

BOARD OF COUNTY COMMISSIONERS

April 24, 2009

A meeting was held at the Murdock Administration Complex in Room 119, Port Charlotte, Florida.

Members present were: Chairman Duffy, Commissioner Loftus, Commissioner Starr, Commissioner Cummings, Commissioner Skidmore, County Administrator Baltz, County Attorney Knowlton, and Deputy Clerk Lansing. The following members were absent: None

The workshop was called to order at **1:30 PM**, followed by the Pledge of Allegiance.

Review Performance Budgets - Kelly Shoemaker and Ray Sandrock

Mr. Sandrock announced we have completed 10 of our 20 workshops, said today they will focus on Commission Office, Facilities Management and possibly some follow up, mentioned the survey results were put on the website (www.charlotte.fl.com) yesterday, said they received close to 1,800 respondents, named the services that citizens requested be maintained, indicated all the information is posted on the website, and remarked a letter was sent to the International Association of Fire Fighters (IAFF) on April 20, 2009 asking for further reductions. Mr. Sandrock announced the reduction update is \$6.8 million in general revenues toward the \$10 million goal and \$7.8 million in other funds.

a. Commission Office

Mr. Sandrock read the Commission Office Mission Statement into the record, described its two Core Services, read Core Service #1, noted its Linkage to Strategic Goals, provided its FTE information, discussed its three (3) mandated results, and announced its time allocation while paralleling visual slides. Ms. Shoemaker read Core Service #2, noted its Linkage to Strategic Goals, provided its FTE information, discussed its five (5) discretionary results, announced its time allocation,

pointed out the Commission Organizational Chart while paralleling visual slides, and called for discussion.

Chairman Duffy said two years ago they eliminated their receptionist and maintained five assistants, noted last year they eliminated two of the five assistants, mentioned the workload is already stretched, explained how difficult it is for three assistants to cover the Commission Office, opined they could not make any further cuts, and indicated the Board will continue to do their best to assist with the workload. **Commissioner Starr** agreed the assistants work very hard, announced he would be lost without their support, mentioned other areas that could be looked at, and noted possible reductions related to postage, copying costs, travel, and going paperless. **Commissioner Loftus** agreed the assistants are diligent, said the Board has reduced their expenses by 30%, talked about travel reductions made, and stated they only take necessary trips and attend only the most important meetings. **Commissioner Skidmore** agreed the assistants do a great job and commented that the Board has led the way in reductions. **Commissioner Cummings** requested they go to the next item before anyone changes their mind.

b. Facilities

Ms. Shoemaker read the Facilities Mission Statement into the record and described its three Core Services. Mr. Sandrock read Core Service #1 (Business Operations), noted its Linkage to Strategic Goals, provided its FTE information, discussed its five (5) results, and announced its time allocation while paralleling visual slides. Ms. Shoemaker provided detail related to Core Service #2 (Repairs and Maintenance), noted its Linkage to Strategic Goals, provided its FTE information, discussed its five (5) results, and announced its time allocation while paralleling visual slides. Mr. Sandrock read Core Service #3 (Project Management), noted its Linkage to Strategic Goals, provided its FTE information, discussed its two (2) results, and announced its time allocation while paralleling visual slides.

Ms. Shoemaker pointed out several Facilities Management graphs. **Commissioner Skidmore** asked Mr. Baker about the increase of maintenance work orders. Mr. Baker talked about warranty calls, said they track every function related to work orders, and stated work order numbers rise during budget and personnel reductions. **Commissioner Skidmore** asked if they can improve through efficiency. Mr. Baker suggested efficiency could be improved and mentioned the importance of heating, ventilating, and air conditioning (HVAC) in Florida and discussed its work order system. Ms. Shoemaker pointed out the work order breakdown by type on the visual slide and explained further. **Commissioner Loftus** expressed concern with HVAC and requested a breakdown of HVAC preventive maintenance (PM) work orders versus repair work orders. **Commissioner Skidmore** mentioned he forwarded a HVAC vendor lead to the department for pricing and asked about compensation time (comp time) and overtime. Mr. Baker said he eliminated comp time and explained his reasons. **Chairman Duffy** opined it is a philosophy. **Commissioner Skidmore** asked for overtime numbers. Ms. Shoemaker explained the department has been reduced while its square footage responsibilities have increased. Mr. Baker voiced his reasons for HVAC overtime and advised its annual costs. **Commissioner Skidmore** gave his thoughts on efficiencies and overtime. Mr. Baker remarked overtime costs are driven up because some facilities are open on weekends or 24/7 and indicated they would take another look at comp time. Mr. Baltz noted Directors are given flexibility related to overtime and comp time and remarked they will revisit the issue. **Commissioner Cummings** explained how department size and overtime relate, discussed statistics related to overtime, and opined Mr. Baker made a valid point.

Mr. Sandrock pointed out the breakdown of reduction recommendations on the visual slides and read them into the record. **Commissioner Loftus** brought up vendors that have approached him related to reductions, stimulus money, and energy efficiencies. Mr. Baker said they have met with several vendors, agreed with the importance of energy efficiency, and noted plans for the future. **Commissioner Cummings** asked about landscape rebidding and expressed concern with the level of service. Mr. Baker said they are renegotiating for the lowest costs and explained they will continue to achieve the best for the dollar. **Chairman Duffy** asked for the landscaping contract reduction amount. **Commissioner Skidmore** explained the true

savings amount is \$102,000, mentioned a recent contract with Gasparilla Construction, noted the importance of using staff when it is more cost effective, and asked for expenses related to our employee health clinic. Mr. Baker said the clinic came in at about \$1,000 under budget. **Chairman Duffy** asked if fire stations are included in the new landscaping contract. Mr. Baker indicated they were not included, advised they were directed to review all fire station landscape plans, said they provided the Chief with plans for firefighters to maintain their own landscaping, and indicated substantial savings. **Commissioner Skidmore** talked about Capital Expenditures related to fire stations; noted 48 people presently do their own landscaping, mowing, and cleaning; indicated there are green spaces and parks near fire stations; and suggested existing staff could maintain these green spaces. Ms. Shoemaker advised that subject is part of this presentation and noted they were already directed by Mr. Baltz to look at those areas.

Ms. Shoemaker pointed out the Recommended Personnel Reductions represent a 40% reduction and will save \$418,000. Mr. Baltz said next Tuesday's Consent Agenda will bring forward 43 full-time, 6 part-time, and 14 vacant positions for the Board to formally eliminate. Ms. Shoemaker pointed out a chart that illustrated the department as it now stands and one that provided what the end result would look like. Mr. Sandrock explained how each reduction will impact the department and mentioned revenue opportunities.

Ms. Shoemaker provided a breakdown of current year savings which totaled \$1.7 Million, said outsourcing costs are approximately \$1.4 Million, noted continued outsourcing research, mentioned maintenance levels, and announced pursuit of volunteer labor. Mr. Sandrock provided several other cost reduction ideas. Ms. Shoemaker said the department is looking at all County spaces to eliminate leases and reconsider the use of spaces. **Commissioner Cummings** expressed the importance of not packing employees in, discussed a related study done, said the standards would be acceptable, and suggested they be careful. Mr. Baker said the standards have not changed much since the study was done in 1999. **Commissioner Cummings** said they did not adhere to it because of the high cost. Mr. Sandrock talked about using more inmate labor and mentioned associated conversations with the Sheriff. **Chairman Duffy** asked for clarification related to

reductions and outsourcing and asked for additional detail. **Commissioner Skidmore** asked why two (2) positions were being left vacant. Mr. Baker explained. **Commissioner Skidmore** questioned the supervisor positions referenced on slide #50 and asked if they could eliminate the project manager. Mr. Baker advised why the position should be saved.

COMMISSIONER LOFTUS MOVED TO ACCEPT RECOMMENDATIONS FOR A 40.7% REDUCTION WITH THE ADDITION OF THOSE AREAS STILL BEING RESEARCHED, SECONDED BY COMMISSIONER SKIDMORE

MOTION CARRIED 4:1. COMMISSIONER CUMMINGS OPPOSING.

Commissioner Loftus announced he will not take his State mandated raise again this year.

RECESS: 2:35 PM - 2:48 PM

c. Follow up

Mr. Sandrock indicated they will now provide answers to questions asked at previous workshops, said they may not cover them all today, and advised they have scheduled two additional workshops in May to address any additional follow up. The following questions and answers were read into the record and paralleled visual slides:

Department: Constitutional Officers - Original Workshop Date: 3/3/09 -

Question: Is it a statutory requirement to have minutes taken at all BCC meetings? Answer: Yes

Question: How much has the Sheriff turned back in excess fees? Answer: The average amount over the last 6 years turned back from the Sheriff is \$478,834.

Department: Constitutional Officers - Original Workshop Date: 3/3/09 -

Question: Look into sharing IT staff. Answer: The Clerk's IT staff provides support for BCC, Tax Collector, Supervisor of Elections and Sheriff thru: Financial system, network infrastructure, e-mail and internet connectivity. Software intake/booking and paperless first appearance for judges.

Department: Constitutional Officers - Original Workshop Date: 3/3/09 -

Question: Look into sharing IT staff. Answer: The BCC's IT staff provides support for all the Constitutionals thru: Telephone and network connectivity. E-mail services, network infrastructure, internet connectivity and security.

Department: Public Safety (ANIMAL CONTROL) - Original Workshop Date: 3/13/09 -

Question: Can Animal Control use Excel to track calls vs. purchasing new software. Answer: Animal Control has more requirements than what Excel offers. Currently using a program to enter, store and search for tags. It's an in-house project by IT.

Department: Public Safety - Original Workshop Date: 3/13/09 -

Question: Can Animal Control increase fines and charge property owners? Answer: Yes, fines can be increased by ordinance. Owners are currently charged in neglect/abuse cases.

Department: Public Safety - Original Workshop Date: 3/13/09 -

Question: Who is responsible for Animal Control if we don't provide this service? Answer: The responsibility would be shared between the Health Dept. and a Law Enforcement agency.

Department: Public Safety - Original Workshop Date: 3/13/09 -

Question: Reduce Animal Control communications costs. Answer: In March, the department eliminated 3 cell phones. Savings \$90 per month.

Department: Public Safety (FIRE/EMS) Original Workshop Date:
3/13/09 -

Question: Provide analysis on closing 2 Fire Stations. Answer:
Station 3- El Jobean and Station 11- Harbor Heights. Cost
Savings: \$786,800 (eliminate 12 personnel)

Chief DiDio advised a committee of ten reviewed and analyzed the Fire Department, indicated the criteria used, noted fire stations are critical to public safety, provided examples, recommended not closing any fire stations, and advised they are looking into alternative reductions. **Commissioner Starr** suggested the referenced fire stations would be the least likely to be closed based on their location, asked for other station locations, and asked if they are all manned. Chief DiDio responded in detail. **Chairman Duffy** asked who was on the committee. Chief DiDio advised who conducted the analysis and explained the process. **Chairman Duffy** said two additional fire stations were built based on proposed growth and questioned if that growth happened. Chief DiDio explained the reasons for new stations by area. **Chairman Duffy** asked if they think they will reach alternative reductions in the amount of \$756,000. Chief DiDio said they are optimistic and actively looking at ideas to shift dollars from the General Fund. **Commissioner Starr** asked for a copy of the analysis. **Commissioner Skidmore** stated his opposition to closing any fire stations and asked for help in general fund savings. Chief DiDio opined moving personnel from EMS side to the Fire side should provide substantial savings.

Department: Public Safety - Original Workshop Date: 3/13/09 -

Question: Cost savings of reducing the number of Battalion Chiefs? Answer: Reduce 3 Battalion Chiefs. Cost savings: \$171,000

Chief DiDio said he has cut his command staff already, noted another Chief is retiring in two months, stated salaries are justified, and explained bumping rights and how they affect the numbers. Deputy Chief Jason Fair described how Battalion Chiefs work, discussed their responsibilities, stated their importance, and recommended not cutting any Battalion Chiefs. **Commissioner Skidmore** asked if Englewood and Punta Gorda has their own

Battalion Chiefs and whether they can work with a mutual aid agreement. Deputy Chief DiDio said they already do and mentioned they also work jointly with Sarasota and North Port. **Commissioner Starr** asked how 3 Battalion Chiefs would cover multiple calls and whether their numbers were mandated. Chief DiDio explained the process they would follow, mentioned their responsibilities; noted possible liability concerns; indicated no mandates, and expressed the importance of Battalion Chief experience. Deputy Chief Fair clarified only eleven (11) of the thirty-three (33) lieutenants are on per day and discussed their responsibilities. **Commissioner Starr** opined the safety of the general public should not be affected if a Battalion Chief is not on the scene initially. Chief DiDio remarked that Firefighter safety should also be considered. **Commissioner Starr** agreed. **Commissioner Cummings** clarified nine (9) Battalion Chiefs are employed to keep the County manned 24/7, but explained only three (3) are working at any given time.

Department: Public Safety Original Workshop Date: 3/13/09 -

Question: Reduce communications costs. Answer: Department is able to immediately cancel cell phones, wireless cards and lower DSL costs. Savings: \$6,200 EMS / \$9,100 Fire Rescue

Commissioner Cummings mentioned past coverage problems and suggested cell phones had been the solution. Chief DiDio explained the problem was primarily with portable radios, noted their communication research, and indicated efficiencies were found. **Chairman Duffy** indicated the importance that everyone is covered.

Department: Public Safety (EMERGENCY MANAGEMENT) - Original Workshop Date: 3/13/09 -

Question: Reduce costs without jeopardizing grant funds. Answer: Reduce Subscriptions, satellite phones and communications for a total of \$10k

Department: CIP Workshop (HAROLD AVE RECREATION CENTER) - Original Workshop Date: 3/20/09 -

Question: Is the County at risk for not providing lighting at facilities, walkways and parking? Lighting cost at Harold Ave

\$200k. Answer: Per Attorney's Office, the County may be held liable if the lighting is not installed and someone is injured.

Chairman Duffy remarked there was a proposal for handicapped access and lighting at the front of the Harold Ave Recreation Center building. David Milligan responded to the lighting issues. **Chairman Duffy** asked if the parking lot and fields are currently lit and if it made sense to leave the big lights on until everyone leaves. Mr. Milligan explained the current lighting process and said they will bring the issue before the Youth Sports Council. **Commissioner Cummings** asked what we charge for lighting and for the use of the tennis courts, said lighting for one evening is very expensive, and provided additional reduction ideas. Mr. Milligan said we do not charge for lighting at the Harold location and offered to calculate the costs. **Commissioner Loftus** suggested they look at LED and solar lights. **Chairman Duffy** agreed and said she had information on field lighting. Mr. Milligan stated they are scheduling installation of some solar lighting. **Commissioner Starr** questioned the cost and said he is in favor of a less expensive way. Mr. Milligan said there is specific solar lighting for walkways and fields. **Commissioner Cummings** suggested residential solar lights could be easily stolen and said the lights should be bright enough for Law Enforcement to see into certain public facilities. **Commissioner Skidmore** commented on voting against this in the past. Mr. Sandrock explained this could be brought back since it is an open CIP issue for the next year.

Department: CIP Workshop - Original Workshop Date: 3/20/09 -

Question: What is the usage of Harold Ave Rec Center at night?
Answer: Estimated usage for FY09 is 40,362 persons.

Question: What are the estimated costs for wall repairs and a/c replacement at gym? Answer: Quote for wall repair is \$24,000 and quote for a/c is \$86,570.

Commissioner Skidmore asked why they did not do a Request for Proposal (RFP). Mr. Sandrock explained these are estimates. **Commissioner Skidmore** expressed his concerns with this process. **Chairman Duffy** remarked they were working on Board direction to bring costs down and provide an idea of the costs. Mr. Milligan offered additional detail. **Commissioner Starr** suggested this

work could be done in-house, requested specifics related to the wall repairs, and asked if the a/c was a want or a need. Mr. Milligan advised the a/c unit should have been replaced in 2004. **Commissioner Loftus** noted the age of the building, stated the installation is appropriate, and noted future energy savings.

COMMISSIONER LOFTUS MOVED TO PROCEED WITH THE BEST PRICE FOR WALL REPAIRS AND REPLACEMENT OF THE A/C UNIT AT HAROLD RECREATION CENTER GYM, SECONDED BY COMMISSIONER CUMMINGS

MOTION CARRIED 3:2. COMMISSIONER STARR, COMMISSIONER SKIDMORE OPPOSING.

Commissioner Cummings commented on budget, quotes, expectations, and suggested the Board adjust their reactions. **Commissioner Loftus** said the world is competitive, mentioned cost estimates, and opined we will get the best prices at this time.

Department: CIP Workshop (PORT CHARLOTTE BEACH COMPLEX) -
Original Workshop Date: 3/20/09 -

Question: What are the estimates for fishing pier re-decking, including a breakdown of what is covered? Answer: The estimate cost to re-deck the fishing pier is \$50,000.

Commissioner Starr said he and Mr. Baltz walked the boardwalk recently, opined the deck does not need to be replaced, and suggested they just replace and seal some boards. **Chairman Duffy** asked for clarification of the boardwalk location. Mr. Baltz confirmed they walked the boardwalk, not the fishing pier. **Chairman Duffy** said they decided not to re-deck last year because the cost was \$700,000, noted it has deteriorated since then, and agreed there are boards that need to be replaced. Ms. Shoemaker advised the Board has already made their decision but had asked for this additional information. **Commissioner Cummings** pointed out the difference in bids and mentioned extended life cycle costs.

Department: CIP Workshop - Original Workshop Date: 3/20/09 -

Question: What is the usage of the pool at the Port Charlotte Beach complex? Answer: In FY08 attendance at the pool was 16,740.

Question: What is the breakdown for the pool and recreational center repairs? Answer: The estimate cost is \$157,000 to address structural and safety concerns.

Commissioner Cummings asked how often we would need to spend that much on repairs. Mr. Milligan explained there are several repairs related to this and estimated a repair cycle of 20 years.

Department: CIP Workshop (TIPPECANOE ENVIRONMENTAL PARK) -
Original Workshop Date: 3/20/09 -

Question: Can we request an extension of the FCT grant? Answer: Yes, however a delay more than 2 years would be of concern per FCT.

Question: What are the expenses and remaining plans for the project? Answer: The remaining expense \$382k: Design, boardwalks/bridges construction, Trail and canoe/kayak launch construction and signage.

Commissioner Cummings said this expense is either now or two years from now, indicated residents are now looking for low cost entertainment, and opined this would enhance eco-tourism. **Commissioner Starr** stated his opposition. **Commissioner Cummings** commented on future revenues and demand.

COMMISSIONER SKIDMORE MOVED TO REQUEST AN EXTENSION OF THE FCT GRANT AND DENY THE \$382K EXPENDITURE FOR TIPPECANOE ENVIRONMENTAL PARK AT THIS TIME, SECONDED BY CHAIRMAN DUFFY

MOTION CARRIED 4:1. COMMISSIONER CUMMINGS OPPOSING.

Department: CIP Workshop (SPORTS LIGHTING REPLACEMENT AND CONSTRUCTION) - Original Workshop Date: 3/20/09 -

Question: What is the return on investment from retrofitting lighting? Answer: To retrofit a typical Little League baseball field we would see a return on investment after 19 years.

Mr. Milligan stated the majority of reductions will be in energy savings. **Commissioner Skidmore** asked how they could predict the

savings. Mr. Milligan explained. **Commissioner Loftus** thought the cost sounded high. **Commissioner Cummings** said the vendors present the worst case scenario.

Department: CIP Workshop - Original Workshop Date: 3/20/09 -

Question: What is the cost of replacing more energy efficient bulbs? Answer: There are not more energy efficient components that can be retrofitted to existing sports lighting.

Department: CIP Workshop (OYSTER CREEK UNDERPASS TRAIL) - Original Workshop Date: 3/20/09 -

Question: Contact the school board and inquire if they would be able to fund the anticipated match. Answer: The School Board Superintendent and Administrators at LBHS are unable to fund this project.

Department: CIP Workshop (BUCK CREEK PRESERVE) - Original Workshop Date: 3/20/09 -

Question: What are the estimate costs for improvements at Buck Creek and can we request extension on grant requirements? Answer: The remaining cost estimate to improve Buck Creek is \$178k. Yes for an extension, however a delay more than 2 years would be of concern per FCT.

COMMISSIONER STARR MOVED TO DELAY BUCK CREEK IMPROVEMENTS, SECONDED BY COMMISSIONER LOFTUS

MOTION CARRIED 4:1. COMMISSIONER CUMMINGS OPPOSING.

Department: CIP Workshop (VARIOUS FACILITIES IMPROVEMENTS) - Original Workshop Date: 3/20/09 -

Question: Is there an optional LED lighting for the \$15k portion of the expense? Answer: We are currently in discussion with a number of energy service companies to use large scale usage of LED lighting county-wide.

Department: CIP Workshop (HEALTH AND HUMAN SERVICES BUILDING) -
Original Workshop Date: 3/20/09 -

Question: Have we looked at current space analysis to see if we can reallocate some of the offices in existing facilities vs. building new facilities? Answer: Yes, there is an opportunity to place Human Services in the Health Dept. Bldg. on Loveland.

Department: CIP Workshop (PUBLIC SAFETY RADIO SYSTEM UPGRADE) -
Original Workshop Date: 3/20/09 -

Question: What is the status of the grant; areas not being covered and a map showing the proposed new radio tower. Answer: The Assistance for Fire Fighters grant is currently being applied for. Eligible for a maximum of \$1M, requires a 20% match. The areas not covered: South part of the County South 41, South I-75, south Burnt Store Rd and Zemel Road.

Chief DiDio provided grant requirements and pointed out tower locations on the visual map. Hector Flores discussed the Radio Station Fund budget and explained they have a reserve for future Capital outlay. Ms. Shoemaker mentioned associated Board decisions made on March 20, 2009. Mr. Sandrock provided further detail related to the reserve funds. **Commissioner Loftus** commended the grant work done and asked if the towers will generate future revenue. Chief DiDio answered affirmatively and opined cost estimates should come in lower.

COMMISSIONER LOFTUS MOVED TO PROCEED WITH PUBLIC SAFETY RADIO SYSTEM TOWER UPGRADE AND PURSUE GRANT FUNDING, SECONDED BY COMMISSIONER CUMMINGS

MOTION CARRIED 5:0.

Department: CIP Workshop (RE-COATING) Original Workshop Date: 3/20/09 - Re-Coating the South County Annex, Englewood Annex, and the Health Dept on Grace Street

Question: What are the estimates to re-coat the above facilities? Answer: The lowest quote from Perma Roof-Hydro Shop is \$174,180.

Mr. Sandrock confirmed this is to re-coat the roof. **Commissioner Skidmore** commented he was just advised that 2007 pricing had been quoted for the HVAC item voted on earlier and asked if 2007 pricing was also being quoted for this item. Mr. Sandrock said he was not sure, suggested they table the item until they have better detail, and the Board agreed.

Mr. Sandrock advised the workshops next week will cover Tourism and Economic Development on Monday and Public Works on Wednesday.

Mr. Baltz asked if Board direction is to bring back the Constitutional Officers to discuss their budgets. The Board provided affirmative consensus. **Commissioner Skidmore** suggested five separate meetings be held. Mr. Baltz said historically they wait for budgets to be submitted prior to meeting and explained they can invite the Officers, but are unable to compel them to speak. Mr. Sandrock suggested the meetings be scheduled during the month of June before the formal workshops begin in July. **Chairman Duffy** opined five separate meetings are not necessary. **Commissioner Skidmore** expressed the importance of meeting separately, said each division is different, and opined separate meetings will be more effective. **Commissioner Cummings** clarified the suggestion is to conduct one meeting with separate agenda items for each Constitutional Officer. **Commissioner Starr** recommended the meetings be less formal and conducted as a round table. **Commissioner Loftus** recommended they not meet with more than two at each meeting. **Commissioner Skidmore** said some may take longer and should not be rushed. **Commissioner Cummings** suggested one meeting for the Sheriff and another for the other four. **Chairman Duffy** asked Mr. Baltz to make the arrangements. Mr. Baltz announced he would schedule the meetings, said we are working very hard to reduce the budget on the BOCC side, noted the Constitutional Officers comprise more than 50% of the General Fund Budget, and expressed how important these meetings are to the budget process.

Commissioner Skidmore suggested they reconsider the HVAC Harold Avenue vote since 2007 pricing was used. Ms. Shoemaker described the process, said Mr. Milligan received a recent price, outlined the bid requirements associated with the current annual contract, and said she would contact the Attorney's Office and

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Purchasing to discuss options available to seek a better price.
Chairman Duffy thanked staff for their hard work.

ADJOURNED: 4:30 PM

Signature on file in Commission Minutes
Chairman

ATTEST: BARBARA T. SCOTT,
CLERK OF THE CIRCUIT COURT
AND EX-OFFICIO TO THE
BOARD OF COUNTY COMMISSIONERS

By: Signature on file in Commission Minutes
Deputy Clerk

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