bridge work as needed • Engage/coordinate w/ Stanford • Coordinate with ACOE Re-scope CAP 205 if needed 	<ul style="list-style-type: none"> • Initiate and Complete Pope/Chaucer Construction • Engage/coordinate w/ Stanford
Downstream	<ul style="list-style-type: none"> • Water Board approval of O&M Manual • Mitigation Maintenance • Monitoring/Reporting 	<ul style="list-style-type: none"> • Mitigation Maintenance Monitoring/Reporting 	<ul style="list-style-type: none"> • Mitigation Maintenance • Monitoring/Reporting

	<ul style="list-style-type: none"> • Install Interpretive Panels • Ensure continued permit compliance including updating EcoAtlas 		<ul style="list-style-type: none"> • Prepare Work Plan for 5- year Technical Report
100 Year Flood Protection	<ul style="list-style-type: none"> • Detention constructability evaluation • Regular coordination and communication with Stanford University 	<ul style="list-style-type: none"> • Upstream detention 'next steps' (pending outcome of constructability evaluation). • Regular coordination and communication with Stanford University 	<ul style="list-style-type: none"> • Regular coordination and communication with Stanford University
SAFER Bay	<ul style="list-style-type: none"> • Complete Phase 1 Geotechnical investigations • BRRIT permitting response and continued coordination • Apply for additional funding from Measure AA, FEMA BRIC and elsewhere. • Initiate Programmatic EIR by issuing Notice of Preparation 1st quarter and public outreach • Continued coordination with OneShoreline • Engage w/ MTC and CalTrans • Continue regular engagement w/ community organizations: Ravenswood Business Assoc., Acterra Resilient Communities, and Nuestra Casa, etc. • Continued coordination with developers plans, attend 	<ul style="list-style-type: none"> • Initiate FEMA/HMGP Grant activities (tentative) • Initiate programmatic EIR • Continued coordination with OneShoreline • Engage w/ MTC and CalTrans • Engage w/ community organizations 	<ul style="list-style-type: none"> • Complete programmatic EIR • Engage w/ MTC and CalTrans • Engage w/ community organizations • Potentially initiate Menlo Park FEMA BRIC grant work (if successful)

	<p>Ravenswood Shores Business Development meetings</p> <ul style="list-style-type: none"> Continued utility coordination (PGE EPASD) and others Continued Facebook coordination SAFER Phase 1 FEMA HMGP grant: MOA with partners for project and funding management Update SediMatch needs for suitable import, investigation potential storage areas 		
Finance	<ul style="list-style-type: none"> Bring audits up-to-date Budget Transition to new banking services 	<ul style="list-style-type: none"> Complete annual audit Budget 	<ul style="list-style-type: none"> Complete annual audit Budget
Administration/Organization	<ul style="list-style-type: none"> Reconcile, update, and ratify the JPA members agreement Business continuity planning and operationalizing Improve IT systems for efficiency, business continuity, etc. Create an “SFCJPA Board Handbook” Implement DocuSign for board and staff signatures Initiate volunteer program Scan and digitize historical hard-copy documents Prepare for CSDA’s Transparency Certificate of Excellence Review all organization policies, update as necessary. 	<ul style="list-style-type: none"> Explore funding for internship stipends/provisionally, develop internship program Apply for CSDA’s Transparency Certificate of Excellence Review all organization policies, update as necessary. Annual review and update of Comprehensive Plan 	<ul style="list-style-type: none"> Review all organization policies, update as necessary. Annual review and update of Comprehensive Plan

	<ul style="list-style-type: none"> • Annual review and update of Comprehensive Plan 		
Communications	<ul style="list-style-type: none"> • Website – continue to improve, expand catalogue of posted documents and recordings. • Video Tours of Upstream, SAFER (including securing funding and production assistance) • Quarterly newsletter (pilot) • SFC and SAFER Tours (ad hoc) • Expand contacts database • Project updates / community outreach • Board meeting/community outreach (expand mailing list) • At least one webinar on SFC ‘general interest’ and/or SAFER 	<ul style="list-style-type: none"> • Website – continue to improve • Quarterly newsletter • SFC and SAFER Tours • Expand contacts database • Project updates / community outreach • Board meeting/community outreach (expand list) • Tours of SFC and SAFER (ad hoc) • At least one webinar on SFC and/or SAFER 	<ul style="list-style-type: none"> • Website – continue to improve • Quarterly newsletter • SFC and SAFER Tours • Expand contacts database • Project updates / community outreach • Board meeting/community outreach (expand list) • Tours of SFC and SAFER (ad hoc) • At least one webinar on SFC and/or SAFER
Professional Development	<ul style="list-style-type: none"> • CSDA webinars • UC Extension course(s) on CEQA • Webinars on Smartsheet project management tool(s) • CRAM updates • Regulatory updates 	<ul style="list-style-type: none"> • CSDA and other webinar resources • Regulatory updates 	<ul style="list-style-type: none"> • Professional certifications updates

SFCJPA - 3-year Rolling Workplan

This living document will be updated regularly to reflect completed work, emerging priorities, and new opportunities.

	FY 2020/2021	Status	FY 2022/2023	FY 2023/2024
Reach 2	<ul style="list-style-type: none"> • Identify and confirm full funding for Reach 2 Project, Detention (as needed) and SAFER: <ul style="list-style-type: none"> ○ Convene Board Funding and Finance study session, including a benefits allocation methodology ○ Create roadmap for funding all projectsⁱ ○ Seek and apply for grants, negotiate agency contributions, etc. • Complete Property/ easement/access for Reach 2work and/or work with V.W. in this process – specific needs pending further hydraulic analysis and potential design adjustments. • Explore additional property donations in strategic locations – suspended. • Permit submittals to regulatory agencies • ACOE coordination and CAP 205 process – continue • Engage/coordinate w/ Stanford • Support PA Newell Bridge work – evaluate potential benefits of 	<p>In progress/ on track</p> <p>Not yet done</p> <p>Not yet done</p> <p>In progress</p> <p>In progress/ on track</p> <p>N/A</p> <p>Not done yet</p> <p>In progress/ on track</p> <p>In progress/ on track</p> <p>In progress</p> <p>Not yet started</p>	<ul style="list-style-type: none"> • Initiate and Complete Channel Widening Construction • Support PA Newell Bridge work as needed • Engage/coordinate w/ Stanford • Coordinate with ACOE Re-scope CAP 205 if needed 	<ul style="list-style-type: none"> • Initiate and Complete Pope/Chaucer Construction • Engage/coordinate w/ Stanford

	<p>combined Newell and Reach 2 agency permits.</p> <ul style="list-style-type: none"> • Create a community Engagement Plan (as this may be requested by certain grant funders) for Reach 2 <ul style="list-style-type: none"> ○ Conduct community outreach events (two in spring, two in winter) 	Two events conducted		
Flood Early Warning System	<ul style="list-style-type: none"> • Update critical software systems • Evaluate notification options and opportunities. • Coordinate MOU between JPA and community partners to facilitate transition of notification responsibilities. 	In progress/ on track		
Reach 1	<ul style="list-style-type: none"> • Water Board approval of O&M Manual • Mitigation Maintenance • Monitoring/Reporting • Install Interpretive Panels • Ensure continued permit compliance including updating EcoAtlas 	<p>In progress/ on track</p> <p>Ongoing</p> <p>Ongoing</p> <p>In progress</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Mitigation Maintenance Monitoring/Reporting 	<ul style="list-style-type: none"> • Mitigation Maintenance • Monitoring/Reporting • Prepare Work Plan for 5- year Technical Report
Reach 3	<ul style="list-style-type: none"> • Complete storm flow detention initial constructability evaluation to determine next steps • Regular coordination and communication with Stanford University 	<p>In progress</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Reach 3detention 'next steps' (pending outcome of constructability evaluation). • Regular coordination and communication with Stanford University 	<ul style="list-style-type: none"> • Regular coordination and communication with Stanford University • Sediment Management Plan and MOA with Stanford

<p>SAFER Bay</p>	<ul style="list-style-type: none"> • Complete Phase 1 Geotechnical investigations and move forward with design and permitting using Department of Water Resources Grant funding (assumes approval of Amendment #2 First Quarter) • BRRIT permitting response and continued coordination. <p>Apply for additional funding:</p> <ul style="list-style-type: none"> • Measure AA, • FEMA BRIC <ul style="list-style-type: none"> ○ Prop 68 Urban Flood Grant ○ OPC Grant ○ Etc. • Initiate Programmatic EIR by issuing Notice of Preparation 2nd quarter • Create a Community Engagement Plan (as this may be requested by certain grant funders), and <ul style="list-style-type: none"> ○ conduct public outreach • Continued coordination with project partners OneShoreline, Menlo Park, East Palo Alto, etc. (esp re. easements) • Engage w/ MTC and CalTrans • Continue regular engagement w/ community organizations: Ravenswood Business Assoc., Climate Resilient Communities, and Nuestra Casa, etc. • Continued coordination with developers plans, attend 	<p>Submitted</p> <p>Submitted</p> <p>On track</p> <p>Planned/ On track</p> <p>Planned/ On track</p> <p>Ongoing</p> <p>Not yet done.</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • MOA with funding partners- by June 2021 • Engineering Design and permitting • Initiate FEMA/HMGP Grant activities (tentative) • Draft Programmatic EIR and public meetings • Additional stakeholder engagement- (tribal and disadvantaged communities) • Continued coordination with OneShoreline • Engage w/ MTC and CalTrans • Engage w/ community organizations 	<ul style="list-style-type: none"> • Complete programmatic EIR • Engineering design and permitting • Engage w/ MTC and CalTrans • Engage w/ community organizations • Potentially initiate Menlo Park FEMA BRIC grant work (if successful)
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	<p>Ravenswood Shores Business Development meetings</p> <ul style="list-style-type: none"> Continued utility coordination (PGE EPASD) and others Continued Facebook coordination SAFER Phase 1 FEMA HMGP grant: MOA with partners for project and funding management Update SediMatch needs for suitable import, investigation potential storage areas 	<p>Ongoing</p> <p>Not yet started</p> <p>Ongoing</p> <p>In progress</p> <p>Not yet started</p>		
Finance	<ul style="list-style-type: none"> Bring audits up-to-date Upcoming FY Budget, with a 'look ahead' for future years. (when to create and share this 'look ahead'?) Transition to new banking services 	<p>On Track</p> <p>Not yet started</p> <p>In progress</p>	<ul style="list-style-type: none"> Complete annual audit Budget, with a 'look ahead' for future years. 	<ul style="list-style-type: none"> Complete annual audit Budget, with a 'look ahead' for future years.
Administration/ Organization	<ul style="list-style-type: none"> Reconcile, update, and ratify the JPA members agreement Business continuity planning and operationalizing Improve IT systems for efficiency, business continuity, etc. Create an "SFCJPA Board Handbook" Implement DocuSign or Adobe for board and staff signatures Initiate volunteer program Scan and digitize historical hard-copy documents Prepare for CSDA's Transparency Certificate of Excellence 	<p>In progress</p> <p>Ongoing</p> <p>Ongoing</p> <p>In progress</p> <p>Completed</p> <p>Completed</p> <p>Not yet started</p> <p>Not yet started</p>	<ul style="list-style-type: none"> Explore funding for internship stipends/ provisionally, develop internship program Apply for CSDA's Transparency Certificate of Excellence Review all organization policies, update as necessary. Annual review and update of Comprehensive Plan 	<ul style="list-style-type: none"> Review all organization policies, update as necessary. Annual review and update of Comprehensive Plan

	<ul style="list-style-type: none"> Review all organization policies, update as necessary. Annual review and update of Comprehensive Plan 	<p>In progress</p> <p>To begin in May.</p>		
Communications	<ul style="list-style-type: none"> Website – continue to improve, expand catalogue of posted documents and recordings. Video Tours of Upstream, SAFER (including securing funding and production assistance) Quarterly newsletter SFC and SAFER Tours (ad hoc) Expand contacts database Project updates / community outreach Board meeting/community outreach (expand list) At least one webinar on SFC ‘general interest’ and/or SAFER 	<p>Ongoing</p> <p>Not yet started</p> <p>2 editions published</p> <p>Ongoing</p> <p>Two events done</p> <p>Ongoing</p> <p>Not yet started</p>	<ul style="list-style-type: none"> Website – continue to improve Quarterly newsletter SFC and SAFER Tours Expand contacts database Project updates / community outreach Board meeting/community outreach (expand list) Tours of SFC and SAFER (ad hoc) At least one webinar on SFC and/or SAFER 	<ul style="list-style-type: none"> Website – continue to improve Quarterly newsletter SFC and SAFER Tours Expand contacts database Project updates / community outreach Board meeting/community outreach (expand list) Tours of SFC and SAFER (ad hoc) At least one webinar on SFC and/or SAFER
Professional Development	<ul style="list-style-type: none"> CSDA webinars UC Extension course(s) on CEQA Webinars on Smartsheet project management tool(s) CRAM updates Regulatory updates 	<p>MPH and TB have done several. MB has attended for web dev, smartsheet.</p>	<ul style="list-style-type: none"> CSDA and other webinar resources Regulatory updates 	<ul style="list-style-type: none"> Professional certifications updates

¹ Funding and financing of projects could be noted separately in each project section but are combined here to reduce redundancy.

MISSION AND VISION STATEMENTS FROM 2002

San Francisquito Creek Joint Powers Authority

VISION FOR SAN FRANCISQUITO CREEK

Vision-foresight and image for the watershed

The San Francisquito Creek, its tributaries and contributing land areas, are cooperatively managed to support and maintain a sensitive and healthy natural resource system that conveys flood waters, sustains healthy natural habitats, and offers opportunity for human respite and recreation.

San Francisquito Creek Joint Powers Authority

PURPOSE STATEMENT

Purpose-aim, goal or assignment of the JPA

The JPA's Mission is to plan, manage and coordinate flood management measures and contributions of common services of member agencies by establishing policy direction and central communications for all Creek activities.

The JPA's objective are to provide relief from flooding, preserve and enhance the environment, and create public amenities for enjoyment while promoting community awareness and participation in these processes.

SUGGESTED 2021 UPDATES TO VISION & MISSION STATEMENTS

VISION STATEMENT FOR THE SAN FRANCISQUITO CREEK/WATERSHED AND BAY SHORELINE

Vision-foresight and image for the watershed and bay margin

The JPA will mitigate the risk of flooding from the San Francisquito Creek and from sea level rise and tidal flooding along the bay shoreline, and the associated critical riparian and salt marsh habitats will be restored, maintained, and protected, and opportunities for access to nature and for recreation will be created.

San Francisquito Creek Joint Powers Authority

MISSION/PURPOSE STATEMENT

Purpose-aim, goal or assignment of the JPA

The JPA's mission is to provide relief from creek, tidal and sea level rise flooding in its constituent communities, preserve and enhance the environment, and create public amenities for enjoyment through coordinating the funding, design, and implementation of flood mitigation projects.

Summary of Members Agreement - Remaining Outstanding Issues

Section	Current language from April 2020 version	Proposed changes
Recitals		
Outstanding issue:		Has a decision been made on the question of Government Code sections 989 and 990, concerning 'self-insurance'?
Paragraph 2 - Purposes		
Outstanding issue: Need to address inconsistencies, reconcile to current practice and consider future potential needs.	<p>2. PURPOSES. This Agreement is entered into by Member Entities under the JPA Law for the following purposes:</p> <ul style="list-style-type: none"> a. To facilitate and perform bank stabilization, channel clearing and other Creek maintenance. b. To plan flood control measures for the San Francisquito Creek watershed. c. To take actions necessary to preserve and enhance environmental values and instream uses of San Francisquito Creek. d. To coordinate emergency mitigation and response activities relating to San Francisquito Creek. e. To make recommendations to Member Entities for funding and alternatives for long term flood control for Member Entity consideration. 	<p>Regarding a. The JPA does not itself perform bank stabilization, etc. Clarify the JPA's role as 'facilitate' only.</p> <p>Regarding b. The JPA's scope has expanded to include the bay shoreline of its member entities. There is ambiguity as to whether shoreline is encompassed in the term 'watershed'. Clarify the geographic scope of the JPA's flood risk mitigation role. Further, in addition to planning flood control measures, the JPA secures and administers funding for these projects. This language should be added.</p> <p>Regarding c. The JPA's scope has expanded to include the bay shoreline, and this should be mentioned here as well.</p> <p>Regarding d. The JPA is not equipped nor is it its appropriate role to mitigate emergency situations, nor to coordinate emergency response activities. However, the JPA does play</p>

		<p>a vital role in providing critical information about the creek’s condition to emergency personnel. This sub-section should be modified to clarify the JPA’s actual (and appropriate) role.</p> <p>Potential future issues:</p> <ul style="list-style-type: none"> • Groundwater issues will become a larger issue in the future, as sea level rise pushes groundwater levels higher, and further inland, contributing to flooding hazards near the bay shore. Additionally, groundwater substantially contributes to stream base-flow in both quantity and quality. Should the SFCJPA consider a role in groundwater issues? • Upper watershed areas are vulnerable to fire. In the event of a significant fire event on the eastern slopes of the Santa Cruz mountains in the SFC watershed, there could be significant sedimentation and other impacts to the SFC and to the SFCJPA’s creek flood risk mitigation projects. Should the SFCJPA consider a role in upper watershed stewardship or in post-disaster actions?
<p>Paragraph 5 – Powers of the Authority</p>		

<p>Outstanding issues: Reconcile to current practice and consider future options.</p>	<p>5. POWERS OF THE AUTHORITY. The Authority through its Board of Directors is authorized, in its own name and subject to the limitations set forth below, to do all acts necessary to fulfill the purposes of this Agreement referred to in Paragraph 2. (Purposes) including, but not limited to, each of the following:</p> <ul style="list-style-type: none"> a. Make and enter into contracts; b. Incur debts, liabilities, and obligations, provided that no debt, liability, or obligation of the Authority shall be a debt, liability, or obligation of a Member Entity except as separately agreed to by a Member Entity; c. Receive contributions and donations of property, funds, services, and other forms of assistance from any source; d. Sue and be sued in its own name; e. Contract with independent consultants and/or contractors; f. Receive, collect, and disburse monies; g. Carry out other duties as required to accomplish other responsibilities as set forth in this Agreement; h. Assign, delegate, or contract with a Member Entity or third party to perform any of the duties of the Board including, but not limited to, acting as administrator for the Authority; and i. Exercise all other powers necessary and proper to carry out the provisions of this Agreement. <p>These powers shall be exercised in the manner provided by applicable law and as expressly set forth in this Agreement.</p>	<p>The following questions have been posed:</p> <p>Should the JPA be enabled to establish financing district(s) and issue bonds in the future?</p> <p>In the future, the JPA may need to acquire, hold, or dispose of real property (easements, for example). Should the JPA be explicitly enabled to do so? The SFCJPA is already in possession of the Reller Parcel, thanks to Mr. Reller’s generous donation.</p> <p>The powers of the Authority do not explicitly state that the JPA may hire staff. Should the Agreement call this out explicitly?</p>
<p>Paragraph 6 – Member Entity Approvals and Responsibilities</p>		

<p>Outstanding issue: Need to reconcile agreement to current practice.</p>	<p>6. MEMBER ENTITY APPROVALS AND RESPONSIBILITIES. Each Member Entity has the approval authority, obligations and responsibilities set forth in this Agreement. No action of the Authority shall be effective or binding unless and until such action has been approved in accordance with Subparagraph “e.” (Action of the Board) of Paragraph 10. (Board Members) by the Board of Directors consistent with a budget approved by independent action of each Member Entity’s governing body.</p>	<p><i>“...consistent with a budget approved by independent action of each Member Entity’s governing body.”</i></p> <p>Because the SFCJPA’s budget becomes effective once the board adopts it every July, not after it has been approved by independent action of each member entity’s governing body, this should be changed or deleted.</p>
<p>Paragraph 7 – Project Participation Approval Authority</p>		
<p>Outstanding issue: Need to reconcile agreement to current practice.</p>	<p>7. PROJECT PARTICIPATION APPROVAL AUTHORITY. Member Entities shall have the right to determine independently whether to participate in any capital improvement project. No capital improvement project shall be approved by the Authority unless and until Member Entities sufficient to fund the project fully have approved the project by independent action of each such funding Member Entity’s governing body.</p>	<p><i>“...have approved the project by independent action of each such funding Member Entity’s governing body.”</i></p> <p>Because the SFCJPA’s board votes to approve projects and related contract actions and does not do so pending separate approval by independent action of each member entity’s governing body, this should be changed or deleted.</p>
<p>Paragraph 10 – Board members, a. Meetings Outstanding issue: Possible extension of web-based meetings.</p>	<p>10. BOARD MEMBERS. a. Meetings. The Board shall hold at least one regular meeting each year, at which time the Board shall elect its officers as appropriate to comply with Paragraph 11. (Officers). The Board shall fix the date, hour, and place at which each regular meeting is to be</p>	<p>Considering the past years’ experience with virtual meetings, the Board should consider including mention of the option to conduct regular meetings virtually, by video conference, as well as in person.</p>

	held. To the extent practicable, each Board meeting shall be held in Northern Santa Clara County or Southern San Mateo County. The Chair presides at all meetings. A special meeting may be called upon written request by the Chair or at least two directors.	The Board has not followed the practice of sending a written request for by the Chair for a Special Meeting. We should change the language to current practice
Paragraph 11 - Officers		
Outstanding issue: Reconcile to actual practice	<p>11. OFFICERS.</p> <p>a. Officers. The officers of the Authority are the Chair, Vice-Chair, and Secretary.</p> <p>b. Election/Term/Duties. The officers shall be elected or appointed by the Board at its first meeting of the calendar year, unless that is delayed by an action of the Board. The term of office for Chair, Vice-Chair, and Secretary is one year. The officers shall assume the duties of their offices upon being elected or appointed, as appropriate. If any of the Chair, Vice-Chair, or Secretary ceases to be a member of the Board, the Board shall elect or appoint a new officer at the next regular meeting of the Board held after the vacancy occurs.</p>	<p><i>"...and Secretary."</i></p> <p>The JPA does not presently utilize a board Secretary officer role. This should be deleted to reconcile to actual practice.</p>