

Metropolitan Airports Commission



Management and Operations Committee

Regular Monthly Meeting Agenda

Wednesday, September 08, 2010

1:00 pm

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SEE ATTACHED INFORMATION REGARDING SECURITY CHECKPOINT INFORMATION

MANAGEMENT AND OPERATIONS COMMITTEE

Mike Landy, Chair
Andy Westerberg, Vice Chair
Pat Harris
Jack Lanners, Commission Chair
John McClung
Bert McKasy, FD&E Chair
Don Monaco
Paul Rehkamp
Sherry Stenerson
Daniel Boivin, HR&AA Chair

METROPOLITAN AIRPORTS COMMISSION NOTICE OF REGULAR MEETING MANAGEMENT & OPERATIONS COMMITTEE

**Wednesday, September 8, 2010 1:00 p.m.
Room 3048A, Lindbergh Terminal
Wold-Chamberlain Field
Minneapolis-St. Paul International Airport**

AGENDA

OPEN FORUM

The open forum is a portion of the Commission meeting where persons will be allowed to address the Commission on subjects which are not a part of the meeting agenda. Speakers are asked to limit their remarks to two minutes each. Persons wishing to speak must complete a sign-up card prior to the start of the meeting. The sign-up card should be given to any staff person. The Commission may take action or reply at the time of the statement of may give direction to staff at the end of the meeting regarding investigation of the concerns expressed.

CONSENT

1. **REQUEST AUTHORIZATION TO IMPLEMENT A RETAIL MERCHANDISE UNIT ("RMU") OPERATOR APPLICATION PROCESS**
Bruce Rineer - Assistant Manager Concessions and Business Development
2. **REQUEST AUTHORIZATION TO PURCHASE THREE (3) ADDITIONAL RETAIL MERCHANDISE UNIT ("RMU") CARTS**
Bruce Rineer - Assistant Manager Concessions and Business Development

DISCUSSION – ACTION

3. **RECOMMENDATION REGARDING PAYMENT OF RENTAL AUTO EXTRAORDINARY COSTS**
Karen Kelly - Assistant Manager Airside Leasing & Tenant Relations

4. REQUEST AUTHORIZATION TO ISSUE REQUEST FOR PROPOSALS FOR POLICE RECORDS MANAGEMENT SYSTEMS
Dave Ruch - Director Information Systems

Materials for this meeting are available at the following website:
<http://www.metroairports.org/mac/meetings/default.aspx>

SECURITY CHECKPOINT INFORMATION

Stop by the information booth near the tram station on the Tram Level. At the information booth, you will be asked to complete a security checkpoint access form and show valid, government-issued photo identification, such as a driver's license. Take your completed access form with you up two floors, to the Ticketing Level security checkpoints. Show your approved access form to security checkpoint personnel. You will then be screened just as if you were traveling. Access forms are only valid for the purpose of attending a public MAC meeting at a particular date and time.

Commission Chambers are located on the Mezzanine Level overlooking the airport's central shopping area (above Chili's Restaurant), past the main security checkpoints.

Allow yourself at least 30 minutes to park, complete the access form and get through the security checkpoint prior to the meeting.

Parking in the following areas will be validated; please bring your parking ticket to the meeting.

Directions to the Tram Level Information Booth

From short-term parking: At the Lindbergh Terminal entrance, take the escalator or elevator down to Tram Level. The information booth is straight ahead, in the center of the room.

From general parking: If you park in the **Blue or Red** ramps, take the elevator down to the tram, which will transport you directly to the Lindbergh Terminal's Tram Level. When you exit the tram, the information booth is straight ahead, in the center of the room. If you park in the **Green or Gold** ramps, take the skyway to the Lindbergh Terminal's Mezzanine Level. From there, take an elevator or escalator to Tram Level. The information booth is straight ahead, in the center of the room.

MEMORANDUM

ITEM 1

TO: Management & Operations Committee

FROM: Bruce Rineer, Assistant Manager, Concessions and Business Development (612-467-0511)

SUBJECT: **REQUEST AUTHORIZATION TO IMPLEMENT A RETAIL MERCHANDISE UNIT ("RMU") OPERATOR APPLICATION PROCESS**

DATE: August 16, 2010

BACKGROUND INFORMATION

On October 1st, 2009, five (5) retail merchandizing units ("RMUs") began operations on the C Concourse. The five (5) original concepts were operated by Sterling Works, Estes Lakeshore News, St Croix Airport Retail, Rosetta Stone and The Neat Company. These companies were chosen through an RFP process in mid 2009. The RMUs, that were purchased by MAC, use approximately 54 square feet of floor space.

Gross sales for the RMU's and revenue to MAC, Oct 1, 2009 through May 31, 2010

Concept Name	Gross Sales	Revenue to MAC
Sterling Works	\$123,862.21	\$21,056.58
Bluwire (Tech and Trek)	\$58,269.43	\$8,398.69
In-Season	\$100,484.30	\$12,392.61
Rosetta Stone	\$157,165.47	\$26,718.13
The Neat Company *(terminated January 31, 2010)	\$57,265.16	\$7,444.47
Lets Play (began February 1, 2010)	\$32,806.11	\$4,224.04
Totals	\$529,852.68	\$58,104.06

* The Neat Company's lease agreement was terminated at their request January 31st, 2010. The concept was replaced by Let's Play, operated by St Croix Airport Retail, on a month-to-month basis.

A sixth (6th) RMU is scheduled to begin operations at Terminal 2 – Humphrey in 2010. Through an RFP process the company selected to operate this RMU is Sterling Works.

RMU OPERATIONS

There are numerous benefits to managing an RMU program:

- RMUs can be used as a small business incubator and are a great way for small businesses and DBE operators to launch and grow a business at the airport.
- RMUs can be used to test a concept at the airport with minimal investment and lease commitment.
- RMUs provide an opportunity to introduce innovative, trendy and seasonal concepts to the traveling public.
- Investment to tenant is minimal. There are no in-line store build-out costs.

Challenges to the tenant and Staff with current program:

- Most RMU operations are tailored to short term or seasonal leases, and the turnover rate is typically much higher than at traditional stores.
- Potential operators currently must respond to an RFP process. RFP processes can be longer than 6 months from start to finish and involve large commitments of staff time.
- Responding to an RFP can cost as much as \$15,000 which can deter a small business from proposing on opportunities.

Recognizing that RMUs have a unique business model, staff has researched methods by which other entities manage their RMU programs.

Concession Staff members met with the Mall of America (“MOA”) specialty retail leasing team to determine how the MOA manages their RMU program. The MOA has over seventy (70) RMUs to manage; both long term and seasonal tenants. Lease terms are offered from three (3) months to one (1) year with existing tenants being able to extend their leases if they are in good standing. Potential RMU operators download an application from the MOA website or contact the specialty leasing staff to request an application. Once an application is returned to the leasing staff it is reviewed to see if the concept and the company are a good fit for the MOA. Once a decision has been made to include the company, the MOA team sends out an agreement for the new tenant to sign. The program terms at the MOA are the same as terms used at Southdale and Maplewood malls. MOA managers search for RMU operators at other malls, specialty retail trade shows and through specialty retail magazines.

Toronto Pearson International Airport, Canada, operates seventeen (17) RMUs through a master kiosk operator agreement. The master operator is responsible for filling vacancies and subleasing the space. The average term for an operator is one (1) year.

Oakland International Airport, CA, operates six (6) RMUs through the airport’s prime concessionaire agreement. The concessionaire has authority to change concepts that underperform.

Ronald Reagan Washington National Airport, DC, operates thirteen (13) RMUs through the airport’s concession management company. Most RMU terms are four (4) months; however, some agreements have a one (1) year term.

In all cases, the malls or airports have the ability to rapidly adjust their RMU concepts to meet the needs of the public and maximize revenues.

PROPOSED APPLICATION PROCESS

Staff has developed a rolling application RFP process for the RMU program which was modeled after the MOA RMU leasing program. This application process streamlines the communication between potential RMU operators and MAC Staff. The process consists of an application, standard lease terms and a scoring matrix that a review team will utilize to score the applications. Applications and business terms will be available to download on the MAC website. This process allows potential RMU operators to fill out an application and supply staff with a business plan which must include a merchandising display plan, operations plan, company financial statement and financial projections. The application also asks for photographs, catalogs or other items that would help staff understand the product being offered. The information is collected and stored until an RMU becomes available. When there is a projected opening for an RMU, staff will review any applications that have been received and score them using the scoring matrix.

Applications will be scored using the following criteria:

1. Merchandise Concept and Display
 - a. The concept product or service will address a need and appeal to the traveling public. Projected sales appear to be reasonable.
 - b. The concept product or service offers a good price/value and convenience to the traveling public.
 - c. The concept product or service does not substantially duplicate product or services already available on Concourse C.
 - d. The proposer demonstrates how their company follows and maximizes services, trends, and product life cycles.
 - e. The product or service can be effectively displayed, communicated and merchandised on a retail merchandising unit in an attractive manner.
 - f. The proposal offers an innovative or unique product or service.
2. Regional and Local Concepts
 - a. The proposal demonstrates how the concept will show and involve regional products, companies and events.
 - b. The proposal demonstrates how the concept will show or involve products, companies, or events local to the greater metropolitan Twin Cities trade area.
3. DBE Participation
 - a. Applicant is a qualified DBE
 - b. Applicant qualifies as a DBE but is not certified and will work with MAC's Office of Diversity to obtain certification.

4. Management and Operations Plan

- a. The proposer demonstrates in their organizational chart and staffing plan an understanding of and ability to meet the demands of staffing a retail location in a major airport.
- b. The proposer demonstrates an understanding of and an ability to meet MAC's stated goal of exceptional customer service.
- c. The proposer demonstrates the ability to recruit, hire, train motivate, and retain only the best sales associates.
- d. The proposer demonstrates operational abilities and experience that have successfully generated optimal sales and customer satisfaction in other retail settings.

5. Financial Projections and Stability

- a. Applicant provides realistic financial projections.
- b. Applicant provides a financial statement.

Each application will be scored by a review team consisting of two team members from MAC Concessions, one team member from MAC's Office of Diversity, and one team member from MAC's facilities department. MAC's legal department will act as advisors to the team.

Applications that are scored but not awarded a RMU will remain under consideration for future RMU opportunities unless the application is withdrawn by the applicant.

If the applicants do not meet the current needs of the passengers or are competing concepts with other RMUs or in-line stores, staff will work with the leasing staff at the MOA and surrounding malls to look for and encourage new business opportunities to come to the airport.

MAC POLICY

Under the MAC policy on Awarding Concession Agreements (MAC Administration Policies and Procedures #10001), concessions are awarded by a Request for Proposal process ("RFP"), a bid process, or direct negotiation. Per that policy, MAC must consider a number of factors prior to determining which method will be used. These factors include, but are not limited to, type of business opportunity, number of interested parties, maximizing revenue to MAC, current economic conditions, customer service, and level of investment required by a new or existing concessionaire.

Staff recommends that it be authorized to implement a RMU Operator Rolling Application RFP Process in order to find the best possible tenant mix and lease term at MSP and to be able to respond quickly when operators cease business at MSP or underperform, thereby maximizing revenue to MAC and service to our customers. The ability for the RMU operators and staff to reduce and simplify the barriers to entry that exist for small businesses trying to enter the airport environment and to turn these concessions over rapidly is essential to the program's success.

Staff would continue to obtain Commission authorization, usually through the Lease Actions Memo to the Commission, prior to entering into any agreements with RMU operators. Staff merely seeks the authority to implement an informal application selection process, instead of conducting a formal RFP process, to more flexibly bring opportunities to the Commission.

SUMMARY OF KEY BUSINESS TERMS

- A. The term of the Agreements shall be no more than two years.
- B. Concessionaire will be required to fill out a RMU Leasing Application. Completed applications will be kept on file to be used as a reference tool when RMU vacancies exist.
- C. Concessionaire shall pay as rent to MAC the greater of percent rent and a minimum monthly guarantee (not less than \$1,000.00), based on negotiated terms between staff and applicant.
- D. Concessionaire will be required to sign the RMU Lease Agreement and provide proof of insurance.
- E. A security deposit will be required at lease signing.

COMMITTEE ACTION REQUESTED:

THAT THE MANAGEMENT AND OPERATIONS COMMITTEE RECOMMEND THAT THE FULL COMMISSION AUTHORIZE STAFF TO IMPLEMENT AN RMU OPERATOR ROLLING APPLICATION RFP PROCESS AS OUTLINED ABOVE AND THAT THE EXECUTIVE DIRECTOR OR A DESIGNEE BE AUTHORIZED TO EXECUTE THE NECESSARY DOCUMENTS.

MEMORANDUM

ITEM 2

TO: Management & Operations Committee

FROM: Bruce Rineer, Assistant Manager, Concessions and Business Development
(612-467-0511)

SUBJECT: **REQUEST AUTHORIZATION TO PURCHASE THREE (3)
ADDITIONAL RETAIL MERCHANDISE UNIT ("RMU") CARTS**

DATE: August 30, 2010

History of RMUs at MSP

In early 2000, the C concourse extension and the new A and B concourses opened. As part of that effort, seven Remote Merchandising Units ("RMUs") were planned across from the then-existing NWA World Club. In spring 2001 the first prototype RMU opened for business. That test effort was terminated as a result of the events of September 11, 2001. Over the years MAC used the RMU area for various advertising displays and other business purposes.

In January, 2009, Staff requested Commission approval to issue an RFP to seek RMU manufacturers who would submit proposals that would design and construct five retail RMUs to be placed on the C concourse in the original designated area. Six companies submitted proposals with various designs and costs. In May, 2009, the Commission awarded a contract to EG Retail to build five RMUs not to exceed \$100,000 in total costs. On November 1, 2009, the five RMUs opened for business. Despite a weak retail economy and under-utilized gates on the C concourse, the total retail sales continue to permit the operators, as a group, to exceed the minimum rent being charged.

RMU Cost and Design Analysis

The cost of all five RMUs, when compared to the rents generated, shows a break even of less than one year. The cost of the original five RMUs was recovered within the first 10 months of operation.

2009 RMU Acquisition

Total Cost for 5 RMUs	\$88,923.57
Graphics on RMU	\$2,115.23
Consulting	<u>\$9,975.00</u>
Total Cost	\$101,013.80

Rent Received

2009	\$34,615.10
2010 YTD July	<u>\$66,543.90</u>
Total Rent	\$101,159.00

The RMUs were designed for strength and mobility. The design also achieved the goal of showcasing the product and not the structure of the RMU. Lighted signs for the company brands were designed only on the top, and, therefore, do not block merchandise from view.

Future RMU / RMU needs

The success of the RMU program is evident in the financial analysis above. The initial cost recovery to MAC on the RMUs was realized within the first 10 months of operation. Initially Staff projected the recovery to take place over 18 to 24 months. During the initial 10 months Staff has worked with the RMU operators and other airport tenants to improve the program and prepare approved airport areas for growth by adding three (3) RMUs to the program.

On the C Concourse at Terminal 1 advertising displays have been relocated and a Zoom Retail Vending Unit was removed from the RMU area which allows for the installation of two additional RMUs. These additional RMUs will complete this area and allow for the planned expansion of the program.

Within Terminal 2-Humphrey a site was identified within the H6 gate hold area for the installation of a RMU. With Commission approval, staff conducted an RFP seeking a single RMU retail operator for Terminal 2. At that time it was felt an existing MAC owned RMU would be placed at Terminal 2 for use by the winning proposer. Due to its age and numerous prior moves the RMU became unusable. The winner of that process now awaits its new RMU.

Given the success of the program staff believes that it's prudent to purchase three RMUs. The turnkey cost to purchase these additional RMUs is estimated not to exceed \$80,000. Staff is projecting the cost recovery on the additional RMUs to be less then 12 months. If approved, all three RMUs would be identical to the five currently being operated on the C concourse. As future opportunities present themselves, staff will develop and present those opportunities as part of the concession overall leasing plan.

RMU Vendor Selection Process

The 5 RMUs currently operating on the C Concourse were purchased from E-G Retail after selecting them as a vendor through an RFP process. The RMU design was chosen based on numerous factors including aesthetics, merchandising layout and overall functionality. Two of the additional RMUs will be placed on the C Concourse amongst the other 5. Although the RMU designated for Terminal 2 will not be located with the other RMUs there may come a time when the RMUs could be located together. In an effort to keep the look of the program consistent on the C Concourse and between both terminals, Staff is requesting additional RMUs be purchased from E-G Retail.

COMMITTEE ACTION REQUESTED:

THAT THE MANAGEMENT AND OPERATIONS COMMITTEE RECOMMEND TO THE FULL COMMISSION AUTHORIZATION FOR STAFF TO PURCHASE THREE (3) ADDITIONAL RMU / RMUS FROM EG RETAIL, TOTAL COSTS SHALL NOT EXCEED \$80,000, AND THAT THE EXECUTIVE DIRECTOR OR A DESIGNEE BE AUTHORIZED TO EXECUTE THE NECESSARY DOCUMENTS.

MEMORANDUM

ITEM 3

TO: Management & Operations Committee

FROM: Karen Kelly, Asst. Manager Airside Leasing & Tenant Relations
(612-467-0514)

**SUBJECT: RECOMMENDATION OF PAYMENT OF RENTAL AUTO
EXTRAORDINARY COSTS**

DATE: August 30, 2010

In December 2009, the Commission approved Staff's Recommendation Regarding Adoption of the Amended Rental Auto Facility Charge Ordinance which governs the collection of a Rental Auto Facility Charge (RAFC) at the airport. The Ordinance amendment (109) established a process to utilize some of the Customer Facility Charge (CFC) funds for qualifying improvements to the overall operation of the rental auto facilities. Section 3.2, Payment or Reimbursement of Extraordinary Costs, states, "In addition to the capital costs associated with the Terminal 1-Lindbergh and Terminal 2-Humphrey rental auto facility, the Commission shall pay directly or reimburse the rental auto industry for Extraordinary Costs through money collected as part of the Rental Auto Facility Charge. Extraordinary Costs shall include, but not be limited to, facility improvements that, in MAC's opinion, improve the overall operation of the facility; any professional consulting costs associated with rebidding the concession agreement or reallocation of leased premises between the companies; new or additional direction/way finding signage and common area maintenance costs." In July 2010, the rental auto industry submitted a request for reimbursement or payment of what staff considers to be qualifying costs for facility improvements.

EXTRAORDINARY COSTS

Upon review of the requests for reimbursement or payment, Staff is seeking approval of the Recommendation of Payment of Rental Auto Extraordinary Costs for the following reasons:

1. In July, 2008, the rental car consolidated facility's underground storage tank failed and required immediate repair and upgrade. Between November 2008 and November 2009, the underground storage tank underwent an extensive scope of work that was broken down into the following stages of repair: Pre-Repairs, Task #1 (Original Contractor Preparation for Inspection), Task #2 (Installation of Leak Detection), Task #3 (Tank Upgrade Work), and Task #4 (Engineering and Coordination). In May 2010, the underground storage tank inspection, testing, and upgrades were completed. At this time, Staff is recommending reimbursement to the Rental Auto Industry of the \$358,047.86 cost associated with the repair and upgrade of the MSP Rental Car Consolidated Facility underground storage tank
2. In July, 2010, Staff issued a Request for Bids for Terminal 1-Lindbergh Rental Auto Companies Signage Modifications to accommodate the addition of a new off-airport operator as well as the change associated with an off-airport operator becoming an on-airport operator. These are directional signs throughout the common area of the rental auto facility and related way finding roadway signs. Three bids were received

from Safety Signs (\$21,500), Top Line Advertising, Inc. (\$21,767), and ASI Signage (\$27,083.83). At this time, Staff is recommending payment to Safety Signs in the amount of \$21,500 for the cost associated with the Terminal 1-Lindbergh RAC Signage Modifications.

COMMITTEE ACTION REQUESTED:

THAT THE MANAGEMENT AND OPERATIONS COMMITTEE RECOMMEND THAT THE FULL COMMISSION

1. AUTHORIZE STAFF TO REIMBURSE THE RENTAL AUTO COMPANIES FOR THE \$358,047.86 COST ASSOCIATED WITH BRINGING THE UNDERGROUND TANKS INTO COMPLAINE AS WELL AS SYSTEM IMPROVEMENTS,
2. AUTHORIZE STAFF TO MAKE PAYMENT TO SAFETY SIGNS IN THE AMOUNT OF \$21,500 FOR THE REFACING OF THE DIRECTIONAL/WAY FINDING SIGNAGE; AND
3. AUTHORIZE THE EXECUTIVE DIRECTOR OR A DESIGNATED REPRESENTATIVE TO EXECUTE THE NECESSARY DOCUMENTS.

MEMORANDUM

ITEM 4

TO: Management & Operations Committee

FROM: Dave Ruch, Director, Information Systems (726-8168)

SUBJECT: **REQUEST FOR AUTHORIZATION TO ISSUE REQUEST FOR PROPOSALS FOR POLICE RECORDS MANAGEMENT SYSTEMS**

DATE: August 16, 2010

In September 2008 the Commission gave staff approval to enter into contract negotiations with TriTech Software Systems to provide software and services that would replace the Public Safety Emergency Communications Center's Computer-Aided Dispatch System (CAD), the Police Records Management System (RMS), and the Police/Fire Mobile Systems. This action came after the Request for Proposals (RFP) and evaluation processes which began in July 2007.

That process included visits by the Review Committee to sites where the various products proposed were in use. The Committee included representatives from Police, Fire, Emergency Communications, Purchasing, IS and an outside consultant. The sites visited were located in Louisville KY, Austin TX and Sun Prairie – Fitchburg WI. The Wisconsin location, which is just outside Madison, uses the RMS product that had been purchased recently by TriTech and, presumably, was the product that would be implemented at the MAC. The system successfully performed key functions. It is linked to electronic ticketing and crash reporting systems used by the State of Wisconsin, both functions being important to the MAC.

MAC and TriTech signed a contract agreement in January 2009, and the software replacement project began in February 2009. The highest priorities of the systems project were the CAD/Mobile systems that were required for the start-up of MAC's newly re-located Emergency Communication Center. The new Center, along with the new CAD/Mobile system and new 911 phone and radio systems, all went live on March 11, 2010.

Work on the Records Management System proceeded as expected. Beginning in December 2009 and continuing through January/February 2010, MAC staff began receiving communications from TriTech that solutions to various MAC RMS requirements would come in future versions of the software. These actions gave MAC staff concern about TriTech's ability to meet the requirements set forth in the RFP and the contract. On February 17, 2010, TriTech senior managers met with MAC project managers to inform MAC staff that TriTech was ending development of the planned RMS and asking MAC to consider their "older" version software in lieu of the proposed and agreed-upon solution.

MAC Police, IS, Purchasing, and Legal staff met to consider the various options outlined in the contract documents and to develop a plan of action for the RMS issue as well as TriTech's alternative proposal/s.

TriTech brought MAC two alternative software development proposals, to which MAC Police and IS gave due consideration. MAC staff rejected both proposals and requested that

TriTech remove all RMS costs from the contract and refund MAC all monies paid for RMS in accordance with the terms and conditions of the agreements. TriTech has agreed. Following is the cost breakdown for the elements of the project along with the reduction in the funds budgeted for the RMS:

Original approved Project Budget	\$ 2,000,000.00
TriTech original contract amount	\$ 1,162,396.00
TriTech total cost after change orders	\$ 1,178,491.29
TriTech travel expense	\$ 52,154.48
MAC purchased hardware and software	\$ 534,029.79
Consulting services	\$ 204,900.00
Sub-total, project cost including RMS elements	<u>\$ 1,969,575.56</u>
TriTech contract reduction, RMS elements	\$ 420,032.04
Adjusted project cost	<u>\$ 1,549,543.52</u>
Project balance	<u>\$ 450,456.48</u>

MAC will continue to use the TriTech CAD and Police/Fire Mobile Systems that went live in March 2010. These systems are meeting the requirements as specified.

MAC's original RFP aimed for a single vendor providing an integrated software solution for all public safety products. Obviously that will not be possible. The requested new RFP for the RMS portion will include a requirement to integrate any proposed product with the TriTech CAD/Mobile products that are in place.

COMMITTEE ACTION REQUESTED:

THAT THE MANAGEMENT AND OPERATIONS COMMITTEE RECOMMEND TO THE FULL COMMISSION:

1. THAT STAFF BE AUTHORIZED TO ISSUE A REQUEST FOR PROPOSALS FOR A POLICE RECORDS MANAGEMENT SYSTEM, AND
2. THE ADJUSTED BALANCE OF THE 2006 CAPITAL EQUIPMENT BUDGET FOR THE REPLACEMENT OF PUBLIC SAFETY CAD, RMS, AND MOBILE SYSTEMS OF \$450,456 BE REALLOCATED FOR THE REPLACEMENT OF THE PUBLIC SAFETY POLICE RECORDS MANAGEMENT SYSTEM, AND
3. THAT THE EXECUTIVE DIRECTOR OR A DESIGNEE BE AUTHORIZED TO EXECUTE THE NECESSARY DOCUMENTS.