



Northern Virginia Regional Commission

MEETING OF THE COMMISSION
Thursday, April 26, 2018
7:30 p.m.

AGENDA

1. **CALL TO ORDER & PLEDGE OF ALLEGIANCE**.....*Laurie A. DiRocco, Chairman*
2. **ROLL CALL**
3. **PRESENTATIONS AND DISCUSSION**

Energy Legislation Update

At the Commission's January meeting the Commission received a presentation from Mr. Mark Webb of Dominion Energy regarding proposed legislation that would impact regulated utilities in Virginia. Mr. Webb will be returning to the Commission to inform the Commission on the legislation that was passed by the General Assembly and signed into law by Governor Northam.

LED Street Light Update

A brief update will be provided by the Executive Director with respect to the ongoing dialogue on the regional level with Dominion Energy regarding the availability and pricing of LED Street Lights.

4. **ADOPTION OF ACTION ITEMS**

- A. Resolution P18-32 – General Adjustment of NVRC Pay Plan and Reassignment of Three Positions to New Pay Grades.

NVRC engaged HR Extension, Inc., to conduct an assessment of the NVRC's pay plan in comparison with a reasonable array of similar employers in the labor market. HR Extension, Inc., identified, for each of NVRC's current positions, from two to six reasonable matches among current jobs within City of Alexandria; Counties of Arlington, Fairfax and Prince William; Town of Vienna; and Metropolitan Washington Council of Governments – in terms of the level of duties and responsibilities. This has not been done in a decade. At its last meeting the Commission eliminated five vacant positions.

As part of its assignment HR Extension, Inc., compared midpoints of the pay ranges for each matched set of jobs, and found that NVRC's pay ranges were as much as 19% lower than the average of the comparators. HR Extension, Inc., recommends adjusting NVRC's pay plan upward by 5%, which brings all but three positions within 10% of the market average. Making the recommended general adjustment of NVRC's pay plan, and the recommended reassignment of pay grades for three positions, will improve the future earning potential of staff, but does not result in any immediate costs to NVRC.

Recommended Action: Adopt Resolution P18-32

B. Resolution P18-33 – Merit Salary Adjustment for Executive Director

The Employment Agreement between the Commission and Robert W. Lazaro, Jr., provides that “NVRC will conduct an annual performance evaluation and consider a compensation adjustment as part of such evaluation”. On behalf of the Commission, and inviting participation by any and all Commissioners, the Executive Committee completed Mr. Lazaro’s performance evaluation on March 22, 2018, in advance of the first anniversary of his engagement as Executive Director (March 25, 2018).

The Executive Committee rated Mr. Lazaro’s performance as strong and recommends an annualized pay rate increase of \$5,000 (approximately 3.57%), effective March 26, 2018, which is the beginning of the first pay period following Mr. Lazaro’s anniversary. This adjustment will increase Mr. Lazaro’s annualized pay rate from \$140,000 to \$145,000 and is within the allowance for pay increases in the adopted Annual Budget for FY 18 and the adopted Preliminary Budget for FY 19.

Recommended Action: Adopt Resolution P18-33

C. Resolution P18-34 – Implementation of Market-Based Salary Adjustments

NVRC engaged HR Extension, Inc. to conduct an assessment of NVRC’s pay plan and its pay competitiveness. For planning purposes in preparation of its draft FY2019 Annual Budget and Program, approval of this item permits the Executive Director include such adjustments in the proposed budget. Such adjustments are not finalized until the adoption of the budget by the Commission in June.

Recommended Action: Adopt Resolution P18-34

D. Resolution P18-35 – Extension of Auditor Engagement

The NVRC Personnel and Administrative Policies and Practices manual and Commission Resolution No. 17-20, provide that engagement of Robinson, Farmer, Cox Associates for auditing services may be extended annually for up to four years after initial engagement for the FY 2017 audit, contingent upon the assessment. Robinson, Farmer, Cox Associates has provided a cost proposal for \$17,700, for the first optional year of extending the engagement – less than 2% above the price for the initial engagement (\$17,375). Robinson, Farmer, Cox Associates continues to meet qualifications for serving as the Commission’s independent auditor. Therefore, it is recommended that the auditor’s contract be extended.

Recommended Action: Adopt Resolution P18-35

5. ***ADOPTION OF CONSENT AGENDA ITEMS***

No consent agenda items.

6. ***EXECUTIVE DIRECTOR’S REPORT***

- Activity Report
- Financial Report

7. ***CHAIRMAN’S REPORT***

8. ***APPROVAL OF MINUTES FROM March 22, 2018***

9. ***OTHER BUSINESS***

10. ***ADJOURNMENT***

NEXT COMMISSION MEETING: May 24, 2018



Northern Virginia Regional Commission

RESOLUTION

Resolution No. P18-32

PATRON: Robert W. Lazaro, Jr.
Executive Director

DATE: April 26, 2018

GENERAL ADJUSTMENT OF NVRC PAY PLAN AND REASSIGNMENT OF THREE POSITIONS TO NEW PAY GRADES

WHEREAS, Northern Virginia Regional Commission (NVRC) engaged HR Extension, Inc., to conduct an assessment of the NVRC's pay plan in comparison with a reasonable array of similar employers in the labor market; and

WHEREAS, HR Extension, Inc., identified, for each of NVRC's current positions, from two to six reasonable matches among current jobs within City of Alexandria; Counties of Arlington, Fairfax and Prince William; Town of Vienna; and Metropolitan Washington Council of Governments – in terms of the level of duties and responsibilities; and

WHEREAS, HR Extension, Inc., compared midpoints of the pay ranges for each matched set of jobs, and found that NVRC's pay ranges were as much as 19% lower than the average of the comparators'; and

WHEREAS, best practices in compensation are to meet the average market midpoint, to the extent that the organization's pay philosophy and resources allow; and

WHEREAS, HR Extension, Inc., recommends adjusting NVRC's pay plan upward by 5%, which brings all but three positions within 10% of the market average; and

WHEREAS, of the three exceptions, the position matches demonstrated that the market for those jobs has changed sufficiently that NVRC's positions should be assigned to higher pay grades; and

WHEREAS, making the recommended general adjustment of NVRC's pay plan, and the recommended reassignment of pay grades for three positions, will improve the future earning potential of staff, but does not result in any immediate costs to NVRC;

THEREFORE BE IT RESOLVED that, effective July 1, 2018, NVRC adjusts its pay plan so that the minimum, midpoint and maximum amount of pay in each pay grade is raised by 5%.

BE IT FURTHER RESOLVED THAT that three positions be assigned to new grades as follows:

Environmental Planner - coastal and Chesapeake Bay, from Grade10 to Grade 11
Environmental Planner - solid and hazardous waste, from Grade10 to Grade 11
Senior Regional Planner - energy and climate change, from Grade11 to Grade 12

NVRC PAY PLAN

FY 2018 → FY 2019 (5% increase)

Pay Grade	Minimum	Proposed Minimum	Midpoint	Proposed Midpoint	Maximum	Proposed Maximum
14	92,732	97,368	123,643	129,825	154,554	162,282
13	84,390	88,610	112,521	118,147	140,650	147,682
12	76,708	80,543	102,277	107,391	127,847	134,240
11	71,724	75,310	95,632	100,414	119,540	125,517
10	65,269	68,532	87,026	91,377	108,782	114,221
9	59,444	62,416	79,259	83,222	99,074	104,027
8	56,683	59,517	75,576	79,355	94,471	99,195
7	51,496	54,071	68,662	72,095	85,828	90,119
6	44,777	47,016	59,703	62,688	74,630	78,362
5	40,871	42,915	54,494	57,219	68,118	71,524
4	37,298	39,163	49,731	52,217	62,164	65,272
3	33,980	35,679	45,306	47,572	56,633	59,465
2	31,006	32,556	41,341	43,408	51,677	54,261
1	28,285	29,699	37,713	39,599	47,142	49,499



Northern Virginia Regional Commission

RESOLUTION

Resolution No. P18-33

PATRON: Laurie A. DiRocco
Chairman

DATE: April 26, 2018

MERIT SALARY ADJUSTMENT FOR EXECUTIVE DIRECTOR

WHEREAS, Northern Virginia Regional Commission engages its Executive Director by contract; and

WHEREAS, the Employment Agreement between the Commission and Robert W. Lazaro, Jr., provides that "NVRC will conduct an annual performance evaluation and consider a compensation adjustment as part of such evaluation"; and

WHEREAS, on behalf of the Commission, and inviting participation by any and all Commissioners, the Executive Committee completed Mr. Lazaro's performance evaluation on March 22, 2018, in advance of the first anniversary of his engagement as Executive Director (March 25, 2018); and

WHEREAS, the Executive Committee rated Mr. Lazaro's performance as strong and going in the right direction, and recommends an annualized pay rate increase of \$5,000 (approximately 3.57%), effective March 26, 2018, which is the beginning of the first pay period following Mr. Lazaro's anniversary; and

WHEREAS, this adjustment will increase Mr. Lazaro's annualized pay rate from \$140,000 to \$145,000, and is within the allowance for pay increases in the adopted Annual Budget for FY 18 and the adopted Preliminary Budget for FY 19;

THEREFORE BE IT RESOLVED, that the Northern Virginia Regional Commission approves the annualized pay increase for its Executive Director in accordance with the Executive Committee's recommendation.



Northern Virginia Regional Commission

RESOLUTION

Resolution No. P18-34

PATRON: Robert W. Lazaro, Jr.
Executive Director

DATE: April 26, 2018

IMPLEMENTATION OF MARKET-BASED SALARY ADJUSTMENTS

WHEREAS, Northern Virginia Regional Commission (NVRC) engaged HR Extension, Inc., to conduct an assessment of the NVRC's pay plan and its pay competitiveness in comparison with a reasonable array of similar employers in the labor market; and

WHEREAS, HR Extension, Inc., identified, for each of NVRC's current positions, from two to six reasonable matches among current jobs within City of Alexandria; Counties of Arlington, Fairfax and Prince William; Town of Vienna; and Metropolitan Washington Council of Governments – in terms of the level of duties and responsibilities; and

WHEREAS, when pay comparisons were made between NVRC's jobs and local comparators, NVRC's jobs were found to be an average of 7% behind the market; and

WHEREAS, in a separate action associated with the compensation study, the Commission is considering (1) amending its pay plan upward by 5% to bring its pay grade ranges conservatively in alignment with the market, and (2) and re-grading three positions where the market for those jobs has changed sufficiently that NVRC's positions were no longer in the most appropriate of its pay grades; and

WHEREAS, those changes would improve the competitiveness of the Commission's pay plan structure and can be made with no implementation cost because they do not adjust the actual salaries of incumbent employees; and

HR Extension, Inc., has identified target rates of pay for each incumbent employee that takes into account both the market comparisons for their jobs and other factors, such as number of years employed during the past ten years when absence of most normal pay adjustments (e.g., for performance, promotion, re-grading) atypically constrained progression through the pay plan; and

WHEREAS, findings included the following:

- 5 employees currently are being paid from 80% - 86% of their target rates;
- 6 employees currently are being paid from 90% - 93% of their target rates;
- 2 employees currently are being paid at approximately 100% of their target rates; and

WHEREAS, it has been the Commission's practice to provide a general salary adjustment for all employees when the pay plan is adjusted, so that employees retain their relative position within their pay grades; and

WHEREAS, a combination of a general adjustment, and additional salary increases for the five employees whose pay is most below their target rates, is an equitable approach to bringing all employees toward their target pay; and

WHEREAS, given the Commission's imperative to continue its multi-year recovery from deficit;

THEREFORE BE IT RESOLVED that, for planning purposes in preparation of its draft FY 2019 Annual Budget and Programs, the Commission directs its Executive Director to include the following assumptions for salary adjustments:

- a general salary adjustment of 2% will be allowed for all incumbent employees, in light of an upward adjustment to the pay plan (estimated cost: \$21,400),
- additional salary adjustments will be allowed for 5 employees, so that all employees are paid at least 90% of their target rates (estimated cost: \$22,600),
- if implemented, these adjustments will be in lieu of other routine salary adjustments (e.g., for merit) during FY 2019, and the thirteen incumbent employees affected by the changes will have their anniversaries for annual merit review changed to July 1, beginning July 1, 2019.

BE IT FURTHER RESOLVED that these changes will become effective on July 1, 2018, provided the Commission adopts a FY 2019 Annual Budget and Programs that financially supports them.



Northern Virginia Regional Commission

RESOLUTION

Resolution No. P18-35

PATRON: Robert W. Lazaro, Jr.
Executive Director

DATE: April 26, 2018

EXTENSION OF AUDITOR ENGAGEMENT

WHEREAS, the NVRC *Personnel and Administrative Policies and Practices* manual and Commission Resolution No. 17-20, provide that engagement of Robinson, Farmer, Cox Associates for auditing services may be extended annually for up to four years after initial engagement for the FY 2017 audit, contingent upon the assessment that:

- 1) it is in the Commission's interest to exercise the option to extend;
- 2) the auditor continues to meet criteria for engagement, specifically,
 - a) the firm is staffed with CPAs licensed to practice in Virginia, and who satisfy any and all standards of independence issued by the US Government Accounting Office, the Virginia Board of Accountancy and the American Institute of Certified Public Accountants,
 - b) the extension meets any additional criteria established by the Executive Committee, based on requirements of the Commission's funding sources or other factors deemed to be in the Commission's interest; and
- 3) a reasonable price is negotiated for the services to be performed; and

WHEREAS, Robinson, Farmer, Cox Associates has provided a cost proposal for \$17,700, for the first optional year of extending the engagement – less than 2% above the price for the initial engagement (\$17,375); and

WHEREAS, Robinson, Farmer, Cox Associates continues to meet qualifications for serving as the Commission's independent auditor;

THEREFORE BE IT RESOLVED, that the Northern Virginia Regional Commission authorizes the Executive Director to extend the engagement of Robinson, Farmer, Cox Associates for the first optional year of extension.

Executive Director's Report

to the meeting of the
Northern Virginia Regional Commission
April 26, 2018

Recognizing Our Regional Efforts

A shine of the times in Northern Virginia

By the Northern Virginia Regional Commission Staff

A shine of the times in Northern Virginia

The Northern Virginia Regional Commission (NVRC) is pleased to announce that the Cities of Falls Church, Alexandria, and Fairfax, along with Arlington County, have been recognized for their outstanding efforts in the area of smart growth and sustainable development. The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region.

The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region. The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region.

The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region. The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region.

The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region. The award is presented to the winners of the Smart Growth Awards, which are given annually to recognize the best in smart growth and sustainable development in the Northern Virginia region.

VML highlighted our regional SolSmart initiative that the Cities of Falls Church, Alexandria and Fairfax and Arlington County participated in.

To date, Alexandria, Fairfax City and Arlington were awarded Bronze status. Falls Church will receive word on their status shortly.



Solarize NoVA Information Sessions



Seven information sessions have been scheduled for the Solarize NoVA program.



Four Mile Run Restoration Project Wins Governor's Environmental Excellence Award



NVRC was pleased to join colleagues from Alexandria and Arlington in receiving the Governor's Environmental Excellence Award for the Four Mile Run Restoration Project. This collaborative effort has been ongoing for more than a decade and serves as a great example of intergovernmental cooperation.



Sharing Information on Cyber Security



NVRC hosted a Cyber Security expert from Germany through our relationship with the American Council on Germany to hear why it is important to have trans-Atlantic cooperation in the realm of cyber security. The event was well attended by several jurisdictions and local companies.



Promoting Safety in the Region



NVRC sponsored training that helped the region graduate a class of licensed instructors in pedestrian and bicyclist safety. The instructors are available to do trainings in the community.



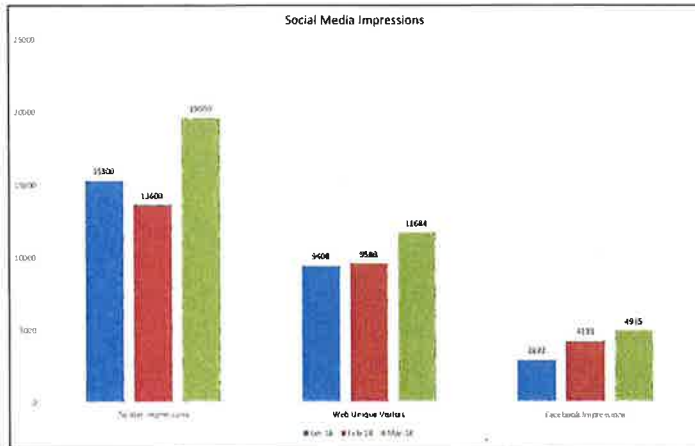
Sharing Solar Best Practices



NVRC presented at a gathering of local government officials and others at a well attended meeting put together by the Rappahannock/Rapidan PDC and the Piedmont Environmental Council.



Communicating Our Message



@NoVARegion

NVRC utilizes a host of social media and traditional internet platforms to make our partners and the public aware of our programs and services.



**SUMMARY OF REVENUE AND EXPENSES
MARCH 31, 2018**

	<u>CURRENT MONTH</u>	<u>FISCAL YEAR 2018 Cumulative Total 8 months</u>	<u>Adopted FISCAL YEAR 2018 FINANCIAL PLAN</u>	Actual is:
REVENUE EARNED				lower/(higher) than plan
Local (50¢) and State Contributions	\$114,168	1,027,512	1,365,400	337,888
Local (10¢) Designated Contributions	\$29,989	211,537	242,691	31,154
Local Agreements	202,888	466,069	960,324	494,255
State Grants and Contracts	6,293	7,524	-	(7,524)
Direct Federal Grants and Contracts	258	68,064	186,047	117,983
Indirect Federal Grants and Contracts	652,025	4,428,280	8,127,086	3,698,806
Shared Facilities Revenue	12,431	112,267	142,850	30,583
Other	8,386	89,287	68,600	(20,687)
Interest	293	3,559	3,000	(559)
Miscellaneous	-	-	-	-
Total Revenue	\$ 1,026,731	6,414,098	11,095,998	4,681,900
 EXPENSES				lower/(higher) than plan
Personnel	\$ 137,824	1,181,069	\$ 1,772,486	591,417
Consultants / Contracts	765,349	4,296,883	8,065,680	3,768,797
Housekeeping Expenses	45,972	427,979	607,725	179,746
Operating Expenses	16,219	42,131	73,413	31,282
Duplicating Expenses	1,254	12,067	39,367	27,300
Travel and Conference Expenses	2,153	29,756	51,047	21,291
Recruit and Development Expenses	304	1,854	16,922	15,068
Other	273	2,533	5,000	2,467
Total Expenses	\$ 969,348	5,994,272	\$ 10,631,640	4,637,368
 INCOME OVER (UNDER) EXPENSES	 \$ 57,383	 419,826	 \$ 464,358	 \$ 44,532

NORTHERN VIRGINIA REGIONAL COMMISSION

Minutes of the Commission Meeting Held Thursday, March 22, 2018

COMMISSIONERS

(The names of those members present are highlighted.)

Hon. Marc T. Aveni	<i>City of Manassas</i>
Hon. Willie F. Bailey	<i>City of Alexandria</i>
Hon. Sharon Bulova	<i>County of Fairfax</i>
Hon. Kelly Burk	<i>Town of Leesburg</i>
Hon. Peter Candland	<i>County of Prince William</i>
Hon. John C. Cook, NVRC Treasurer	<i>County of Fairfax</i>
Hon. Laurie A. Dirocco, NVRC Chairman	<i>Town of Vienna</i>
Hon. Gerald M. Foreman II	<i>Town of Dumfries</i>
Hon. Libby Garvey	<i>County of Arlington</i>
Hon. Penelope A. Gross	<i>County of Fairfax</i>
Hon. Pat Herrity	<i>County of Fairfax</i>
Hon. Geary Higgins	<i>County of Loudoun</i>
Hon. Catherine Hudgins	<i>County of Fairfax</i>
Hon. Jeffrey C. McKay	<i>County of Fairfax</i>
Hon. David Meyer	<i>City of Fairfax</i>
Hon. Martin E. Nohe	<i>County of Prince William</i>
Hon. Sheila Olem	<i>Town of Herndon</i>
Hon. Redella S. Pepper	<i>City of Alexandria</i>
Hon. Frank J. Principi	<i>County of Prince William</i>
Hon. Phyllis J. Randall	<i>County of Loudoun</i>
Hon. Jeanette Rishell	<i>City of Manassas Park</i>
Hon. Kathy L. Smith	<i>County of Fairfax</i>
Hon. David Tarter, NVRC Vice-Chairman	<i>City of Falls Church</i>
Hon. John Vihstadt	<i>County of Arlington</i>

STAFF PRESENT

Robert Lazaro	<i>Executive Director</i>
Linda M. Tenney	<i>Deputy Director</i>
Gina Kesselmann-Smith	<i>Executive Assistant</i>
Normand Goulet	<i>Director, Environmental Services</i>
Michelle Simmons	<i>Director, Human Services</i>
Peggy Tadej	<i>Director, Military Partnerships</i>

OTHERS PRESENT

Erika Dyer	<i>Office of Supervisor Pat Herrity</i>
Dr. William Hazel	<i>Former Secretary of Health for the Commonwealth of Virginia</i>

CALL TO ORDER

Chairman DiRocco called the meeting to order at 7:32 p.m.

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was recited by all present.

ROLL CALL

The roll was called and all members present or absent were noted for the record.

DISCUSSION AND PRESENTATIONS

Opioid Crisis

The Commission received a presentation from Dr. William Hazel, former Secretary of Health for the Commonwealth of Virginia, on the opioid crisis and the need for a regional response. Dr. Hazel is working on a special project in this subject area for George Mason University.

LED Street Light Update

A brief update was provided with respect to the ongoing dialogue on the regional level with Dominion Energy regarding the availability and pricing of LED Street Lights.

ACTION ITEMS

Commissioner Gross moved approval of the Resolution No. P18-26 – Authorizing the creation of and elimination of certain positions at the Northern Virginia Regional Commission. The motion was seconded by Commissioner Garvey and carried unanimously.

Commissioner Gross moved approval of the Resolution No. P18-27 – Authorization to Receive and Subcontract 2018-19 Part A Funds for Services under the Ryan White HIV/AIDS Treatment Extension Act of 2009. The motion was seconded by Commissioner Garvey and carried unanimously.

Commissioner Gross moved approval of the Resolution No. P18-28 – Authorization to Accept Continued Bicycle Pedestrian Safety Grant Funding from the Virginia Department of Motor Vehicles. The motion was seconded by Commissioner Garvey and carried unanimously.

Commissioner Gross moved approval of the Resolution No. P18-29 – Recognition of NVRC Partnership and National Park Service and the Leadership of Don Briggs. The motion was seconded by Commissioner Garvey and carried unanimously.

Commissioner Gross moved approval of the Resolution No. P18-30 – Authorization to submit a technical assistance grant proposal to the Virginia Coastal Zone Management Program. The motion was seconded by Commissioner Garvey and carried unanimously.

Commissioner Gross moved approval of the Resolution No. P18-31 – Authorization to submit a Resiliency Planning Continuing Grant Proposal to the Virginia Coastal Zone Management Program. The motion was seconded by Commissioner Garvey and carried unanimously.

EXECUTIVE DIRECTOR'S REPORT

Mr. Lazaro presented his report to the Commission, which included the financial report for February 2018 and the following:

- Salt Management Regional Advisory Committee Meeting
 - NVRC was pleased to host the first VA DEQ Northern Virginia advisory committee meeting on salt management in the region.
- Enhancing Bike/Pedestrian Safety
 - NVRC was pleased to coordinate a training session for 15 residents who will become certified bike & pedestrian safety instructors. They will then be able to assist in high crash areas and provide instructions in other areas.
- Solarize NoVA Kicks Off April 2
- Successful Transition to Cloud Based Office Services
- Thank You Debbie Kelly
 - NVRC staff was pleased to join together to say thank you to Debbie Kelly on her retirement from her full time position at NVRC. Debbie will continue in a part time capacity assisting with important administrative duties for the Ryan White HIV/AIDS program.

CHAIRMAN'S REPORT

Chairman DiRocco informed the Commissioners that the annual review of Mr. Lazaro took place at the Executive Committee meeting prior to the main Commission meeting on March 22, 2018.

Chairman DiRocco also mentioned that the Executive Committee talked about possibly getting together again and discuss the things NVRC as a group would like to talk about and work at together as a regional body. This discussion will continue.

MINUTES

Commissioner Gross moved approval of the Commission meeting minutes of February 22, 2018. The motion was seconded by Commissioner Bulova and carried. Commissioner Smith abstained.

OTHER BUSINESS

Commissioner Gross briefed the Commissioners on what was discussed at the Community and Military Partnership meeting March 15, 2018. The meeting included an update on the one-day conference (June 26, 2018 at George Mason University) that will focus on teachers and transitioning military to address the cyber security crisis in this region.

Commissioner Gross also invited Commissioners to attend the next Community and Military Partnership meeting May 17, 2018 from 10 am to Noon at the NVRC office location.

ADJOURNMENT

Chairman DiRocco adjourned the meeting at 8:50 p.m.

Respectfully submitted:

Robert W. Lazaro, Jr.
Executive Director

Approved by:

Laurie A. DiRocco
Chairman