## Salt Lake County Council

Committee of the Whole

& Budget Workshop

~Minutes~

Tuesday, October 27, 2015

11:04:53 AM

Committee Members

Present: Jennifer Wilson

 Jim Bradley

 Arlyn Bradshaw

 Michael Jensen

 Aimee Winder Newton

 Sam Granato

 Steven DeBry

 Max Burdick

 Richard Snelgrove, Chair

COMMITTEE OF THE WHOLE

Items From Council Members (11:05:01 AM)

 **Council Member Snelgrove** stated he would adjust the agenda to allow for a comment period under “Citizen Public Input.”

 **Ms. Fraser Nelson**, Director of Data and Innovation, Mayor’s Office, introduced Bill Crim, President & Chief Executive Officer of United Way of Salt Lake. He would like to update the Council on the success of United Way’s pay for success project in early childhood education, which the County was a partner.

 **Mr. Bill Crim**, President & Chief Executive Officer, United Way of Salt Lake, stated two years ago Salt Lake County joined United Way to become the first government entity to adopt an innovative approach to saving taxpayer money and solving social problems. The pay for success transaction around high quality pre-school that Salt Lake County led was only the second social impact pay for success transaction in the country. Two years later, the results have demonstrated that this works. The pay for success pre-school program in Granite School District showed that more than 95 percent of the children who were predicted to be eligible for special education avoided those costs during kindergarten. It is expected that the vast majority will continue to avoid those costs. United Way was greatly appreciative of the County’s leadership on this issue.

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BUDGET WORKSHOP

11:09:11 AM

Multi-Year Fund Balance Projections Using Mayor’s Recommended Budget - General Fund

 **Mr. David Delquadro**, Chief Financial Manager, Council Office, stated the Mayor’s proposed budget includes not only a projection based on his proposed budget for 2016, but also projections under certain assumptions moving forward. Looking at those projections, the ending surplus in 2017, without regard for under expend, is a little less than $740,000. Fundamentally, there is a very narrow ledge to operate on in 2017.

 He noted the following new requests that were not included in the Mayor’s proposed budget:

* An additional $750,000 for the Legal Defenders Association (LDA) to keep pace with additional case load

 **Mr. Delquadro** stated this request from the LDA alone would eat into the 10 percent set aside for the General Fund.

* $460,000 for the Unified Police Department (UPD) contract that must be added somehow into the budget

 **Mr. Delquadro** stated whenever the economy is hot, like it is right now, unemployment drops. This allows people to start looking at other job offers. People start leaving in droves, and the jail is left with a situation where new people have to be trained by current employees, and everybody is in a mandatory overtime situation.

 **Council Member Jensen** stated if the Sheriff’s plan is to raise salaries by 2.75 percent, but the budget only allots funds for a 2.5 percent raise, then the Sheriff has to make up the .25 percent difference.

* $935,000 for Information Services (I.S.) to relocate the data center
* One additional FTE to support the new Tax Administration system

 **Mr. Delquadro** stated the new Chief Information Officer will argue that clients are dependent upon I.S. services, particularly the Tax Admin system. The County has invested millions of dollars trying to get off the mainframe and there is no backup for the one individual who keeps the current system running. Once the new system is in place (perhaps 2017), there will be a number of people added to the program. If the County does not have the bandwidth to accommodate that ramp up, it will be in serious trouble. The need for additional PeopleSoft support is right behind the Tax Administration system.

* GIS Analyst FTE
* $151,000 in additional licenses for the Recorder, Assessor, and Auditor

 **Mr. Delquadro** stated he attends the GIS committee meetings, and has heard all the arguments it has made for this funding, but it was not included in the Mayor’s proposed budget.

 **Council Member Jensen** asked if the Council could approve either the GIS Analyst or the licensing requests separate from each other.

 **Mr. Delquadro** stated yes.

* Software for the Council agenda

 **Mr. Delquadro** stated this was a rebudget item that was apparently inadvertently left off the 2016 budget. It may have been denied because it would be used in part to help migrate off the mainframe. However, since the mainframe will be going for another year, it may not have been viewed as time critical. The Council took this project over from the Clerk’s Office and a lot of time has gone into it already. It would be a one-time expense with some eventual maintenance costs.

There is a placeholder for the pay inequities in the Stat & General. However, it will not be all General Fund money where the pay inequities occur. About 70 percent of the funding for the compensation is either General Fund or General Fund fungible, such as the tax program or the planetarium. The Mayor has proposed $1 million in funding to start in July 2016. In 2017, that will be $2 million, which is not in the long range projections.

Of the $6.6 million for criminal justice innovation projects, $5.5 million is devoted to pay for success. Approximately $800,000 will be used to piggyback Youth Services and Criminal Justice Services onto the PIMS replacement with the District Attorney, $200,000 to buy a bus to bring criminals from the jail to the courts, and $100,000 for a data collection evaluation of the pay for success process.

 **Council Member Wilson** stated she would like to have a separate meeting to discuss the criminal justice services initiatives.

 **Council Member Newton** stated she wanted to take the criminal justice services piece and put it aside and not get into the details about pay for success right now.

 **Council Member Jensen** stated the Council needs to get into the criminal justice services piece because that discussion will drive some decisions with the general budget.

 **Council Member Wilson** stated the Mayor’s proposal to use $9.4 million for criminal justice reform would be a consensus process, and pay for success would be part of it. It was her understanding that pay for success would be a fund, and proposals would be brought forth later. The Council also needs to be educated on the CJAC proposals and other community based criminal justice proposals.

 **Council Member Newton** stated she would like to set aside the $9.4 million that taxpayers were told was for criminal justice, and in the coming months do something similar to what has been done with the homeless collective impact. She would prefer that as opposed to getting into the pay for success debate during budget time.

 **Council Member Burdick** stated if the Council is going to hang onto those funds, it first ought to look at the jail for deferred maintenance, or other programs or needs that the Sheriff has.

 **Council Member Bradley** stated the Council should look at the $9.4 million as money set aside for criminal and social justice reform. The Council has taken on this issue for a number of years and invested a great deal of time and monies to that end. All indicators show that the way the County is doing business now is not working and over time it will cost the taxpayers a great deal of money to maintain a system that is dysfunctional. To deal with that means tough decisions need to be made. The jail bond money should be dedicated to a special fund exclusively for the purpose of social and criminal justice reform. Pay for success is not the primary issue. It is secondary to the issue of reform, but it is an excellent financial device to get money into programs that are needed. He is concerned that if the $9.4 million is spent on existing programs, it will continue to save the Council from the ultimate decision that more revenue is needed.

 **Council Member Newton** stated the Council may find that opening another pod at the Oxbow facility may be needed. That is why she wanted to take the pot of money and put it aside to figure things out. The money may be needed for incarceration or pay for success or other types of reform.

 **Council Member Jensen** stated the Council has to get its arms around this issue. If the $9.4 million is going into a lock box, that means the budget the Mayor proposed has to be adjusted. The definition of reform has to be decided, and some obstacles in the system need to be cleared up. Those discussions need to happen now because they will directly impact the existing budget.

 **Ms. Fraser Nelson**, Director of Data and Innovation, Mayor’s Office, **Lori Bays**, Deputy Mayor, **David Litvack**, Criminal Justice Advisory Council Coordinator, and  **Darrin Casper**, Chief Financial Officer, delivered a PowerPoint presentation regarding criminal and social justice reinvestment and reform. They reviewed a long standing commitment to data-based decision making, population and crime rates, increased caseloads, jail overcrowding, and reinvestments in the criminal justice system with such things as a criminal and social justice campus. These proposals are a shift in the usual way of addressing criminal and social justice. This is an opportunity to make decisions about the future of public safety in Salt Lake County.

 **Council Member Burdick** asked where the operation costs would come from.

 **Mayor Ben McAdams** stated if there is a Medicaid expansion, that would fund a lot of the proposals. There has been a lot of conversation about how reforms in homelessness, recidivism, and maternal/child health and development are aligned with criminal justice. The responsibility lies with his administration to draw the link between these programs and criminal justice deterrence. He will get into the details at a later date. He is not asking for the Council’s endorsement today. This presentation was to help the Council understand what direction his administration is taking in terms of criminal justice reform.

 **Council Member Burdick** stated if a dent is made in homelessness and maternal/child health and development, it will fix the recidivism problem.

 **Mayor McAdams** stated his office did not want to launch a program and pay first and then ask questions later. They will first dig into the scientific data and costs.

 **Council Member Bradley** stated he was glad to hear this message from the administration. The overall goals are shared among everyone.

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[The Committee of the Whole meeting was recessed at 12:19:49 PM and re-adjourned 1:56:20 PM.]

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New Employee Compensation Proposal (1:57:11 PM)

 **Mayor Ben McAdams** stated he wished to revise his submitted budget as it pertains to employee compensation. The proposed changes are:

 *• Instead of eliminating the County’s voluntary contribution into 401(k) accounts for Tier 1 employees this year, he is proposing to phase it out over the next two years. Tier 1 employees will receive a 1.5 percent voluntary contribution in 2016 and 0 percent in 2017. This will affect merit, appointed, and exempt employees.*

The Hay Group study indicated that the County is below the market average relating to salary, but retirement benefits are very high. The Mayor’s Office policy going forward is to focus on total compensation and true up its retirement by eliminating the 401(k) contribution. This phase approach will give employees the time to adjust. Employees will be able to increase their contributions to 401(k) plans and still come out ahead. The $1.8 million needed to fund this proposal is a one-time expense and will come out of the fund balance.

 *• Amend the salary increase to 3 percent for all employees, including redlined employees. This will allow employees who want to replace the reduced 401(k) contribution to do so (pre-tax) while still receiving a salary increase.*

This 3 percent increase would apply to all employees including redlined employees. Redlined employees are not able to receive yearly wage increases and would be adversely affected by the elimination of the 401(k) contribution. Approximately $800,000 of the $1.2 million impact will come from cuts within the Sheriff’s Office, District Attorney’s Office and the Mayor’s portfolio. The remaining $400,000 will come from a small structural surplus.

 *• Use funds budgeted to address salary inequities, including pay compression for Tier 1 employees only.*

Included in the budget is a request of $1 million to begin addressing inequities and compression. This amount would focus on Tier 1 employees. This is a matter of prioritizing those employees who will be affected by this year’s recommendation.

 *• All other benefit proposals to remain as originally proposed.*

This revised compensation package puts the County on the recommended policy direction, but does it in a way that is less disruptive to the employees and amounts to a salary increase.

 **Council Member Newton** asked if the Mayor had considered doing the 1.5 percent as a match. If an employee put in 1.5 percent, then the County would match it.

 **Mayor McAdams** stated that is something that could be considered.

 **Council Member DeBry** asked if the Sheriff and District Attorney were consulted about this proposal.

 **Mayor McAdams** stated yes, both elected officials stated it would not be easy to find the needed cuts, but felt it was important for County employees.

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COMMITTEE OF THE WHOLE

Citizen Public Input (2:09:23 PM)

 **Mr. Steve Summers** spoke under “Citizen Public Input” asking the Council to think twice about giving any money to the Utah Association of Counties (UAC). UAC gave Phil Lyman the Commissioner of the Year Award, that was totally uncalled for. The Council should really consider if the County is getting any real value from its membership to this organization.

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 **Mr. Steve Barnes**, Salt Lake County employee, spoke under “Citizen Public Input” he stated was speaking on behalf of himself and other Tier 2 employees. There is a common misunderstanding that all Tier 1 employees are ones who have worked for the County for a long time. Quite a few Tier 1 employees were hired from another municipality.

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 **Ms. McKenzie Scott**, Salt Lake County employee, spoke under “Citizen Public Input” stating she is concerned about the decrease in tuition reimbursement. She will not be able to afford the degree that it takes to get a higher paying job. She also asked why the 3,000 County employees should foot the bill for over one million Salt Lake County residents for the proposed criminal justice reforms. Employees are wondering what they will lose next. This is not the future she chooses.

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 **Ms. Stephanie Herrig**, Salt Lake County employee, spoke under “Citizen Public Input” stating she is concerned that only County employees will be the ones to foot the bill for the criminal justice reforms and asked if the general public was aware of this. The population of the County does not realize what County employees do for the money they are paid.

 **Mayor McAdams** stated the cost for the proposed County’s total compensation package is significantly higher than it was last year. He wanted to make it clear that County

employees are not being asked to fund the criminal justice reforms. The criminal justice reforms will be funded through the extension of the jail bond to the tune of $9.4 million.

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Utah Association of Counties Presentation on Budget and Structure (2:16:36 PM)

 **Mr. Lincoln Shurtz**, Governmental Affairs Director, Utah Association of Counties (UAC), delivered a PowerPoint presentation regarding UAC’s budget and structure. He outlined the various dues and the calculation criteria for those dues. Salt Lake County dues are $320,000 a year, which makes up 10 percent of the total $3.2 million budget. The PowerPoint showed how UAC has helped the counties in working through the various bills at the State Legislature, how UAC provides support for behavioral health issues, helps with policy and research issues, education and training, national representation on the National Association of Counties, provides legal services to counties, and helps with public land issues. He then addressed concerns the County Council has relating to the activities of UAC.

 **Council Member Bradley** stated UAC provides a great deal of service to Salt Lake County. However, one concern he had was when Salt Lake County is on the minority side of a vote, it needed to be better publicized, letting citizens know what the minority position is. There are going to be differences; however, the public needs to understand that Salt Lake County does not agree with some of the decisions that UAC makes.

 **Council Member Wilson** stated she would like the membership dues to be placed on hold until some reforms can be worked out between the County and UAC. There are issues in rural counties that only their representatives are concerned with and the same with urban counties. There are also several issues that both groups would participate in equally. It would save a lot of time for everybody to be able to only attend those meetings that directly affect their counties.

 **Council Member Jensen** stated UAC has done a great deal of good for the County and has taken the brunt of criticism for various issues. The Council has not taken the time to attend UAC meetings; therefore, it has no one to blame for the outcomes than itself. If there is a level of concern, then the Council needs to invest the time to make sure it does not get painted in a bad light.

 **Council Member Wilson** stated rather than make a motion to put a placeholder on the membership dues today, she would like to wait until this line item comes up during the budget workshop. At that time, the Council can hold a short conversation and make a motion. In the meantime, the Council can work through some reforms.

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Legal Defender Contract Amendment (3:14:33 PM)

 **Ms. Karen Crompton**, Director, Human Services Department, presented the Council with a proposed amendment to the Legal Defenders Association (LDA) contract, which allows the LDA to represent clients who have not been charged with offenses under a pilot project called pre-prosecution diversion (PPD). She stated those clients would have been screened and assessed to be low-risk to high-need. If the client agrees to certain conditions and meets those conditions, the charges would be dropped. This is a big change to the current contract.

 **Mr. Patrick Anderson**, Legal Defenders Association (LDA), stated this pilot program is in response to the Justice Reform Initiative that was adopted during the 2015 legislative session and will be funded through that initiative. No County funding is requested at this time and no new attorneys will be needed. Before a person is booked into the jail, a risk, drug and alcohol, and mental health assessment will be done. If the person qualifies for the PPD pilot project, they will receive notice of a day and time they will need to meet with an attorney from his office. The LDA attorney will inform the person about what the program is and give them an option to enter into the PPD project. If the person accepts, then a full assessment will be done and a treatment program will be outlined for them. If the person completes the program then all charges will be dropped. If they do not complete the program then the District Attorney’s Office will have the option to file charges. This is a collaborative effort with the Sheriff’s Office, District Attorney’s Office, LDA, and the Salt Lake County Behavioral Health Division.

The addendum has two major changes to the current contract. The first change will allow the LDA to represent people prior to a court appointment. In the past, the LDA could only represent people who were court-appointed. This is a limited appointment only for the PPD program. The second change will allow the LDA to represent clients who are not indigent.

 **Mr. Sim Gill**, District Attorney, stated the PPD will reduce the number of people being admitted into the jail and reduce recidivism. Individuals will not be admitted into jail and will not be burden with the consequences that impacts livelihoods and families. This is not only the moral and ethical thing to do, but it will allow the County to gather data in order to treat this as a public health issue.

 **Council Member Newton, seconded by Council Member Burdick, moved to accept the addendum and forward it to the 4:00 p.m. Council meeting for formal consideration. Council Member Jensen amended the motion to add legislative intent that any funding for the program will need to come back to the Council. The motion passed unanimously.**

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Community Preservation Districting Process (3:24:14 PM)

 **Ms. Kimberly Barnett**, Associate Deputy Mayor, Mayor’s Office, outlined the proposed districting process for community preservation and a preliminary timeframe.

 **Mr. Gavin Anderson**, Deputy District Attorney, stated the executive committee discussed what population numbers should be used in preparing the districting map, and decided to use the 2010 census numbers.

 **Council Member Burdick** asked which at-large Council Member would be appointed to the oversight committee.

 **Council Members Wilson** and **Snelgrove** suggested that Council Member Bradley be appointed to this committee.

 **Council Member Bradley** stated he would be glad to have his Senior Policy Advisor, Robert Sampson, represent him on this board.

 **Council Member Jensen** stated if an at-large Council Member did not want to be on the oversight committee, then that position should be removed.

 **Ms. Barnett** stated she would remove that position.

 **Council Member Burdick, seconded by Council Member DeBry, moved to approve the process and preliminary timeline with the removal of an at-large Council Member from the Oversight Committee. The motion passed unanimously.**

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Review of Proposed Hires (3:28:57 PM)

 **Mr. Brad Kendrick**, Budget & Policy Analyst, Council Office, reviewed the following proposed hires:

Agency Position

*Assessor’s Office* Personal Property Auditor 24/26/28

*Salt Lake County Health Department* Office Supervisor 21

 2 Office Specialists 15

 Environmental Health Scientist 25

*Planning & Development Services Division* Plans Examiner 22/24/26/28

*Public Works Operations Division* Cement Finisher 18/20/22

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Interim Budget Adjustments & Reclassification (3:29:13 PM)

 **Mr. Brad Kendrick**, Budget & Policy Analyst, Council Office, reviewed the following interim budget adjustment requests, which have been placed on the Council agenda for formal consideration:

*Aging & Adult Services Division*

 Requests to reclassify a .25 RSVP/Bridges Program Manager 31 position and a .25 Senior Center Manager 27 position to a .50 Case Manager 24 position. The Council also

approved an interim budget adjustment to transfer $4,003 from Employment/RSVP to Community Care Transaction ($3,310) and Active Aging ($693).

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*Engineering & Flood Control Division*

 Requests an interim budget adjustment of $51,225 to be shifted from the Miscellaneous Rights of Way Project to the New Repair Utah Lake Gate Outlet for the Jordan River project.

 **Council Member Jensen, seconded by Council Member DeBry, moved to approve the requests and forward them to the 4:00 p.m. Council meeting for formal consideration. The motion passed unanimously.**

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Review of Planning and Zoning Application (3:29:51 PM)

 **Mr. Jason Rose**, Legal Counsel, Council Office, reviewed the following planning and zoning application. A public hearing for this application will be set for November 24, 2015:

 Application #29625 – **Ron Spratling** to reclassify property located at 2368 East 3395 South from an R-1-10 to an R-1-8 zone.

 **Mr. Rose** stated this applicant is subdividing the property. If subdivided, the property would not meet the width requirements under the current zone. A rezone to R-1-8 has width requirements that will work with his plans. The community council, planning commission, and County staff all recommended approval of this application.

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***CONSENT AGENDA*** (3:30:37 PM)

Real Estate Matter

 The Council reviewed the following real estate matter. The resolution authorizing execution of the easements has been placed on the Council agenda for final approval and execution:

*Resolution and Easements*

 *Rocky Mountain Power* to be granted an underground right of way easement and a power pole and guy wire easement at the Wheadon Farm Park property in Draper.

 **Council Member Bradshaw, seconded by Council Member DeBry, moved to approve the resolution and forward it to the 4:00 p.m. Council meeting for formal approval. The motion passed unanimously.**

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Gifts to Salt Lake County

 The Council reviewed the following gift to Salt Lake County. The Declaration of Gift form has been placed on the Council agenda for final approval and execution:

*Salt Lake County Health Department*

 *Sunset Draper Stake* has offered to donate baby quilts, cloth balls, diapers, clothes, feminine products, and books to be used for the Salt Lake County Women, Infants, and Children (WIC) program.

 **Council Member Bradshaw, seconded by Council Member DeBry, moved to forward the Declaration of Gift form to the 4:00 p.m. Council meeting for formal consideration. The motion passed unanimously.**

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BUDGET WORKSHOP

Employee Compensation (3:31:02 PM)

 **Mr. David Delquadro**, Chief Financial Manager, Council Office, stated the new recommendations from the Mayor for the compensation package are: 3 percent increase in salary instead of the 2.5 percent, all employees who passed their performance review with at least a 3 will be eligible for the increase including redlined employees; the compression issue will be directed towards the Tier 1 employees as the first step; and there will be a 1.5 percent Tier 1 contribution to the 401(k) for 2016 only.

 **Mr. Michael Ongkiko**, Director, Human Resources Division, delivered a PowerPoint presentation regarding the 2016 employee benefit and salary considerations. He highlighted the salary recommendation, turnover of employees within the County, wage surveys, historical increases, and new hire increases.

 **Ms. Michelle James**, Benefit Manager, Human Resources Division, continued the PowerPoint presentation by outlining the 2016-2017 benefit considerations including the onsite daycare remodel and early learning initiative, changes in the employee assistance program, reduction of the tuition reimbursement, discretionary contribution to 401(k), and progress relating to voluntary benefits. The daycare remodel and early learning initiative is out for RFP. Included in the RFP is a requirement for an early learning curriculum that meets the Utah Child Care Core Competencies.

 **Mr. Ongkiko** stated the Mayor’s recommended budget includes a reduction in the annual reimbursement limit from $5,250 to $3,000. The cost savings from this reduction will be used to fund a comprehensive countywide library of approximately 6,000 online training courses that would benefit approximately 3,600 employees. Less than 5 percent of County employees benefit from tuition reimbursement.

 **Council Member Bradshaw** stated the County receives value from degree seeking training. It is not on the same level of online training.

 **Council Member Newton** asked if tuition reimbursement was based on grades or GPA.

 **Mr. Ongkiko** stated employees have to maintain a C or above. The employee has to pass the class in order to get reimbursed.

 **Council Member DeBry** stated the County should consider grandfathering in the employees who are already in the program. It is a fairness issue. This is a great benefit for the employees and it should continue.

 **Ms. Sarah Brenna**, Director, Administrative Services Department, stated this is not intended to be a criticism of the program or to indicate that the County is not supportive of higher education. Her office has received requests for additional training that cannot be provided with the funds available. Although degrees are very important, the County needs to be able to provide additional training to the larger share of its employees.

 **Council Member Bradshaw** stated it is unfair to lump the two training opportunities together. These are two separate issues.

 **Council Member Granato** stated he has heard from several division directors that the results from the Hay Group Study were not what was expected. If they do not agree with the recommendations, they need to challenge them. It would be helpful if the division directors could have access to the data points that were used to make the various determinations. He requested the Council get a copy of the preliminary determinations as it would help to understand some of the results that have come about.

 **Mr. Ongkiko** stated currently, the compensation team is reviewing that information, specifically where employees fall within the structure. It takes time to meet with 60 plus directors. Employees and division directors are reviewing the structure and providing input on where they fit within it.

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 The meeting was adjourned at 4:01:55 PM.

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 Chair, Committee of the Whole

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 Deputy Clerk

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