

Stewart, Dave B TRAN:EX

From: Vanesa Enskaitis <vanesaenskaitis@kirkandco.ca>
Sent: Friday, February 13, 2015 3:24 PM
To: Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX
Cc: Roberts, Scott TRAN:EX; Anna Wright
Subject: RE: Website Approval: News Release

Thanks Dave.

Vanesa Enskaitis | Senior Manager, Client Services
Kirk & Co. Consulting Ltd.

From: Stewart, Dave B TRAN:EX [<mailto:Dave.Stewart@gov.bc.ca>]
Sent: Friday, February 13, 2015 3:14 PM
To: Vanesa Enskaitis; Itagawa, Wendy TRAN:EX
Cc: Roberts, Scott TRAN:EX; Anna Wright
Subject: RE: Website Approval: News Release

Looks good....I think it is already live.

Dave

From: Vanesa Enskaitis [<mailto:vanesaenskaitis@kirkandco.ca>]
Sent: Friday, February 13, 2015 3:13 PM
To: Itagawa, Wendy TRAN:EX; Stewart, Dave B TRAN:EX
Cc: Roberts, Scott TRAN:EX; Anna Wright
Subject: Website Approval: News Release

Hi Wendy and Dave

Could one of you have a look at the below link let me know if you believe the test site is good to go live?
The News Release is accessible on the Evergreen Line site in two places:

1. **Top Story** – on the home page (are you ok with the associated image of the elevated guideway?)
2. **Under News Room – News Releases**

The test site is here:
http://tst.www.th.gov.bc.ca/evergreen_line/index.htm

Please approve this update and I will indicate to the web folks that we can go live.

Thanks
Vanesa

Vanesa Enskaitis | Senior Manager, Client Services
Kirk & Co. Consulting Ltd.
402 - 1250 Homer Street, Vancouver BC V6B 1C6
Phone: 604.688.7220 | Email: vanesaenskaitis@kirkandco.ca | www.kirkandco.ca

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 2:42 PM
To: 'Anna Wright'; Farrell, Amanda PSBC:EX
Cc: Vanesa Enskaitis; Lolacher, Russel TRAN:EX; Stewart, Dave B TRAN:EX; Chang, David TRAN:EX; Itagawa, Wendy TRAN:EX; Roberts, Scott TRAN:EX
Subject: REVISED IB
Attachments: 2015TRAN0016-000182.pdf

Sorry, here it is.

From: Anna Wright [<mailto:annawright@kirkandco.ca>]
Sent: Friday, February 13, 2015 2:41 PM
To: Thomson, Elizabeth GCPE:EX
Cc: Vanesa Enskaitis
Subject: RE: Evergreen Schedule - stakeholder - advance notice
Importance: High

Hi Elizabeth,

Can you send a corrected version to Vanesa for the Evergreen Line website?

Thanks
Anna

Anna Wright | Vice President, Client Services
Kirk & Co. Consulting Ltd.

From: Thomson, Elizabeth GCPE:EX [<mailto:Elizabeth.Thomson@gov.bc.ca>]
Sent: Friday, February 13, 2015 2:39 PM
To: Stewart, Dave B TRAN:EX; Farrell, Amanda PSBC:EX; Roberts, Scott TRAN:EX; Anna Wright; Itagawa, Wendy TRAN:EX; Chang, David TRAN:EX
Subject: RE: Evergreen Schedule - stakeholder - advance notice

Hi David,
Thanks for your call. Unfortunately, I wasn't able to make the change to the NR that is going out to on the newswire but the info will be corrected online and in all other materials.

"become the longest automated rapid transit system in Canada."

Thanks, Elizabeth

From: Stewart, Dave B TRAN:EX
Sent: Friday, February 13, 2015 2:23 PM
To: Thomson, Elizabeth GCPE:EX; Farrell, Amanda PSBC:EX; Roberts, Scott TRAN:EX; Anna Wright; Itagawa, Wendy TRAN:EX
Subject: Re: Evergreen Schedule - stakeholder - advance notice

Elisabeth...sent and had confirmation from jeff spruston that he received.

----- Original message -----

From: "Thomson, Elizabeth GCPE:EX"

Date: 02-13-2015 2:16 PM (GMT-08:00)

To: "Farrell, Amanda PSBC:EX", "Roberts, Scott TRAN:EX", Anna Wright, "Stewart, Dave B TRAN:EX", "Itagawa, Wendy TRAN:EX"

Subject: FW: Evergreen Schedule - stakeholder - advance notice

Just checking that all these stakeholders have been informed already:

- Mona Abouhenidy, project manager at Transport Canada – Amanda Farrell, executive project director
- Jeff Spruceston, EGRT – Dave Stewart, executive director, major projects
- Mayor Mike Clay of Port Moody and Mayor Richard Stewart of Coquitlam – Amanda Farrell, executive project director
- MLA Doug Horner (Coquitlam-Burke Mountain) and MLA Linda Reimer (Port Moody-Coquitlam) – Amanda Farrell, executive project director
- North Road Business Improvement Association and Tri-Cities Chamber of Commerce – Scott Roberts, community liaison manager

Thanks, Elizabeth



INFORMATION BULLETIN

For Immediate Release
2015TRAN0016-000182
February 13, 2015

Ministry of Transportation and Infrastructure

Evergreen Line scheduled to open in fall 2016

VICTORIA – The Evergreen Line construction schedule has been adjusted. The new line is expected to open in fall 2016.

The tunnel boring process has been slower than anticipated. While there was some time contingency built into the schedule for tunneling, the contractor now is forecasting that the Evergreen Line, originally scheduled to open in summer 2016, will be ready to open in fall 2016.

The Evergreen Line project remains on budget. The contractor is responsible for all costs related to the schedule delay under the terms of the fixed price contract.

The overall project is more than 50% complete. Construction is well underway on all aspects of the project, including roadworks, guideway, station areas and tunnel boring. Major progress includes:

- The elevated guideway on North Rd. and Clarke Rd. is complete.
- The elevated guideway on Pinetree Way will be complete in spring 2015.
- Construction at all station sites is well underway.
- Main tunnel boring started in June 2014 and is now more than 30% complete.

Once the Evergreen line opens, Metro Vancouver's SkyTrain system will become the longest automated rapid transit system in Canada.

Media Contact:

Media Relations
Government Communications and Public
Engagement
Ministry of Transportation and Infrastructure
250 356-8241

Connect with the Province of B.C. at: www.gov.bc.ca/connect

Stewart, Dave B TRAN:EX

From: Amanda Farrell <Amanda.Farrell@partnershipsbc.ca>
Sent: Friday, February 13, 2015 3:18 PM
To: Thomson, Elizabeth GCPE:EX
Cc: 'Anna Wright'; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; Roberts, Scott TRAN:EX; Lolacher, Russel TRAN:EX
Subject: RE: Media Requests - Tri - Cities Now / CKNW / Tri- City News - Evergreen Line

Thanks

I hear the media has also contacted Port Moody.

A

From: Thomson, Elizabeth GCPE:EX [<mailto:Elizabeth.Thomson@gov.bc.ca>]
Sent: February-13-15 3:17 PM
To: Amanda Farrell
Cc: 'Anna Wright'; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; Roberts, Scott TRAN:EX; Lolacher, Russel TRAN:EX
Subject: Media Requests - Tri - Cities Now / CKNW / Tri- City News - Evergreen Line

Hi Amanda,

We have received three calls. I will send to MO for approval now for you to call. Will let you when good to call.

Thanks, Elizabeth

Minister Request Y/N: Yes – Amanda Farrell

Topic: Evergreen Line delays

Reporter/ Contact: CKNW – Shelby Thom – 604-331-2766 Tri-City News – Diane Strandberg 604-472-3031, Tri Cities Now – Jeremy Deutsch – 604-492-3582

Date/ Time received: February 13, 2:45pm

Deadline: not specified

Reporter's Request: Requesting interview with Amanda Farrell

Stewart, Dave B TRAN:EX

From: Amanda Farrell <Amanda.Farrell@partnershipsbcc.ca>
Sent: Friday, February 13, 2015 2:18 PM
To: Thomson, Elizabeth GCPE:EX; Roberts, Scott TRAN:EX; Anna Wright; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX
Subject: RE: Evergreen Schedule - stakeholder - advance notice

I spoke to Mona and both Mayors

Left messages with both MLA offices (both MLAs at events)

From: Thomson, Elizabeth GCPE:EX [<mailto:Elizabeth.Thomson@gov.bc.ca>]
Sent: February-13-15 2:17 PM
To: Amanda Farrell; Roberts, Scott TRAN:EX; Anna Wright; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX
Subject: FW: Evergreen Schedule - stakeholder - advance notice

Just checking that all these stakeholders have been informed already:

- Mona Abouhenidy, project manager at Transport Canada – Amanda Farrell, executive project director
- Jeff Spruceston, EGRT – Dave Stewart, executive director, major projects
- Mayor Mike Clay of Port Moody and Mayor Richard Stewart of Coquitlam – Amanda Farrell, executive project director
- MLA Doug Horner (Coquitlam-Burke Mountain) and MLA Linda Reimer (Port Moody-Coquitlam) – Amanda Farrell, executive project director
- North Road Business Improvement Association and Tri-Cities Chamber of Commerce – Scott Roberts, community liaison manager

Thanks, Elizabeth

Stewart, Dave B TRAN:EX

From: Spruston, Jeff <Jeff.Spruston@snclavalin.com>
Sent: Friday, February 13, 2015 11:57 AM
To: Stewart, Dave B TRAN:EX
Subject: RE: Info Bulletin

Thanks Dave.

Jeff Spruston, P.Eng.
Primary Contractor's Representative
EGRT Construction

Cell: 604-341-7530

From: Stewart, Dave B TRAN:EX [<mailto:Dave.Stewart@gov.bc.ca>]
Sent: February 13, 2015 11:32 AM
To: Spruston, Jeff
Subject: Info Bulletin

Jeff, attached is the info bulletin on the Evergreen Line project schedule that will be released today at 2:30 pm.

Dave

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 11:03 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: Sharing IB with contractor

Please go ahead and share with EGRT. We are going to assume that DM Main has made his call.
Thanks, Elizabeth

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 10:47 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: Q and As

Here are the Q and As that are at the MO for final approval.

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 10:35 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: stakeholders - advance notice

Hi,
Attached please find the final IB scheduled to go out at 2:30 p.m. to all Metro Vancouver media.

I believe Amanda and Wendy were putting together a list of who needs to know in advance of IB going out and who will be talking to them. Can you please forward that to me?

Thanks, Elizabeth

Elizabeth Thomson
Public Affairs Officer
Ministry of Transportation and Infrastructure
Tel: 250.387.7787
Elizabeth.Thomson@gov.bc.ca

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 10:47 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: Q and As
Attachments: Schedule QA final.docx

Here are the Q and As that are at the MO for final approval.

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 10:35 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: stakeholders - advance notice

Hi,

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Thanks, Elizabeth

Elizabeth Thomson
Public Affairs Officer
Ministry of Transportation and Infrastructure
Tel: 250.387.7787
Elizabeth.Thomson@gov.bc.ca

DRAFT Messaging and Q&A

1. Why is the schedule being updated now? What has changed?

- The Evergreen Line rapid transit project is one of the largest infrastructure projects in the province.
- Progress is being made across the entire 11-kilometre alignment, and some construction activities are going quicker than anticipated and others are taking more time.
- We have always known that tunnel boring can go fast or slow depending on ground conditions and time contingency was built into the schedule for that.
- The contractor faced challenges during the required tunnel boring machine (TBM) maintenance relating to ground conditions, and this made the tunnel boring process slower than was anticipated.
- The contractor has provided us with an updated schedule based on progress on the tunnel to date which reflects changes they are making to help timely and efficient maintenance of the tunnel boring machine and allow for good progress for the remainder of the tunneling work.

2. How delayed is the project?

- The project was originally scheduled to be complete in summer 2016. The contractor is now forecasting fall 2016 to be ready to open the line.

3. What were the specific challenges that the contractor faced during maintenance of the tunnel boring machine that led to the schedule delay?

- The challenges have related to planned maintenance of the tunnel boring machine.
- In order to complete this maintenance the tunnel boring machine chamber is emptied, resulting in a pressure imbalance in which ground material may fall into the chamber.
- To ensure the safety of the workers and help prevent ground material from entering the chamber, the contractor built a jet grout wall and implemented a dewatering program. This helps ensure the maintenance of the tunnel boring machine can be completed safely.
- This ground improvement program has resulted in schedule delays.

4. How confident are you in the revised schedule?

- The updated schedule provided to us by the contractor shows that the line will be open in fall 2016.
- The revised schedule assumes good progress being achieved on the tunnel over the next six months.
- The contractor is taking every measure to improve the effectiveness of the ground improvements, including building a jet grout wall and a de-watering program.
- These improvements are expected to result in a timely efficient maintenance of the tunnel boring machine and allow for good progress for the remainder of the tunneling.
- In addition, based on geotechnical investigations, the ground conditions are expected to improve and be more consistent for most of the remaining tunnel alignment.

- The contractor is looking at all available options to re-sequence the remaining work needed to be able to open the Evergreen Line as soon as possible.

5. Is the project on budget? Who pays for the costs of the schedule delays?

- Yes, the project is on budget.
- One of the main risks identified as part of the business case for the Evergreen Line were risks associated with tunnel boring. The primary contractor, EGRT, accepted this risk.
- The contractor is responsible for all costs relating to the schedule delay under the terms of the fixed price contract.

6. Are there financial incentives for the contractor to minimize schedule delays?

- Under the terms of the contract, there are incentive and penalties built in.
- Together, these terms in the contract create significant incentive for the contractor to minimize any delay in completion.

7. Is Alice, the Evergreen tunnel boring machine in the same predicament as Bertha in Seattle?

No, Bertha, the tunnel boring machine in Seattle got stuck in its current location in December 2013. There is nothing wrong with Evergreen's tunnel boring machine.

Delays during planned maintenance stops due to challenging ground conditions are what led to overall schedule delays.

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Friday, February 13, 2015 10:35 AM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX; 'Anna Wright'
Subject: stakeholders - advance notice
Attachments: 2015TRAN0016-000182.pdf

Hi,

Attached please find the final IB scheduled to go out at 2:30 p.m. to all Metro Vancouver media.

I believe Amanda and Wendy were putting together a list of who needs to know in advance of IB going out and who will be talking to them. Can you please forward that to me?

Thanks, Elizabeth

Elizabeth Thomson
Public Affairs Officer
Ministry of Transportation and Infrastructure
Tel: 250.387.7787
Elizabeth.Thomson@gov.bc.ca

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Thursday, February 12, 2015 3:41 PM
To: Farrell, Amanda PSBC:EX; Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX
Cc: 'Anna Wright'; Whittier, Joanne GCPE:EX
Subject: sharing IB with contractor

Grant Main, DM, is planning to discuss IB directly with contractor. Please don't discuss further with your contacts at this time.

Thanks, Elizabeth

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Thursday, February 12, 2015 3:19 PM
To: Farrell, Amanda PSBC:EX
Cc: Stewart, Dave B TRAN:EX; Itagawa, Wendy TRAN:EX
Subject: Evergreen schedule IN and Q and As - for approval
Attachments: in_draft_evergreen schedule.docx; Schedule DRAFT QA.docx

Importance: High

Hi Amanda,

Here is the IN and Q and As for approval. I have added Questions 4 and 6 myself. Please review for accuracy.

I need to get these to the MO by 3:30 pm please.

Thanks, Elizabeth

ADVICE TO MINISTER

CONFIDENTIAL ISSUES NOTE

Ministry of Transportation and Infrastructure

Date: DRAFT

Minister Responsible: Todd Stone

Evergreen Line – Schedule

ADVICE AND RECOMMENDED RESPONSE:

- We anticipate that the Evergreen Line project will be completed in the fall of 2016 instead of summer 2016.
- Construction on all aspects of the project is well underway, and the overall project is more than 50% complete.
- The Evergreen Line project remains on budget. The contractor is responsible for all costs related to the schedule delay.
- We want to do this right and we've always known tunneling can go fast or slow.
- Challenging ground conditions during maintenance stops are what led to tunneling delays and the change in schedule.
- As we have been doing throughout the project, we will continue to keep residents, businesses and local municipalities informed every step of the way.
- Once the line opens, Metro Vancouver's SkyTrain system will become the longest rapid transit system in Canada.

If pressed on other possible delays:

- Opening in fall 2016 is contingent on good progress being achieved on the tunnel.

KEY FACTS REGARDING THE ISSUE:

The major construction contract with EGRT has now been in place for over two years, and construction is well underway on all aspects of the project, including roadworks, guideway, station areas, and tunnel boring.

Major progress includes:

The elevated guideway on North Road and Clarke Road is complete.

The elevated guideway on Pinetree Way will be complete in Spring 2015

Construction at all station sites is well underway.

Main tunnel boring started in June 2014 and is now more than 30% complete.

On March 7, 2014 an event took place announcing the start of the tunnel construction and the naming of the tunnel boring machine, Alice. At the event, it was stated that it will take about a year to bore the two-kilometre tunnel. The main tunnel boring activity began in June 2014. The TBM requires regular maintenance to change the cutter head tools as they wear during boring. The contractor has encountered difficulties during maintenance stoppages, which has resulted in some delay to expected duration of tunneling. Tunneling is currently anticipated to be complete in mid-2015.

One of the main risks identified as part of the project's business case was associated with tunnel boring. In the contract award, the primary contractor, EGRT accepted the geotechnical risk in relation to the bored tunnel, removing the Province's exposure to this risk. The contractor has faced challenges during required maintenance of the tunnel boring machine, and this has made the tunnel boring process slower than was anticipated.

While there was some time contingency built into the schedule for tunneling, the contractor is now forecasting that Evergreen Line will be ready to open in fall 2016 (previously the schedule was opening in summer 2016). This is contingent on good progress being achieved on the tunnel.

The contractor is looking at all available options for the remaining work to open the line as soon as possible. Under the terms of the contract, EGRT has financial incentives to minimize any delay in completion.

The project remains on budget, as the contractor is responsible for all costs relating to the schedule delay under the terms of the fixed price contract.

Major construction on the Evergreen Line started in February 2013. EGRT Construction – a consortium led by SNC-Lavalin – is the primary contractor. Construction will create direct and indirect 8,000 jobs during construction.

Communications Contact: Elizabeth Thomson 250 387-7787

Minister's Office	Program Area	ADM	Comm. Dir

DRAFT Messaging and Q&A

1. Why is the schedule being updated now? What has changed?

- The Evergreen Line rapid transit project is one of the largest infrastructure projects in the province.
- Progress is being made across the entire 11-kilometre alignment, and some construction activities are going quicker than anticipated and others are taking more time.
- We have always known that tunnel boring can go fast or slow depending on ground conditions and time contingency was built into the schedule for that.
- The contractor faced challenges during the required tunnel boring machine (TBM) maintenance relating to ground conditions, and this made the tunnel boring process slower than was anticipated.
- The contractor has provided us with an updated schedule based on progress on the tunnel to date which reflects changes they are making to help timely and efficient maintenance of the tunnel boring machine and allow for good progress for the remainder of the tunneling work.

2. How delayed is the project?

- The project was originally scheduled to be complete in summer 2016. The contractor is now forecasting fall 2016 to be ready to open the line.

3. What were the specific challenges that the contractor faced during maintenance of the tunnel boring machine that led to the schedule delay?

- The challenges have related to planned maintenance of the tunnel boring machine.
- In order to complete this maintenance the tunnel boring machine chamber is emptied, resulting in a pressure imbalance in which ground material may fall into the chamber.
- To ensure the safety of the workers and help prevent ground material from entering the chamber, the contractor built a jet grout wall and implemented a dewatering program. This helps ensure the maintenance of the tunnel boring machine can be completed safely.
- This ground improvement program has resulted in schedule delays.

4. Couldn't you have anticipated these ground conditions so you could account for the extra time needed in the original schedule?

- Our bore holes can only assess the ground directly below it and provide information on conditions at that specific location.
- There was contingency time built in, but unfortunately, the challenging conditions have led to more delays than anticipated.

5. How confident are you in the revised schedule?

- The updated schedule provided to us by the contractor shows that the line will be open in fall 2016.

- The revised schedule assumes good progress being achieved on the tunnel over the next six months.
- The contractor is taking every measure to improve the effectiveness of the ground improvements, including building a jet grout wall and a de-watering program.
- These improvements are expected to result in a timely efficient maintenance of the tunnel boring machine and allow for good progress for the remainder of the tunneling.
- In addition, based on geotechnical investigations, the ground conditions are expected to improve and be more consistent for most of the remaining tunnel alignment.
- The contractor is looking at all available options to re-sequence the remaining work needed to be able to open the Evergreen Line as soon as possible.

6. Is Alice, the Evergreen tunnel boring machine in the same predicament as Bertha in Seattle?

No, Bertha, the tunnel boring machine in Seattle got stuck in its current location in December 2013. There is nothing wrong with Evergreen's tunnel boring machine. The ground conditions are what led to delays.

7. Is the project on budget? Who pays for the costs of the schedule delays?

- Yes, the project is on budget.
- One of the main risks identified as part of the business case for the Evergreen Line were risks associated with tunnel boring. The primary contractor, EGRT, accepted this risk.
- The contractor is responsible for all costs relating to the schedule delay under the terms of the fixed price contract.

8. Are there financial incentives for the contractor to minimize schedule delays?

- Under the terms of the contract, there are incentive and penalties built in.
- Together, these terms in the contract create significant incentive for the contractor to minimize any delay in completion.

Stewart, Dave B TRAN:EX

From: Thomson, Elizabeth GCPE:EX
Sent: Thursday, February 12, 2015 11:05 AM
To: Farrell, Amanda PSBC:EX; 'Anna Wright'; Stewart, Dave B TRAN:EX; Roberts, Scott TRAN:EX; Itagawa, Wendy TRAN:EX
Cc: Whittier, Joanne GCPE:EX
Subject: IB re: Evergreen schedule - confirmed for 2:30 p.m.

Hi,

After discussions with Kevin and the PO, the MO has asked us to get the IB out tomorrow at 2:30pm with a media avail with Amanda shortly thereafter. I need to send the final IB with key messages and Q and As to the MO by end of day today.

Dave / Amanda – can you please send your latest draft to the rest of us once you have reviewed together? The draft IB is with the MO but I expect changes. Will confirm.

Can someone loop in EGRT on this? Also Mayors? How should we handle?

Talk to you later.

Thanks, Elizabeth