California Architects Board

Communications Committee Meeting

October 21, 2015 Sacramento, California





CALIFORNIA ARCHITECTS BOARD

PUBLIC PROTECTION THROUGH EXAMINATION, LICENSURE, AND REGULATION

Edmund G. Brown Jr. GOVERNOR

NOTICE OF MEETING

COMMUNICATIONS COMMITTEE

October 21, 2015 1:00 p.m. to 4:00 p.m. (or until completion of business) California Architects Board 2420 Del Paso Road, Suite 105 Sacramento, CA 95834 (916) 574-7220

The California Architects Board (Board) will hold a Communications Committee meeting, as noted above. The notice and agenda for this meeting and other meetings of the Board can be found on the Board's website: cab.ca.gov. For further information regarding this agenda, please see reverse or you may contact Coleen Galvan at (916) 575-7205.

AGENDA

A. Call to Order

- B. Public Comment on Items Not on the Agenda (*The Committee may not discuss or take any action on any item raised during this public comment section, except to decide whether to place the matter on the agenda of a future meeting [Government Code Sections 11125 and 11125.7(a)].*
- C. Review and Approve May 6, 2014 Communications Committee Meeting Summary Report
- D. Review and Approve Potential Articles for *California Architects* Newsletter
- E. Discuss and Possible Action on 2015-2016 Strategic Plan Objective to Partner with Contractors State License Board to Identify and Implement Best Practices for Educating Consumers About the California Architects Board in Order to Improve Consumer Education Efforts

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- F. Discuss and Possible Action on 2015-2016 Strategic Plan Objective to Collaborate with Professional Organizations and Universities to Raise Awareness at Community Colleges and High Schools About the Profession and the Paths to Licensure
- G. Discuss and Possible Action on 2015-2016 Strategic Plan Objective to Survey Recipients of the Board's Educational Materials to Determine the Effectiveness of Outreach Efforts
- H. Discuss and Possible Action on 2015-2016 Strategic Plan Objective to Enhance Relationships with Veterans Administration Counseling Centers to Provide Information Regarding the Architecture Profession and Paths to Licensure
- I. Adjournment

Action may be taken on any item on the agenda. The time and order of agenda items are subject to change at the discretion of the Chair and may be taken out of order. The meeting will be adjourned upon completion of the agenda, which may be at a time earlier or later than posted in this notice. In accordance with the Bagley-Keene Open Meeting Act, all meetings of the Communications Committee are open to the public.

Government Code section 11125.7 provides the opportunity for the public to address each agenda item during discussion or consideration by the Communications Committee prior to the committee taking any action on said item. Members of the public will be provided appropriate opportunities to comment on any issue before the committee, but the committee chair may, at his or her discretion, apportion available time among those who wish to speak. Individuals may appear before the committee to discuss items not on the agenda; however, the committee can neither discuss nor take official action on these items at the time of the same meeting [Government Code §§ 11125 and 1125.7(a)].

The meeting is accessible to the physically disabled. A person who needs a disability-related accommodation or modification in order to participate in the meeting may make a request by contacting Ms. Galvan at (916) 575-7205, emailing coleen.galvan@dca.ca.gov, or sending a written request to the Board. Providing your request at least five business days before the meeting will help to ensure availability of the requested accommodation.

Protection of the public shall be the highest priority for the CAB in exercising its licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public shall be paramount. (Business and Professions Code section 5510.15)

CALL TO ORDER

Roll is called by the Communications Committee Vice Chair, or in his/her absence, by a member designated by the Chair.

COMMITTEE MEMBER ROSTER

Sylvia Kwan, Chair

Nilza Serrano, Vice Chair

Denise Campos

Cynthia Easton

Haley Gipe

Jack Paddon

Ronald Ronconi

PUBLIC COMMENT ON ITEMS NOT ON THE AGENDA

Members of the public may address the Communications Committee at this time. The Committee Chair may allow public participation during other agenda items at their discretion.

REVIEW AND APPROVE MAY 6, 2014, COMMUNICATIONS COMMITTEE MEETING SUMMARY REPORT

The Committee is asked to review and approve the attached Summary Report for the May 6, 2014 Communications Committee meeting.

<u>Attachment:</u> May 6, 2014 Communications Committee Summary Report



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SUMMARY REPORT

COMMUNICATIONS COMMITTEE MEETING

May 6, 2014

Sacramento, CA

<u>Committee Members Present</u> Matthew McGuinness, Chair Chris Christophersen Iris Cochlan Cynthia Easton (arrived at 10:39 a.m.) Haley Gipe (arrived at 10:35 a.m.) Sylvia Kwan Jack Paddon Ron Ronconi

<u>Committee Members Absent</u> Nilza Serrano

Board Staff Present Doug McCauley, Executive Officer Vickie Mayer, Assistant Executive Officer Marccus Reinhardt, Program Manager Examination/Licensing Unit Mel Knox, Administration Analyst Coleen Galvan, Communications Analyst Jeff Olguin, Webmaster

<u>Guest Present</u> Richard Conrad, Retired State Architect

Committee Chair Matt McGuinness called the meeting to order at 10:20 a.m. Five members of the Committee constitute a quorum for the transaction of business. There being six members present at the time of roll, a quorum was established.

Mr. McGuinness asked committee and staff members, and guests to provide introductions.

A. Review and Approve October 1, 2013, Communications Committee Summary Report

Mr. McGuiness asked the Committee members to consider the approval of the October 1, 2013, Summary Report.

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cab@dca.ca.gov www.cab.ca.gov *Ron Ronconi made a motion to approve the October 1, 2013 Communications Committee Summary Report.*

Iris Cochlan seconded the motion.

The motion passed 6-0.

B. Discuss and Possible Action on 2014 Strategic Plan Objective to Implement Digital Alternatives for Outreach to Schools and Veterans Administration Counseling Centers

Mel Knox presented this agenda item. He informed members that this item was an objective in the 2014 Strategic Plan. Mr. Knox stated that in an effort to implement digital alternatives for outreach and to achieve this objective, that "Licensure 101" screencasts be prepared. He said students of community colleges, and both accredited and non-accredited schools, would be the target-audience of the screencasts. He stated that screencasts are digital recordings of a computer screen output containing audio output.

Mr. Knox further communicated the need for additional research to be conducted on how to best outreach with Veterans Administration officials on a local, state, and national level to raise awareness of veterans needs as it pertains to employment in the architectural profession.

Chris Christophersen stated that he had been working with the State of California, Department of Veterans Affairs in an effort to contact veterans six weeks prior to separation from the armed forces. He also suggested contacting the California Employment Development Department due to the fact that a large majority of veterans separating from armed forces are unemployed, necessitating the collection of unemployment benefits.

Committee members discussed the benefits of contacting military personnel approximately six weeks prior to separation from the armed forces and surmised this would benefit veterans allowing for more opportunities, as they may best utilize their GI Bill (e.g. entering apprenticeships at no cost) and may be able to receive credit toward licensure based upon their prior related work experience and/or education while employed by the military.

Jack Paddon made a motion to develop contact lists, content, and screencasts for schools, as well as Veterans Administration Counseling Centers, as recommended by staff.

Cynthia Easton seconded the motion.

The motion passed 8-0.

C. Discuss and Possible Action on 2014 Strategic Plan Objective to Publish CAB's Newsletter, *California Architects*, in Accessible HTML Format

Mr. Knox presented this agenda item and recommended leaving the publication frequency of *California Architects* as quarterly, as this maintains regular communication to the "eNews" subscribers. He stated the benefits of this new format are that it allows for more frequent communication with "eNews" subscribers; provides greater accessibility for the visually impaired; and eliminates time constraints for staff. Mr. Knox provided committee members with an overview of the newsletter, with emphasis on where the "eNews" subscriber link is located on the Board's website. Vickie Mayer explained that email addresses have been requested on renewal applications.

Mr. Knox (utilizing notebook with overhead projection) gave a brief presentation/ overview of *California Architects* and led committee members through a typical edition with an emphasis on how members could subscribe to the e-subscriber list. Additionally, Mr. Knox provided an overview on future newsletter articles; no additional article suggestions were identified by members.

Cynthia Easton inquired if the subject line of the newsletter could be tailored to individual articles (hot topic). Doug McCauley stated that he would have a "hot topic" subject line included, as well as tweeted.

Mr. Knox stated that there being no motion required, agenda item "D" would be presented.

D. Discuss and Possible Action on the 2014 Strategic Plan Objective to Use Social Media to Inform the Public About Recent Board Activities

Mr. Knox stated in an effort to address the Board's desire to increase the flow of vital information to the public through social media, it was the staff's recommendation to adopt a partnership (increase followers) approach with associated *Twitter* users. He stated that by utilizing this partnership approach would enable the Board to leverage collateral organizations' digital presences by requesting they re-tweet Board news (@CAArchitectsBd) allowing for a more efficient allocation of Board resources.

Committee members discussed the myriad of social media tools (Instagram, LinkedIn, Facebook and YouTube). Mr. McCauley explained that rather than have multiple types of social media, given the fact that there is one staff person for newsletter and communications, the best approach would be to utilize *Twitter* to its fullest extent and utilize it well.

Haley Gipe inquired if there were an appropriate procedure of having items that were to be re-tweeted vetted and specifically increase the traffic to our website. Mr. Knox responded affirmatively that there are procedures in place, as with any information publicized to the public. Mr. McCauley said that our communiques must be compelling and from a reputable organization. He further stated that the Board was currently exploring the possibility of creating a card with our "twitter handle" to be handed out at school

presentations and the like. Mr. McCauley explained that he would also be directing staff to add the "twitter handle" to their individual email signature blocks.

Cynthia Easton made a motion to recommend the following suggestions to the Board concerning the Strategic Plan objective:

- Develop partnership accounts to increase followers; and
- *Explore the possibility of creating a "twitter" card.*

Sylvia Kwan seconded the motion.

The motion passed 8-0.

E. Discuss and Possible Action on 2014 Strategic Plan Objective to Increase Public Awareness About the Board and its Functions Through the Development of Expanded Digital Presence

Mr. Knox discussed the overlap of this objective concerning the use of social media to inform the public about recent Board activities. Mr. McCauley augmented the conversation explaining this objective allows for the Committee to review website content and focus on "depth and quality," rather than simply increase information on the Board's website.

Mr. McCauley provided an overview of BreEZe, the Department of Consumer Affairs' new integrated, enterprise-wide enforcement case management and licensing system. He explained that it would replace outdated technology and would allow individuals to submit online payments when applying for or renewing a license.

Matt McGuiness inquired when the Board would be online with BreEZe. Staff responded that the current plan is to be rolled out in the last phase, late-2015.

Ms. Gipe asked if Board staff would be updating the *Candidate's Handbook* and *Table of Equivalents* as candidates in community college are often confused as the website is text heavy. She asked during the web redesign that a screencast be prepared for the aforementioned. Vickie Mayer suggested that various pathways to becoming licensed be separated.

Iris Cochlan made a motion to recommend that the Board prioritize candidate materials when updating web content.

Jack Paddon seconded the motion.

The motion passed 8-0.

F. Discuss and Possible Action on 2014 Strategic Plan Objective to Research Engagement with Collateral Organizations Such as National Architectural Accrediting Board, National Council of Architectural Registration Boards, Association of Collegiate Schools of Architecture, and American Institute of Architects to Promote Public Awareness

Mr. McCauley provided an overview of the Board's engagement with National Architectural Accrediting Board, National Council of Architectural Registration Boards, Association of Collegiate Schools of Architecture, and The American Institute of Architects. He stated the Board has established and maintains a strong and valuable relationship with our collateral organizations. At the most recent Board meeting, it was noted 9 of the 10 accredited schools had representatives in attendance.

Mr. McCauley suggested an alternative outreach method for the Board to pursue; redirection of resources focusing on community colleges and regional organizations (e.g., non-profit such as NextEd) associated with career-based learning in high schools in an effort to share information about architecture earlier in the education process.

Sylvia Kwan suggested the Board engage students at the junior high school level as this is an impressionable period in an individuals' life and oftentimes when career decisions are made.

Jack Paddon moved to research and engage middle and high school students through partnership academies, non-profit, and charter schools to enhance academic performance and career readiness to promote licensure.

Chris Christophersen seconded the motion.

The motion passed 8-0.

The meeting adjourned at 12:35 p.m.

REVIEW AND APPROVE POTENTIAL ARTICLES FOR *CALIFORNIA ARCHITECTS* **NEWSLETTER**

The following are potential topics for *California Architects* articles compiled by staff for the remainder of 2015 and 2016. Items that are recurring in each issue are noted with an (R).

- 1. Message from President (subject matter to be determined by the Board President and recommendations from the Committee) (R)
- 2. Enforcement Actions (R)
- 3. Legislation (if applicable) (R)
- 4. New Board Members (if applicable) (R)
- 5. Examination Results/Statistics (R)
- 6. Water Conservation
- 7. Revised Disciplinary Guidelines
- 8. Military Legislation (effective July 2016)
- 9. Business Entity Reporting Requirement
- 10. Filing of Address Requirement
- 11. 2015 Octavius Morgan Distinguished Service Award Recipients
- 12. Disaster Preparedness
- 13. Release of Plans after Natural Disasters
- 14. BreEZe
- 15. Intern Title
- 16. NCARB Integrated Path Initiative Updates (IPI)
- 17. Implementation of New Intern Development Program (IDP) Framework (July 2016)
- 18. Architect Registration Examination (ARE) 5.0 Updates (2016)
- 19. 2016 ARE and IDP Fees
- 20. Certification of Foreign Architects Revised Requirements (effective July 2016)

- 21. IDP Experience Portfolio Documentation Method Proposal
- 22. Occupational Analysis and New California Supplemental Examination (CSE) Test Plan

For reference, following is a list of articles published to date in 2015:

- 1. President's Message Integration of Licensure Components; NCARB Participation
- 2. License Renewal Reminders
- 3. New Board Members
- 4. Coursework Audits
- 5. Enforcement Actions
- 6. 2014 Octavius Morgan Distinguished Service Award Recipients
- 7. CSE Preparation
- 8. 2014 Examination Statistics
- 9. Common Violations of the Architects Practice Act
- 10. Informed Consent (Rules of Professional Conduct)
- 11. Test Activity Status Date
- 12. IDP Streamlining and Overhaul
- 13. ARE 5.0 Transition
- 14. Additional Path to Licensure
- 15. NCARB IPI

The Communications Committee is asked to review and approve the list of potential articles for the remainder of 2015 and 2016, as well as provide other suggestions for future articles.

DISCUSS AND POSSIBLE ACTION ON 2015-2016 STRATEGIC PLAN OBJECTIVE TO PARTNER WITH CONTRACTORS STATE LICENSE BOARD TO IDENTIFY AND IMPLEMENT BEST PRACTICES FOR EDUCATING CONSUMERS ABOUT THE BOARD IN ORDER TO IMPROVE CONSUMER EDUCATION EFFORTS

The 2015-2016 Strategic Plan directs the Communications Committee to partner with the Contractors State License Board (CSLB) to identify and implement best practices for educating consumers about the Board in order to improve consumer education efforts.

Board staff has researched CSLB materials and resources and have met with key staff from CSLB's Public Affairs Office (PAO) to identify potential areas for collaboration and best practices the Board could adopt in order to improve its consumer education efforts.

It should be noted that CSLB has over 400 staff and a budget in excess of \$60 million.

PAO is responsible for public, industry, and media relations. The PAO provides a wide range of services, including proactive media and advertising campaigns; responses to media inquiries; publication and newsletter development and distribution; and contractor education and outreach.

More specifically, PAO offers outreach programs, such as:

1. An expanded social media presence - social media is one of CSLB's most important and effective outreach tools. Social media expansion has allowed CSLB to better interact with licensees, news media, and consumers. While Facebook is CSLB's primary social media outreach tool, other devices such as Twitter, YouTube, Flickr, etc. are utilized by CSLB. One staff person is dedicated to maintaining posts. Additionally, success has been achieved by scheduling automatic social media posts and utilizing hashtags, which increases engagement with followers and allows users to find information on specific content.

Currently, the Board utilizes Twitter as its social media platform. The Board uses collateral organizations to tweet and re-tweet information. *@CAArchitectsBd* has 763 followers.

2. Senior Scam Stopper program seminars, which are conducted in conjunction with legislators and provide information to senior citizens from a variety of state and local government agencies. From September 30, 2015 through December 2015, CSLB will have conducted 66 seminars.

These sessions focus on construction-related scams (mostly home improvement) and how to hire a contractor.

3. CSLB plays an important role in protecting consumers affected by natural disasters. For years, CSLB has served as a member of the Governor's Office of Emergency Services' disaster recovery team. As such, CSLB plays an important role as one of the first agencies to respond during the recovery process when structures are destroyed from wildfires, flood, earthquakes, or any other natural disaster. CSLB staffs tables at Local Assistance Centers set-up for affected communities.

During the most recent wildfires, Board staff provided the *Consumer's Guide to Hiring an Architect* and Consumer Tips for Design Projects handout to CSLB for distribution at the Local Assistance Centers. In addition, the Board communicated with Building Officials to offer further consumer protection tips and Board resources to assist with recovery efforts.

The Committee is asked to discuss CSLB's best practices for possible collaboration and provide a recommendation for the Board's consideration.

DISCUSS AND POSSIBLE ACTION ON 2015-2016 STRAGEGIC PLAN OBJECTIVE TO COLLABORATE WITH PROFESSIONAL ORGANIZATIONS AND UNIVERSITIES TO RAISE AWARENESS AT COMMUNITY COLLEGES AND HIGH SCHOOLS ABOUT THE PROFESSION AND THE PATHS TO LICENSURE

The 2015-2016 Strategic Plan directs the Communications Committee to collaborate with professional organizations and universities to raise awareness at community colleges and high schools about the profession and the paths to licensure.

The Board's liaison program, which, in part, exists to facilitate the exchange of information between the Board, universities, and community colleges, enables the Board to raise awareness about the profession and the paths to licensure in the academic community.

There are a variety of professional organizations with missions addressing careers and education. A number of them are regional partnerships, such as:

- 1. Alliance for Education (San Bernardino County Superintendent of Schools): a partnership among business, labor, government, community and education in San Bernardino County in Southern California whose mission is to produce an educated and skilled community that provides a qualified workforce for the continued economic well-being and improved quality of life for all residents.
- 2. **The Bay Area Industry Education Council**: a community-based alliance of business, labor, and education whose purpose is to bring industry and education together around future workforce preparation, and incumbent worker skills upgrade and training.
- 3. **Marin County School to Career Partnership**: a project of the Marin County Office of Education to create educational opportunities that allow students to explore potential careers, think about their future educational goals, and develop skills necessary for success in the workplace.
- 4. **NextEd**: a Sacramento area employer-education partnership dedicated to advancing programs and policies that prepare students for success in the Agribusiness, Healthcare, Biosciences, Information Technology, Advanced Manufacturing and Clean Energy Technology industry clusters.

In addition, the **Linked Learning Alliance** is a statewide coalition of education, industry, and community organizations dedicated to improving California's high schools and preparing students for postsecondary education and career.

Staff recommends communicating with these organizations to convey the multiple pathways and opportunities in architecture, as well as offer informational resources to support local efforts. The communiqué should also connect the organizations with local AIA components to ensure a localized resource. In addition, staff recommends producing a poster that is targeted initially at community colleges, but can later be customized for other audiences.

The Communications Committee is asked to discuss this objective and provide additional direction or input to staff about how the Board may further collaborate with professional organizations and universities to raise awareness at community colleges and high schools about the profession and the paths to licensure.

DISCUSS AND POSSIBLE ACTION ON 2015-2016 STRATEGIC PLAN OBJECTIVE TO SURVEY RECIPIENTS OF THE BOARD'S EDUCATIONAL MATERIALS TO DETERMINE THE EFFECTIVENESS OF OUTREACH EFFORTS

The 2015-2016 Strategic Plan directs Board staff to survey recipients of the Board's educational materials to determine the effectiveness of outreach efforts.

To support its strategic priorities, the Board has historically provided outreach and education to six main audiences: consumers (clients of architects); candidates and pre-candidates (interns and students); professionals (licensed architects); building officials; allied professionals (other design and construction professional associations and licensing boards); and the architectural education community.

Examples of the Board's outreach materials include:

- Consumer's Guide to Hiring an Architect (print and website)
- Consumer Tips for Design Projects
- California Architects Quarterly Newsletter
- Board website (cab.ca.gov)
- Architectural Careers website and Bookmark (architect.ca.gov)
- Twitter Card
- California Supplemental Examination Handbook (print and website)
- Architects Practice Act (laws and regulations)
- Disciplinary Guidelines
- Press releases

Other outreach programs or efforts that the Board utilizes on a regular basis include:

- Building Official Contact Program: The Board's Architect Consultants are always available on-call to respond to telephone calls, emails, and/or personal contacts. These types of contacts generally include discussions regarding the Board's policies and interpretations of the Architects Practice Act, stamp and signature requirements, and scope of architectural practice.
- Architect Consultant Education/Information Program: The Board's Architect Consultants are the primary source for responses to technical and/or practice-related questions from the public and licensees.
- Liaison Program: Board member liaisons are assigned to organizations and schools and provide updates to the Board bi-annually.
- School and Association Presentations (including joint presentations with NCARB staff)

Board staff has consulted with the Department of Consumer Affairs, SOLID Training and Planning Solutions office about developing a customized survey to assess the effectiveness of the Board's

outreach efforts. SOLID has indicated that they can provide assistance to the Board and that such a survey can assess various aspects of the Board's outreach materials and efforts.

The Communication Committee is asked to discuss this objective and provide any additional direction or input to staff.

DISCUSS AND POSSIBLE ACTION ON 2015-2016 STRAGEGIC PLAN OBJECTIVE TO ENHANCE RELATIONSHIPS WITH VETERANS ADMINISTRATION COUNSELING CENTERS TO PROVIDE INFORMATION REGARDING THE ARCHITECTURE PROFESSION AND PATHS TO LICENSURE

The 2015-2016 Strategic Plan directs the Communications Committee to enhance relationships with Veterans Administration (VA) counseling centers to provide information regarding the architecture profession and paths to licensure. This directive is consistent with First Lady Michelle Obama and Dr. Jill Biden's *Joining Forces* initiative, a nationwide effort to mobilize all sectors of society to raise awareness of military families' unique needs as it pertains to employment, education and wellness.

In response to a 2014 strategic plan objective, outreach letters (attached) were sent to 31 VA counseling centers in California that introduced the Board, the profession, and California's paths to licensure. Staff has further researched the VA and California Department of Veterans Affairs' (CalVet) structure, and has expanded the Board's contact list with appropriate points of contact. Staff will send a similar letter of introduction to these CalVet agencies, as well as follow-up correspondence to the 31 VA counseling centers that were contacted in 2014.

The Committee is asked to discuss this objective and provide additional suggestions to staff that may further enhance these relationships.

Attachment: 2014 Outreach Letter to VA Counseling Centers



CALIFORNIA ARCHITECTS BOARD

PUBLIC PROTECTION THROUGH EXAMINATION, LICENSURE, AND REGULATION

Edmund G. Brown Jr. GOVERNOR

October 16, 2014

Mark Parker, Office Manager Temecula Vet Center 40935 County Center Drive, Suite A Temecula, CA 92591

Dear Mark Parker:

The California Architects Board is pleased to introduce itself and share information with Veterans Administration career counseling centers about the licensure process and opportunities in the architectural profession.

The Board is one of more than 40 regulatory entities within the Department of Consumer Affairs responsible for consumer protection through licensing and regulation of trades and professions. As such, the Board's mission is to protect the public health, safety, and welfare by establishing the minimum qualifications for the practice of architecture, and ensuring that those entering the practice meet standards of competency by way of education, experience, and examination.

With this in mind, it should be noted that California has the most flexible licensure requirements for architects in the nation. In fact, a college/university degree in architecture is NOT required for licensure; candidates are eligible to begin testing for the Architect Registration Examination after accomplishing five years of architectural office work experience. Our California architects enjoy the ability to practice in the most dynamic and diverse settings in the United States.

This year, we hope to increase our communication with you and identify ways in which our organizations can be effective together in guiding veterans into the numerous architectural career opportunities. In addition to licensed professionals, there are opportunities in design, technical drafting, project management, specification writing and construction administration. To research local architecture firms, you may wish to contact your local American Institute of Architects, California Council chapter.

The Board was the first state to launch an architect career website, *architect.ca.gov*, which is a convenient online resource for individuals interested in a career in architecture. We suggest that you offer that as a resource.

The Veterans' military experience of training, and leadership enhanced by their ability to organize, lead, analyze and formulate solutions to complex situations, are all characteristics well-suited for a career in architecture.

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cab@dca.ca.gov www.cab.ca.gov If you have any questions about the Board, please do not hesitate to contact us at (916) 575-7216 or by visiting our website, *cab.ca.gov*. We ask that you share these key messages with California veterans.

Sincerely,

Heran Vag

SHERAN VOIGT President

Enclosure

Agenda Item I

ADJOURNMENT

Time: _____