



CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY

AGENDA MEETING NOTICE

Committees

DATE: Wednesday, February 26, 2020
TIME: 8:30 a.m. **Administration & Finance Committee Meeting,
Operations & Capital Projects Committee Meeting**
*(estimated at 9:30 a.m., although to be held immediately following
the Administration & Finance Committee Meeting)*

LOCATION: Staples Street Center
602 North Staples Street, 2ND Floor Board Room, Corpus Christi, TX

ADMINISTRATION & FINANCE COMMITTEE

PATRICIA DOMINGUEZ (Chair)

Lynn Allison ~ George Clower ~ Glenn Martin ~ Michael Reeves

	TOPIC	SPEAKER	EST.TIME	REFERENCE
1.	Roll Call	D. Linnehan	2 min.	-----
2.	Safety Briefing	M. Rendón	2 min.	-----
3.	Receipt of Conflict of Interest Affidavits	P. Dominguez	2 min.	-----
4.	Opportunity for Public Comment 3 min. limit – no discussion	P. Dominguez	3 min.	-----
5.	Discussion and Possible Action to Approve the Administration & Finance Committee Meeting Minutes of January 22, 2020 – NO QUORUM	P. Dominguez	3 min.	Page 1
6.	Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Issue a Request for Proposal (RFP) for an Interactive Voice Response (IVR) System	R. Saldaña	3 min.	Page 2 PPT
7.	Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Adopt a Resolution in Support of a Grant Application from Texas Commission on Environmental Quality (TCEQ) for the Alternative Fueling Facilities Program (AFFP) for Electric Charging Stations and Infrastructure	S. Montez	3 min.	Pages 3-4 PPT Attachment A
8.	Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Approve Issuing a Request for Proposals (RFP) for a Bus and Bench Advertising Three-Year Contract with Two 1-Year Options	R. Patrick	3 min.	Pages 5-6 PPT
9.	Adjournment	P. Dominguez	1 min.	-----

Total Estimated Time: 19 min.

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OPERATIONS & CAPITAL PROJECTS COMMITTEE

DAN LEYENDECKER (Chair)

Anne Bauman ~ Anna Jimenez ~ Philip Skrobarczyk ~ Matt Woolbright

	TOPIC	SPEAKER	EST.TIME	REFERENCE
1.	Roll Call	D. Linnehan	2 min.	-----
2.	Safety Briefing	M. Rendón	2 min.	-----
3.	Receipt of Conflict of Interest Affidavits	D. Leyendecker	2 min.	-----
4.	Opportunity for Public Comment 3 min. limit – no discussion	D. Leyendecker	3 min.	-----
5.	Discussion and Possible Action to Approve the Operations & Capital Projects Committee Meeting Minutes of January 22, 2020	D. Leyendecker	3 min.	Pages 1-2
6.	Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Approve Issuing a Request for Proposals (RFP) for the National Transit Database Passenger Miles Traveled Sampling Surveys	G. Robinson	3 min.	Pages 3-4 <i>PPT</i>
7.	Discussion and Possible Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Exercise Option Year 1 on Three Individual Contracts to Multiple Vendors for Bus and Engine Parts	G. Robinson	3 min.	Pages 5-6 <i>PPT</i>
8.	Adjournment	D. Leyendecker	1 min.	-----

Total Estimated Time: 19 min.

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On **Friday, February 21, 2020** this Notice was posted by **Dena Linnehan** at the CCRTA Staples Street Center, 602 N. Staples Street, Corpus Christi, Texas; and sent to the Nueces County and the San Patricio County Clerks for posting at their locations.

PUBLIC NOTICE is given that the Board may elect to go into executive session at any time during the meeting in order to discuss matters listed on the agenda, when authorized by the provisions of the Open Meetings Act, Chapter 551 of the Texas Government Code. In the event the Board elects to go into executive session regarding an agenda item, the section or sections of the Open Meetings Act authorizing the executive session will be publicly announced by the presiding officer.

In compliance with the Americans with Disabilities Act, individuals with disabilities who plan to attend this meeting and who may need auxiliary aids or services are requested to contact the Assistant Secretary to the Board at (361) 903-3474 at least 48 hours in advance so that appropriate arrangements can be made. Información en Español: Si usted desea esta información en Español o en otro idioma, por favor llame al teléfono (361) 289-2712.

Mission Statement

The Corpus Christi Regional Transportation Authority was created by the people to provide quality transportation and enhance the regional economy in a responsible manner consistent with its financial resources and the diverse needs of the people.



Vision Statement

Provide an integrated system of innovative, accessible and efficient public transportation services that increase access to opportunities and contribute to a healthy environment for the people in our service area.



**CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY
ADMINISTRATION & FINANCE COMMITTEE MEETING MINUTES
WEDNESDAY, JANUARY 22, 2020**

Summary of Actions

- 1. Roll Call**
- 2. Safety Briefing**
- 3. Receipt of Conflict of Interest Affidavits**
- 4. Opportunity for Public Comment**
- 5. Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Exercise Final Option Year for Health Care Consulting/Risk Management Services with Roland Barrera Insurance**
- 6. Adjournment**

The Corpus Christi Regional Transportation Authority Board of Directors met at 8:30 a.m. in the Corpus Christi Regional Transportation Authority Staples Street Center facility located at 602 N. Staples Street, 2nd Floor Board Room, Corpus Christi, Texas.

Call to Order & Roll Call

Mr. Glenn Martin called the meeting to order at 8:33 a.m., and asked Ms. Dena Linnehan to call Roll. She called Roll and stated a quorum was not present. Mr. Martin requested staff to brief the board members on the agenda items until a quorum could be established.

Board Members Present: Lynn Allison and Glenn Martin.

Board Members Absent: Patricia Dominguez, Committee Chair, George B. Clower and Michael Reeves.

Staff Present: Jorge G. Cruz-Aedo, CEO; David Chapa, Dena Linnehan, Derrick Majchszak; Sharon Montez, Rita Patrick, Gordon Robinson, Robert Saldaña and Susan Teltschik.

Public Present: Benjamin Schmit, MV Transportation; Amy Fritcher, Roland Barrera Insurance.

Held Safety Briefing

Mr. Mike Rendón provided safety information in the event of an emergency for the Board members and guests in the audience. He pointed out the area in the Employee Parking Lot where individuals are to assemble outside of the building, including shelter in-place instructions, and said Ms. Linnehan would be responsible for guiding the Board Members to the Muster Point. He also told us once you leave the building, you may not enter until an 'all clear' is given by Security personnel if or when you may re-enter.

Action to receive Conflict of Interest Affidavits

None received.

Adjournment

There being NO QUORUM, the meeting ended at 8:38 a.m.

Submitted by: Dena Linnehan



Subject: Issue a Request for Proposals (RFP) for an Interactive Voice Response (IVR) System

Background

CCRTA provides paratransit, demand response, and commuter route services to the City of Corpus Christi and its member cities. CCRTA's services approximately 5.4 Million passenger trips each year, and is currently using an outdated IVR system. The IVR System is known as the RIDELINE on our website and marketing documents.

Identified Need

Currently, the CCRTA's IVR system was built around Windows 2008 R2 server platform that is no longer supported by Microsoft. The outdated system is vulnerable to attacks and does not meet today's IVR standards. As a result, the CCRTA is seeking a qualified contractor to implement an IVR system to provide route, schedule, real-time, and general customer service information. The goal is to reduce the number of calls from passengers that require a live agent.

Disadvantaged Business Enterprise

Staff will encourage the successful bidder to outreach with minority, women owned, and disadvantaged businesses.

Financial Impact

Funds for the Interactive Voice Response (IVR) System have been identified in the 2020 capital budget using funding provided by the VTCLI Grant with an estimated cost of \$118,000.

Board Priority

The Board Priority aligns with Innovation.

Recommendation

Staff requests the Administration & Finance Committee to recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Issue a Request for Proposals (RFP) for an Interactive Voice Response (IVR) System.

Respectfully Submitted,

Submitted by: David Chapa
Director of IT

Reviewed by: Robert Saldaña
Managing Director of Administration

Final Approval by: 
Jorge G. Cruz-Aedo
Chief Executive Officer



Subject: Adopt a Resolution in Support of a Grant Application from Texas Commission on Environmental Quality (TCEQ) for the Alternative Fueling Facilities Program (AFFP) for Electric Charging Stations and Infrastructure

Background

The Board of Directors adopted a Resolution, at the December Board meeting, in support of a grant application from the Texas Commission on Environmental Quality (TCEQ) for the Alternative Fueling Facilities Program (AFFP) for Electric Charging Stations and Infrastructure. At that time, four locations were designated for the grant application.

Given that the CCRTA is striving to become a more innovative leader in environmental sustainably and smart growth, additional locations for electric charging stations have been discussed. The installations would take place over a period of five years, throughout the service area, near major highways.

TCEQ has stated that there could be another call for projects later this year, if there is funding left after this round of grant awards, and the CCRTA would like to be staged to respond in a timely manner.

The statutory goal of the AFFP is to ensure that alternative fuel vehicles have access to fuel and to build the foundation for a self-sustaining market for alternative fuels in Texas. The program's objective is aimed at increasing the use of alternative fuels in the Clean Transportation Zone.

The program is part of the Texas Emissions Reduction Plan (TERP) and is funded from legislative appropriations to the TCEQ from the TERP Fund. The overall objectives of TERP include achieving reductions in nitrogen oxides (NO_x) emissions and other pollutants of concern to assist areas to come into compliance or remain in compliance with the National Ambient Air Quality Standards under the federal Clean Air Act.

Identified Need

The agency has identified ten additional site locations for the installation of electric charging stations.

Analysis

Applicants must meet all State of Texas requirements and be eligible to conduct business in Texas. There is no limitation on the number of grants an eligible applicant may receive from this program for different locations.

Stations funded by AFFP grants must be new facilities or, at a minimum, provide new services. Projects that are open to the public will be considered for funding before private facilities. Public stations must be accessible and available for public use for a minimum of eight hours per day between the hours of 6:00 a.m. and 8:00 p.m., Monday through Friday.

Eligible project categories for AFFP applications are:

- Construction of new facilities dispensing eligible alternative fuels to vehicles and equipment in the Clean Transportation Zone, or
- Expansion of existing alternative or natural gas fueling facilities currently located in the Clean Transportation Zone, dispensing natural gas or other alternative fuels to vehicles and equipment to provide new services or capabilities.

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Disadvantaged Business Enterprise

This project is funded with local funds and does not have a DBE requirement.

Financial Impact

The maximum grant award for fuels other than natural gas will be 50% of the total eligible costs or a maximum of \$600,000, whichever is less. The CCRTA's estimated project cost for one location, with two charging units with dual dispensers is estimated at \$100,000, for a total of \$1,000,000 for ten locations. Therefore, 50% of that amount could be funded by the TCEQ grants, while the CCRTA's local match would be 50%, or \$500,000, and would come from unobligated reserves.

Board Priority

This item aligns with the Public Image and Innovation Board Priorities.

Recommendation

Staff requests the Administration & Finance Committee recommend the Board of Directors to Authorize the Chief Executive Officer (CEO) or Designee to Adopt a Resolution in Support of a Grant Application from Texas Commission on Environmental Quality (TCEQ) for the Alternative Fueling Facilities Program (AFFP) for Electric Charging Stations and Infrastructure.

Respectfully Submitted,

Reviewed by: Sharon Montez
Managing Director of Customer Services and Capital Projects

Final Approval by: 
Jorge G. Cruz-Aedo
Chief Executive Office

Corpus Christi Regional Transportation Authority



Resolution

IN SUPPORT OF A GRANT APPLICATION FROM TEXAS COMMISSION ON ENVIRONMENTAL QUALITY FOR THE ALTERNATIVE FUELING FACILITIES PROGRAM (AFFP) FOR ELECTRIC CHARGING STATIONS AND INFRASTRUCTURE

WHEREAS, electric vehicle charging services can provide a positive economic and environmental impact, and

WHEREAS, the Corpus Christi Regional Transportation Authority (CCRTA) provide electric vehicle charging services which can provide an incentive to attract visitors/customers by providing a convenient location for charging in the greater Corpus Christi area,

WHEREAS, the CCRTA desires to participate in a grant program with the Texas Commission on Environmental Quality (TCEQ) for grant funding to offset the costs for the procurement and installation of up to twenty electric vehicles charging stations and at up to ten different locations, and for future participation in TCEQ grant programs to expand the quantity of electric charging station as deemed needed for the service area, and

WHEREAS, potential locations include, Port Aransas, North Beach, Robstown, Annville/Calallen area, the South-Side (near Yorktown area), Padre Island, Westside Downtown, Flour Bluff and the Northside of Corpus Christi with the potential for future sites to be identified.

NOW THEREFORE, BE IT RESOLVED BY THE CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY BOARD OF DIRECTORS THAT:

Section 1. The Board hereby declares its support for:

- Electric vehicle charging stations that can provide a positive economic and environmental impact,
- Electric vehicle charging stations that provide an incentive to attract visitors/customers by providing a convenient location for charging in the greater Corpus Christi area,
- CCRTA to participate in a grant program through the Texas Commission on Environmental Quality (TCEQ) for grant funding to offset the costs for the procurement and installation of potentially twenty electric vehicles charging stations in ten different locations,
- Placement of electric charging stations at ten additional sites that include Port Aransas, North Beach, Robstown, Annville/Calallen area, the South-Side (near Yorktown area), Padre Island, Westside Downtown, Flour Bluff and the Northside of Corpus Christi with the potential for future sites to be identified.

Section 2. The Board further declares its intention to support the plan of development for future exploration of grant opportunities for the financing of capital projects for the procurement and installation of electric charging stations.

DULY PASSED AND ADOPTED this 4TH day of March 2020.

ATTEST:

**CORPUS CHRISTI REGIONAL
TRANSPORTATION AUTHORITY**

Jorge G. Cruz-Aedo
Chief Executive Officer

Edward Martinez
Chairman of the Board



Subject: Approve Issuing a Request for Proposals (RFP) for a Bus and Bench Advertising Three-Year Contract with Two 1-Year Options

Background

In 2015, CCRTA contracted both bus and bench advertising with Iconic Sign Group. The contract was for 3-years with two, one-year options. Iconic Sign Group, LLC will complete its last one-year option on July, 27, 2020. Services provided by Iconic Sign Group, LLC has been good.

Identified Need

The bus and bench advertising contract allow CCRTA to expand its revenue stream to provide quality transportation, security, and customer service for our transit riders. The contractor is also responsible for all graffiti removal on the advertisement and general appearance of the advertisement itself.

Financial Impact

The contract with Iconic Sign Group was a Three-Year Base Contract with two one-year option. The last year was amended (see chart below).

Percentage of Gross	Revenue to CCRTA	Minimum Annual Guarantee to CCRTA
Three Year Base	37% or	\$150,000
First Option Year	37% or	\$175,000
Second Option Year (Original)	37% or	\$200,000

Approved Amendment Request in 2019

Due to a decrease of advertising inventory resulting in reduction of potential revenue. The current street construction throughout the city has had adverse results in bus bench advertising which has decreased the number of bus benches available.

Second Option Year (Amended)	37% or	\$180,000
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Iconic Sign Group, LLC financial revenue to CCRTA for the past five years

Year	Bus Advertising Revenue	Bench Advertising Revenue	Total Per Year
2017	\$80,530.25	\$95,133.43	\$175,663.68
2018	\$78,409.95	\$96,218.17	\$174,628.12
2019	\$91,119.61	\$85,881.48	\$177,001.09
Total	\$250,059.81	\$277,233.08	\$527,292.89

Board Priority


This item aligns with the Board Priority – Financial Transparency.

Recommendation

Staff requests the Administration & Finance Committee Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Approve Issuing a Request for Proposals (RFP) Bus and Bench Advertising for Three Years with Two 1-Year Options.

Respectfully Submitted,

Submitted by: Rita Patrick
Director of Marketing

Final Approval by: 
Jorge G. Cruz-Aedo
Chief Executive Officer



**CORPUS CHRISTI REGIONAL TRANSPORTATION AUTHORITY
OPERATIONS & CAPITAL PROJECTS COMMITTEE MEETING MINUTES
WEDNESDAY, JANUARY 22, 2020**

Summary of Actions

- 1. Roll Call**
- 2. Safety Briefing**
- 3. Receipt of Conflict of Interest Affidavits**
- 4. Opportunity for Public Comment**
- 5. Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Issue an Invitation for Bid (IFB) for a Bus Engine Supplier Contract**
- 6. Adjournment**

The Corpus Christi Regional Transportation Authority Board of Directors met at 8:30 a.m. in the Corpus Christi Regional Transportation Authority Staples Street Center facility located at 602 N. Staples Street, 2nd Floor Board Room, Corpus Christi, Texas.

Call to Order & Roll Call

Mr. Dan Leyendecker called the meeting to order at 8:38 a.m., and asked Ms. Dena Linnehan to call Roll. She called Roll and stated a quorum was present.

Board Members Present: Dan Leyendecker, Committee Chair, Anne Bauman, Anna Jimenez and Philip Skrobarczyk.

Board Members Absent: Matt Woolbright.

Staff Present: Jorge G. Cruz-Aedo, CEO; David Chapa, Dena Linnehan, Derrick Majchszak; Sharon Montez, Rita Patrick, Gordon Robinson, Robert Saldaña and Susan Teltschik.

Public Present: Benjamin Schmit, MV Transportation; Amy Fritcher, Roland Barrera Insurance.

Held Safety Briefing

Mr. Mike Rendón provided safety information in the event of an emergency for the Board members and guests in the audience. He pointed out the area in the Employee Parking Lot where individuals are to assemble outside of the building, including shelter in-place instructions, and said Ms. Linnehan would be responsible for guiding the Board Members to the Muster Point. He also told us once you leave the building, you may not enter until an 'all clear' is given by Security personnel if or when you may re-enter.

Action to receive Conflict of Interest Affidavits

None received.

Action to Recommend the Board of Directors Authorize the Chief Executive Officer (CEO) or Designee to Issue an Invitation for Bid (IFB) for a Bus Engine Supplier Contract

Mr. Derrick Majchszak commented on the background as being part of the Federal State of Good Repair (SOGR) Best Practices. This includes maintaining assets to the original equipment manufacturer (OEM) standards, oil analysis testing that monitors and identifies any internal wear and tear of bus engines and engine overhauls to make sure the agency meets the useful life



schedules for the specific engines. Mr. Majchszak stated the Agency's CNG fleet is powered by 8.9 Liter Cummins Engines with many of the Gillig vehicles equipped with these engines. He said the Agency is expected to replace 20 engines in 2020 and another 15 in 2021. This contract is a one-year base contract with a one-year option following Board approval. Mr. Majchszak also commented the contract would be funded with Federal 5307 Grant funds contingent upon award with 20 percent Local Match. He also said the contract expenditures are determined by actual usage, and expected to be \$815,020 in 2020; Federal match estimate of \$652,016 and Local match s \$163,004, and is included in the FY2020 Budget.

Adjournment

There being no further review of items, the meeting adjourned at 8:45 a.m.

Submitted by: Dena Linnehan



Subject: Approve Issuing a Request for Proposals (RFP) for the National Transit Database Passenger Miles Traveled Sampling Surveys

Background

The Federal Transit Administration's (FTA) National Transit Database (NTD) was established by the United States Congress to record the financial, operating and asset condition of transit systems within the nation. Recipients or beneficiaries of FTA grants under the Urbanized Area Formula Program (5307) or Rural Formula Program (5311) are required by law to submit data to the NTD in uniform categories. More than 660 transit providers report data to the NTD.

Every three years, the RTA must conduct a mandatory passenger miles traveled sampling effort as required by the FTA. Passenger miles traveled is the cumulative sum of the distance traveled by passengers on revenue service trips.

Identified Need

Per the FTA, the 2020 NTD reporting year is a mandatory passenger miles traveled sampling year. A procurement is required in order to hire resources to conduct a system-wide sampling on multiple transit services. The scope of work will be focused on the collection of ridership activity on-board buses, at bus stops, and at transfer stations in order to accurately calculate passenger miles traveled. Data collection will occur in the Fall 2020 timeframe. For each revenue trip operated on autonomous, fixed route, Flex, and Commuter Express services, the surveys will record boardings, alightings, passenger loads, on-time performance, and passenger miles traveled data per NTD guidelines. Upon completion, this data will be utilized to calculate passenger miles traveled data for the 2020 NTD annual report. In addition, this data will support future service and facility improvements.

Disadvantaged Business Enterprise

This project is funded with local funds and does not have a DBE requirement.

Financial Impact

Local funds for this project have been budgeted in the 2020 Service Development Operating Budget.

Board Priority

This item aligns with the Board Priority – Public Image and Transparency.

Recommendation

Staff requests the Operations & Capital Projects Committee recommend the Board of Directors authorize the Chief Executive Officer (CEO) or Designee to Approve Issuing a Request for Proposals (RFP) for the National Transit Database Passenger Miles Traveled Sampling Surveys.

Respectfully Submitted,

Submitted by: Gordon Robinson
Director of Planning

Reviewed by: Derrick Majchszak
Managing Director of Operations

Final Approval by: 

Jorge G. Cruz-Aedo
Chief Executive Officer



Subject: Action to Exercise Option Year 1 on Three Individual Contracts to Multiple Vendors for Bus and Engine Parts

Background

The RTA purchases the majority of parts needed to maintain the RTA fleet through bus and engine parts contracts to secure over 1,900 individual items. Replacement parts are distinct to meet or exceed Original Equipment Manufacturer (OEM) or approved equals. A multiple vendor contract was secured for supplying Internal and External Engine Parts, Electrical Bus Parts, and Brake Bus Parts. Replacement parts are distinct to meet or exceed Original Equipment Manufacturer (OEM) or approved equals.

The Vehicle Maintenance Department may only purchase a portion of the parts that are under these agreements; however, it is advantageous to lock in supply contract prices with various suppliers utilizing volume discounts, with parts acquired only as needed. Non-contracted pricing will normally result in higher annual parts expenses due to a volatile market and excessive staff administration time for parts' procurements.

The Board authorized awarding the contracts on March 6, 2019. The initial contracts were for one (1) year with two (2) one-year options following Board approval.

Identified Need

Competitive contracts for bus and engine parts will ensure the demand for parts are met, plus secure firm and discounted rates.

Disadvantaged Business Enterprise

DBE participation is zero percent (0%) – Contractors are encouraged to offer contracting opportunities to the fullest extent possible through outreach and recruitment activities to small, minority and disadvantaged businesses.

Financial Impact

Total expenditures will be determined by actual usage. Funding historically includes combined resources from Federal Preventative Maintenance and local funds. Funding is budgeted in the FY2020 operating budget. The estimated one-year project cost of \$542,186.68 is based on usage in 2019.

Multiple Bus and Engine Parts Contracts

Internal & External Engine Bus Parts (Option Year 1)	\$318,427.89
Electrical Bus Parts (Option Year 1)	\$103,992.05
Brakes Bus Parts (Option Year 1)	\$119,766.74
Estimated One-Year Combined Project Costing	\$542,186.68

Board Priority

This Board Priority aligns with Public Image & Transparency.

Recommendation

Staff requests the Operations & Capital Projects Committee recommend the Board of Directors to Authorize the Chief Executive Officer (CEO) or Designee to Exercise Option Year One (1) of Three Individual Contracts to Multiple Vendors for Bus and Engine Parts; Internal and External Engine, Electrical Bus, and Brake Bus.

The following ten (10) vendors are on the three individual contracts staff is requesting to exercise the Option Year One;

Gillig	C. C. Battery
Muncie	New Flyer
French Ellison Truck Center	C. C. Freightliner
Mohawk Manufacturing	Kirk's Automotive
Neopart	Rush Truck Center

Respectfully Submitted,

Submitted by: Bryan Garner
Director of Maintenance

Reviewed by: Derrick Majchszak
Managing Director of Operations

Final Approval by: 
Jorge G. Cruz-Aedo
Chief Executive Officer