



## **SHERWOOD BUDGET COMMITTEE MEETING May 14, 2014 MINUTES**

### **SHERWOOD BUDGET COMMITTEE**

**1. CALL TO ORDER:** Chair Tim Carkin called to order the May 14, 2014 Sherwood Budget Committee Meeting at 6:05 PM.

**2. COMMITTEE MEMBERS AND COUNCIL PRESENT:** Chair Tim Carkin, Vice Chair Lynette Waller, Andy McConnell, Steve Munsterman, Kim Rocha-Pearson, Neil Shannon, Brian Stecher, Mayor Middleton, Council President Linda Henderson, Councilor Krisanna Clark, Councilor Robyn Folsom, Councilor Matt Langer, Councilor Bill Butterfield, and Councilor Dave Grant

**CITY STAFF PRESENT:** City Manager Joe Gall, Finance Director Julie Blums, Assistant City Manager Tom Pessemier, Community Development Director Julia Hajduk, Community Services Director Kristen Switzer, Police Chief Jeff Groth, Public Works Director Craig Sheldon, IT Director Brad Crawford

**3. APPROVAL OF MARCH 31, 2014 MINUTES:** Neil Shannon moved to approve, Bill Butterfield seconded and all approved.

### **4. NEW BUSINESS**

#### **A. RECEIVE BUDGET MESSAGE –**

City Manager, Joseph Gall read Budget Message (Refer to page 4 of the Approved Budget)

#### **B. GENERAL FUND PRESENTATION**

##### **1. General Fund Budget Overview (Exhibit A) – Julie Blums and Joe Gall –**

Julie Blums announced that we have a balanced budget this year and gave an overview of what having a balanced budget means.

##### **a. Review One Time Expenditures –**

Julie Blums reviewed one time expenditures:

- Finance system
- Strategic plan for the city
- City wide compensation study through HR
- AV and video equipment (some of these are funded from PEG fees)
- MDTs in police cars
- Police operation study
- Associate Planner in The Planning Department (this is a one time because we have revenue to offset it; two grants from Metro)
- Onetime items needed to open the doors at The Community Center
- Laptops for public works field crew,
- Part of the vehicle maintenance plan.

Mayor Middleton asked if Tonquin and Sherwood West are both covered by grants. Julie Blums confirms that they are.

**b. Review Requests not Included in the Proposed Budget:**

Julie Blums reviewed requests not included in the proposed budget:

- Software systems
- Additional staffing in the PD
- Items for The Community Center that are not needed to open the doors
- Additional cash to put away in reserves

Counselor Butterfield asks if permit tracking software is going to reduce the man power labor so we can justify that by using less people to do the work? Julie states that it will allow us to track items better and be more accurate and efficient about our jobs, but doesn't want to commit that it will reduce man power. Counselor Butterfield asks if it is a onetime fee or is there an annual maintenance fee? Julie states that there would be an annual maintenance fee.

Kim Rocha-Pearson asks when is the police operations review scheduled to be completed. Joe Gall assumes that we would have the results in the first quarter of next year fiscal year and hopefully have an idea about our needs before we start budget for next year. He thinks there is going to be some long term sustainability questions about funding additional resources.

Chair Carkin asks if Joe foresees any staffing changes at this point until next fiscal year. Joe states that he does not.

Lynette Waller states there is a list of one time software fees, and wants to know if we can assume that there will be ongoing annual maintenance costs. Julie clarifies that we are already paying maintenance because we are looking to upgrade what we have, so we are already paying that maintenance and it is already included in the budget.

**c. Review the Impact of the Proposed Budget on Future Years –**

Julie reviewed that she has projected the following increases

	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>
Revenue:	1%	1%	2%
Personal Services:	3%	3%	3%
Materials and Services:	0%	3%	3%

This results in a slow decline of ending fund balance but we are still maintaining and staying above that 20%.

Councilor Henderson asks if the chart takes into account that as the URA starts to sunset the money comes back. Is that in your 1% revenue? Julie states that it is.

**2. Reports from the Directors**

**a. Community Services Director, Kristen Switzer –**

Kristen has a correction from the opening message; there will be an increase of 1.5 people and not 2 people for community center.

The Library: There are no significant increases in the budget for library this year. One item that will be of interest in the upcoming year is that the current levy expires in June of 2016, which will mean the new levy will go before the voters in November of 2015.

The Field House: There are no significant changes or increases purposed for The Field House this year.

Staffing: One change you will see in the budget this year is that the Volunteer Coordinator is going to be turning into a full time position, currently it is a half time position and the other half is spent on event coordination. These two positions really need to be separated. During the busy spring and summer months the volunteer program suffers because they can't really give it the attention that it deserves. Turning the Volunteer Coordinator into a full time position will not only benefit the library, but also Public Works, Police, Administration and the new Cultural Arts Community Center.

Cultural Arts Community Center: The goal is that the income from the retail space will help offset the operational costs if the Community Center. We have budgeted for 6 months of operations in the 14-15 budget. This year we will hire one full time center manager to advertise, promote and program the facility, develop policies and procedures for the facility, develop a website, implement registration and ticketing software, coordinate a grand opening event, partner with local artists and organizations to offer a variety of classes programs and shows, and write and prepare grants to help support programs and operations.

Mayor Middleton asks when Kristen anticipates hiring for the new position. Kristen would like to start advertising for the position later this summer and bringing them on in September or October so they have a few months to help us before the doors open.

Councilor Butterfield asks Kristen how many people in her department. Kristin states 14.8. Councilor Butterfield asks how many of them are full time. Kristen states 4; outside of the library.

Steve Munsterman asks what the percentage of city money and county money that funds the Library. Kristen answers that this last year the levy funded the Library 100%. If the levy doesn't pass it would greatly impact budget and staffing. Julie clarifies the net for this upcoming fiscal year is \$45,000 of city funding on a total budget of \$950,000.

Councilor Henderson asks if over at the community center, Kristen envisions putting 1.5 persons. Kristen answers yes, she envisions hiring a full time manager, which will be out in the field a lot, and one part time as an admin.

**b. Community Development Director, Julia Hajduk –**

Community Development Division: The proposed budget provides the staff and resources needed to provide the necessary service requirements to accommodate the level of development that we expect to experience. This is primarily accomplished by including additional staff, which is essentially replacing some of the positions that have been laid off or unfilled over the past several years due to the economic down turn. One of the positions that the budget includes is the addition of an Associate Planner, which was eliminated in last year's budget. This position is fully funded with the combination of two grants that were awarded by Metro. The position is identified as a limited duration position and will be advertised as such, but management will continue to evaluate whether there is work load and revenue to maintain the position long term. The specific projects to be completed with those grant funds include, Sherwood West Concept Plan and the Tonquin Employment

Area Industrial Cite Readiness Planning Grant, but they also anticipate utilizing this staff person for other planning tasks to help provide quality and timely services in current planning.

Building Department: The half time Building Permit Technician is funded from the anticipated building revenues. The existing fiscal year saw a 92% increase in revenues compared to the prior year. This position will allow the department to address the increasing residential construction activity, tenant improvements and the backlog of activities that were not accomplished this year. With this position, the building department will now have 3 FTE.

Engineering Department: the Engineering Technician is anticipated to be funded 65% by the general fund and 35% from enterprise funded activities. For many years, due to the economic downturn the Engineering department allocated very few resources to private development activities and with the upswing in development activity, resources this year were reallocated to support private development. Work load in the Engineering Department is heavy and many important projects and tasks have not gotten the attention they needed. This position will allow the department to accomplish those tasks and continue to support the development activity that is projected.

Major Projects:

- Updating transportation system development charge methodology after the transportation system plan is adopted, which is expected in July
- Storm, sanitary sewer and park master plans
- Construction of the community center
- Major capital improvement projects

Housing Needs Analysis: The Housing Needs Analysis is not a Metro requirement, but our plan hasn't been updated in many years. It is really our road map for planning and trying to identify where we are going as a community and it projects our housing needs till the year 2005. We desperately need to update our housing needs analysis to get a better picture of where we are as a community, where we need to be, what our housing needs are as far as balance, as well as the commercial/industrial land.

Lynette Waller asks if the department is addressing backlog with the new positions. Julia answers that it's both the backlog and the anticipated continued growth in development. Lynette asks if something was to change and the backlog went away, then would these be potential layoffs? Julia states that it is a potential and it is something that we will watch.

Counselor Henderson states that we have had some unsuccessful annexations and asks Julia if she sees other land coming in that we are not aware of, that she is projecting could come in? Julia says, not that we are including in this budget for projections; she wouldn't expect anything over the next few years. The department will be working on The Sherwood West Concept Plan, but she wouldn't expect that within the next couple years or so. Counselor Henderson asks if there is a projected date that the housing study, that Julia has budgeted for, will go out to. Julia states that generally those are 20 year projections. It will give us a better picture as to what kind of balance we need.

There was a discussion as to what goes into making the Housing Study.

**c. Police Chief, Jeff Groth-**

The Police Services Division: The Budget before you includes plans and/or funding to maintain current service and staffing. It also includes plans to forge ahead and complete the YSAT work that we have invested so much time in, with a potential need for funding of \$21,000 that is not in this budget; potential because we are still working through the IGA and looking for funding sources to support that work. We are going to replace two high mileage police vehicles that have been included in the city's vehicles replacement plan set up by Public Works. In the Mayor's suggestion to a police study, we have established a plan that includes the forming of a Police Advisory Board to provide opportunity for public input, and moving forward with the Police Staffing Study with funding included in this budget. Decisions on additional staffing for the Police Department are on hold until this plan has been put in place and can be completed. Once completed and we have identified what the short and long term needs for police staffing are, we will work on a plan to meet those needs. Finally, we will be reviewing our emergency management organization and are considering joining the newly formed/reorganized Washington County Emergency Management Co-op, which would allow us to leverage economy of scale by joining a large group.

Kimberly Rocha-Pearson asks if we have enough officers to cover the needs that we have right now. Chief Groth states yes, we have the ability to provide the service on the street. Where the challenge is, is in scheduling; having enough people to fill the schedule to have 2 people on at all times. Kimberly voices concern that it sounds like the staffing could be 6, 8 months down the road before we have the results and implementation of whatever that feedback is on however much you need. Chief Groth states that the issue is sustainability of new positions and knowing what people expect from the force. Kimberly states the department's revenue is increasing by 14.6%, but expenditures are only increasing by 3.7%, so it seems to me that there might be a little bit of wiggle room within there. Julie Blums clarifies that the majority of that revenue is not an ongoing revenue, it is grant funds. Really, unfortunately the police department doesn't have a lot of ongoing, annual revenue. Chief Groth clarifies that they generate revenue when they issue citations and there is fines, but that revenue goes into the general fund and not the PD revenue.

Andy McConnell asks if Chief Groth has planned ahead for an increase in retail and commercial space. Chief Groth states that he has voiced that they will need more people to cover needs and it is clearly something that they are thinking about.

**d. Public Works Director, Craig Sheldon –**

Public Works Division: This budget includes overseeing and implementing the Park Asset Plan, Facility Asset Plan, Vehicle Equipment Replacement Plan, Water Master Plan, Water Conservation and Management Plan, Integrated Pest Management Plan, and a variety of other plans and programs, support and oversight of The City GIS Program, and continued participation in the city wide and county level emergency management training.

Fleet Maintenance Department: This budget includes preventive maintenance of all city vehicles and equipment based on miles and hours, spec and purchase of new vehicles and equipment as approved in the budget, repair equipment and vehicle breakdowns, and surplus equipment that is outdated and/or it has met its life expectancy.

Facility Department: This budget includes a variety of things, but to note:

- Seal coating of the PD parking lot
- Sealing existing bricks at the PD
- Monthly sweeping of each parking lot within the city

The Parks Department: This budget includes repairs to the Stella Olson park dance floor, seal coating of several trails and parking lots, improvements at Murdock Park, installation of playground risk signs for all playgrounds, replacement of playground equipment at Stella Olson Park, vehicle equipment replacement (2002 zero turn mower, 2000 gator, walk-behind mower) and a Maintenance One Worker position which we would be paying for through a landscape contract or city staff.

Neil Shannon thought that emergency management fell under PD, but sees that Craig has it listed in Public Works. What is that? Craig explains that there are a variety of things in emergency management; there is the water system, sanitary system and there is the PD side. Public Works does what they can do and the PD does what they can do. There is a whole process in the response to emergency management and then there is the recovery side of emergency management. What if an earthquake happens? How do we want our downtown to look like? That all goes into a recovery plan. So there is a lot more than just emergency management in one department. At the county level Public Works practices debris management, there is training that goes on, there are a lot of things that goes on with emergency management. There are also grant funds out there for equipment that we try to obtain that involves Public Works. Neil Shannon states that as he understands it the PD does currently maintain the manual for emergency management though and Public Works is a team player in that plan? Craig states yes, it is a city wide plan and we all had input when that plan went into place several years ago. Joe Gall adds that Craig just got back from training in Maryland for emergency management. Emergency management is a team effort and someone has to be the lead and right now the PD is the lead, but Craig and his crew needs to do some additional training and provide more resources because when you think about the security of the water system and other kind of things, that his jurisdiction.

Counselor Butterfield asks how often Public Works inspects our assets. Craig answers that it depends on the asset; they inspect our playgrounds mostly weekly, but depends on the time of year. Counselor Butterfield additionally asks, if something goes wrong or is broken, how long does it take you to respond to those? Craig states that a lot of the time it depends on how fast they can get the parts; they don't stock stuff as much as they use to in certain warehouses.

Mayor Middleton asks if our backlog and park needs are going to get taken care of this year. Craig confirms that everything is funded on the park side, but there is one thing that got moved out because they felt it wasn't needed this year on the facility side.

Counselor Henderson asks about emergency management. What talks have we had with the school district; do we have a point of contact? Craig states that they do have a good working relationship with the schools; they have come to table talks. The Chief would have to tell about the program itself. Chief Groth explains that they have had a partnership with the school district since early on and have a great relationship. The PD are mostly at the operational level to help the school district plan for and getting things in place. The PD have included them in several of the exercises and they have participated. As far as the YMCA- the PD has not yet had them at their exercises; the YMCA is different because it is the city building.

Counselor Folsom states that the schools lawn mowing looks wonderful and we do have an agreement that they do pay us for that service to some degree, but they don't have to maintain the equipment? Craig responds yes, we have a revenue source from them for the front of the school buildings for

\$120,000 worth of work, there was a 3 year agreement of \$60,000 for their equipment and we have been through 2 years of doing \$20,000 worth of labor for them and we have one more after this year. Counselor Folsom asks how Craig feels it is working for us. Craig states that it is going great; only one set of equipment, they have been happy, they only had one person doing the job so it's a great relief and they get to take advantage of the big equipment.

Councilor Clark states that Craig talked about the inspection schedule for the parks, but asks if Craig has an inspection schedule for the YMCA? Craig states that they did inspect the building several years ago because there was some issues with maintenance going on there and he does know that the YMCA use to have a property committee that we were involved with, but he doesn't know if that is still up. Really in the IGA the YMCA is responsible for the maintenance inside the building except the structural part and when we did the ceiling and everything a couple years ago we had a structural engineer come through the building before we contracted it out. As far as weekly inspections like we do on our own facilities, no we don't, but when we do work we do have inspections done.

Andy McConnell asks if there is a breakdown for the list of projects included in the \$195,000. Julie Blums states that Craig just went through a lot of what is included in there; the biggest bulk of it is the playground structure at Stella Olson Park but there is not a list. On page 19 of the budget, there is a list of all the capital outlay for all funds in all departments.

**d. Administration – Joe Gall, Julie Blums, and Brad Crawford, IT Director -**

**Joe Gall:**

The City Council/City Recorder Department: Lead by City Recorder Sylvia Murphy, the department has no major initiatives or projects beyond their normal operations in the upcoming year.

The City Manager and Assistant City Manager Departments: Some of the highlighted projects for this upcoming year include outside consulting assistance for the development of our first ever organization wide strategic plan, outside consulting assistance to complete an organization wide compensation and salary study (the first since 2010), partnership with the City of West Linn in a shared graduate internship with primary focus on economic development activities. Reduce the frequency of the Sherwood Archer from 12 issues per year to 6 issues per year with an increase usage of communications via internet and social media.

**Julie Blums:**

The Finance Department: Our major initiatives this year is to upgrade our finance system, to produce our annual CAFR and get through our audit process, produce our budget, staff training so that we can get a contracting/grant tracking system put together to better manage all of our contracts in a central location throughout the city, and undertake the process to do a full review of all of our fixed assets and get that plan in our financial system to be in line with Craig's plans.

Counselor Henderson asks if the new finance software will affect all departments including court. Julie states that it will not affect court. It will affect all departments, in the since that everyone uses the timesheet component for payroll and purchasing, but the biggest impact will be in our department. Counselor Henderson asks if Julie thinks the change in the software will change the look of the budget in the future. Julie states that it will improve all documents including the look of the budget and make things more timely and efficient.

**Brad Crawford:**

The Information Technology Department: For fiscal year 14-15 the IT projects that have budget implications include replacing the AV equipment in this room, and upgrading the remaining cable access equipment that we didn't upgrade this year. This project will be primarily funded with restricted PEG revenue and ultimately result in a more professional video for our cable access channel and website. Next year we will also continue to support the Sherwood High School's new video production class, which is expected to produce some new and exciting content for the cable access channels. Another significant project that we will undertake next year is the first phase of a formal security audit, this first phase will look at gaps in our current security posture and make recommendations for changes. Depending on the findings and the significance of those findings will implement most of those next year as well. IT department also has some significant work planned in getting the community center operating, including the installation of the network, phones, cameras and monitors related to that building. Old Public Works and Police Department laptop computers are scheduled to be replaced next year and expected to be replaced with a similar, if not, cheaper unit than what we have had in the past. Lastly, IT is continuing its consolidation efforts by consolidating roughly 40 servers down to 4. This has been a long term project, but it is significant for us. This has resulted in an increased need for more storage space, which is included in this budget.

Counselor Butterfield asks if the budget includes replacement of the projector in board room. Brad confirms it does.

Counselor Henderson asks how many people are in the IT department. Brad states, 3.5.

**3. Committee Discussion and Questions – Chair Carkin –**

1. Counselor Butterfield would like a better definition of what is in each of the categories and what the major funds are in the general funds.
2. Julie suggests they meet so she can explain more in-depth.
  1. Mayor Middleton would like to see items in each department that could be cut; 1% in each (fluff items).
  2. Julie asks if that is a general consensus of the group.
  3. Counselor Grant asks what the difference is between that and what is on page 10.
  4. Julie explains that, that would not cover 1% and they are items that they have already cut. If we take personal services out, 1% would be about \$32,000.
1. Tim Carkin proposes putting cash reserves back into the budget since we now have money and the economy is not suffering.
2. Steve Munsterman asks if that is doing the same thing if you take it out of ending fund balance and put it in reserve, it's still in the pot. It will change the ending fund balance percentage, but we still have the money set aside for the future. He is comfortable in continuing in the way that this committee had hoped or planned or thought about doing for the last seven years, to finally get to where we are.
3. Counselor Butterfield reminds everyone that we made a commitment to have 20% in the ending balance fund, so why not put the rest in reserve for future funds?
4. Julie explains that it would exceed our need, but we can look at changing that amount.
5. Mayor Middleton agrees.
6. Discussion regarding how to prepare for the future and where to put the extra 8% that we have in our ending fund balance; cutting 1% vs. reserve for future years vs. unappropriated funds vs. contingency.
7. Julie thinks she understands where everyone is coming from and suggests the committee let her and Joe work on it and come back to you with something on Saturday.
8. Lynette Waller reminds everyone that we all need to keep in mind that as we look at these percentages, the dollars and totals are increasing because we are talking about percentage of an

increasing budget. It's not like its static and it's gone down from 26% to 24%, because 24% of the budget may be even greater than 26% was the year before.

9. Counselor Henderson wants to know when staff comes back with a plan, what is the committee's expectation; just for Public Works?
  10. Tim Carkin answers, that \$145,000 in cash difference. He would assume that be set aside based on the plan, some of it is Public Works, some of it is PD, some of it is other things. So, yes he would assume it gets reserved at those levels.
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1. Kim Rocha-Pearson asks about a couple items on page 29; professional and technical is increasing every year 2013-14 increased 10%, 2014-2015 increased 17.9%. She can appreciate the value of consulting and other professional services can provide, but is there any portion that just continues that never goes away and is there an opportunity for some of it to go away?
  2. Julie states that it is a mix of both
  3. Kim Rocha-Pearson would like to see detail in order to tell if there is more consistent fees or more onetime fees.
  4. Julie says that she can bring an answer back on Saturday.
  5. Kim Rocha-Pearson would also like to know what is included in the "other purchases"; its increasing by \$126,000.
  6. Julie will bring an answer back on Saturday.
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1. Matt Langer would like to add to Kim's question; why in 2013-14 budget, are we \$5,000 over?
  2. Julie states that it is legal expenses and we will have a supplemental in June because at this point we have about \$100,000 in extra legal expenses from what we budgeted. That is a big chunk of that dollar amount right there.
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1. Councilor Henderson would like to add to Julie's list. You have about \$470,000 in administrative professional, she would like to know what is in that number on Saturday.

#### **C. LONG TERM DEBT REVIEW (Exhibit B) –**

Julie states that we have two General Obligation Bonds that are still outstanding:

1. The Y Facility; that will be paid off in 2017
2. The PD Building; that will be paid off in 2021

Both of those are paid for out of property taxes. Once these are paid people's property taxes will go down. We have the YMCA expansion loan that will be paid off in 2017 as well and we have three water loans with payoffs that are further out, and then we have our URA loans. Even though these years of payoff range from 2024 to 2027, at this point we are projected to close the district down in 2021, so we will be paying these off faster than what their expiration date is.

Councilor Henderson would like to know about the GO bonds and the long term loans. Julie has an interest rate rang, is that the average interest rate over the life of the loans? Julie explains that some of these loans are set up so for some periods of time it is one rate and then the next five years it's a different rate; none of the loans are variable, but the rate may be different at different points in time.

#### **D. PUBLIC HEARING ON STATE SHARED REVENUE –**

Chair Tim Carkin opened public testimony at 8:45 PM

Hearing no requests to comment Chair Tim Carkin closed public testimony at 8:45 PM and asked for any discussion within the committee as to the use of state funds.

Councilor Henderson asks what the total amount is. Julie states that the total is \$3.1 million under governmental for all funds.

Councilor Henderson would like to know what portion of the general fund under governmental is shared revenue. Julie states about \$400 thousand.

## E. PUBLIC COMMENT –

Chair Tim Carkin opened public testimony at 8:48 PM

**Jean Simpson (Sherwood Oregon)** would like to address the Community Development Department and the funds that are being allocated to the new position. She knows that it is grant funded, but it is a labor intensive process and there are items that are in our comprehensive plan and in our code that need to be updated. Planning commission can't direct itself and when things come forward they look towards the comprehensive plan. Doing the TSP update and looking towards the Brookman road plan, the council and the budget committee need to assign money to updating the comprehensive plan. That way, when decisions are made for long term goals/projects, plans are there.

Jean feels that everything starts with a community vision and that is a project that we need to look at as a community to update the comprehensive plan and see what the new 13,000 people that are living here want the community to look like. If you come to a planning commission hearing there are 3 people in the audience and 7 commissioners that are looking for more people to reach out.

The Archer is going from 12 editions to 6 editions. How is it going to be replaced at the community outreach? We hear all of the time, why don't you have a website? Why don't you post something on Facebook? Where is your electronic communication to get more people involved and get opinions heard in a way that everybody can hear it? Jean is looking towards this committee to allocate resources for community development, community outreach and a community vision so that the planning is on track with what the citizens want so that the decisions made at both the council level and the commission level aren't made in a vacuum.

As far as reserves go, as the TSP goes through the process, there are a lot of projects that are not funded on our roads.

This is just her opinion.

**Eugene Stewart (Sherwood Oregon property owner).** Something that is dear to Eugene's heart is the Senior Center and he is glad to hear that the city is making maintenance plans for what needs to be done, but he has seen some items at the Senior Center that he's a little leery whether they are in the budget or not. These items include a roof leak, vent pipe, possible mold in the wall, gutter leak and the heating/AC is getting too old.

He would also like to reiterate Jean's comment about getting community involvement and making sure there is more communication with the community. Eugene is worried about the lack of time that is given for testimony to citizens at meetings (4 minutes) and feels that often the city does not respond to the testimony that citizens do give. How much is the city spending on citizen involvement that is required by the state? Where is it in the budget? We need more definition in the budget and what makes up the line items.

Chair Tim Carkin closed public testimony at 8:58 PM

## F. RECESS UNTIL Saturday, May 17, 2014 9:00 am – 12:00 pm, City Hall Community Room

Chair Tim Carkin calls the meeting to recess at 9:00 PM

Submitted by: Julie Blums, Finance Director      Minutes approved on: 4/23/15