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AND COMMISSIONERS

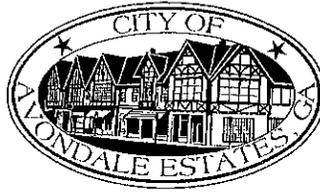
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MAYOR PRO TEM

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**BOARD OF MAYOR AND COMMISSIONERS  
DOWNTOWN DEVELOPMENT AUTHORITY  
SPECIAL CALLED WORK SESSION**

**June 29, 2016**

*(Immediately following the Special Called Meeting)*

**MINUTES**

Item No. 1 Meeting Called to Order

Item No. 2 Adoption of Agenda  
Commissioner Fisher moves to adopt. Commissioner Yelton seconds. All ayes.

Item No. 3 Discussion of Downtown Development Concepts

Mayor Elmore: We would like to narrow these down somewhat and maybe take a straw vote.

Mayor Pro Tem Giager: Does the word “concepts” on the agenda mean “schemes”?

Mayor Elmore: Yes.

Mayor Pro Tem Giager: This is very confusing. Our agendas don't let the public know what's going on so they can be here to discuss that. They've always been called schemes.

Mayor Elmore: They have been labeled concepts. I say schemes because it's a term I picked up in school. But they're interchangeable in the architecture world. Concept A puts the town green on highway 278. It's a little over two acres. Concept B has a different road layout. The town green is about 2.5 acres. Concept C has a town green of about 2.4 or 2.5 acres. With all these, all the property is city owned. Like some of the others, there are buildings on 278 so it kind of shields the town green from noise and is possibly safer. The buildings along 278 can be 2-story.

Dave Deiters/DDA: I think the town green in concept C is actually just shy of 2.8 acres.

Mayor Elmore: Concept D just has some street changes and makes a bigger block. A lot is the same from scheme to scheme. Concept E created about an acre and a half town green. We're really focusing on the city-owned property. Here is concept C.1 which is a variation of C. There is a double row of businesses. It maximizes that valuable real estate. I think the green in this one is just under two acres. It's tempting to make Franklin into a kind of secondary main street and make for secondary routes for traffic. It also creates more pedestrian areas deeper into downtown. In this one, the town green moves back into property owned by Euramex. It would be about 2.5 acres and more central. It could maximize the value of the City's property but require buying a good bit of property from other parties. A straw poll amongst the Board favored C and C.1. What was the thinking with the DDA?

Matt Delicata/DDA: I think the opinions were varied. I think C and C.1 both had positives but there was some concern about the location of the retail and the size of those lots.

Mayor Pro Tem Giager: You say the town green is all on City property but Parry Street goes straight through.

Mayor Elmore: Yes, we would have to buy that. I forgot to point out that there are some fiber optic vaults owned by AT&T that are difficult and expensive to move. We'd have to work around those. We could build a masonry wall around it.

Dave Deiters/DDA: I think we should all get behind a concept we can live with so we can have a specific vision when we talk with developers. Another idea is just to have our continuous main street, Franklin Street, go through the end of the town green. It could be blocked off for events. I'm fine with the others and don't want to complicate matters. It's just an idea.

Mayor Pro Tem Giager: That way we wouldn't have to negotiate with anyone else. We could start tomorrow if we wanted to.

Candace Jones/9 Fairfield Rd: It might be helpful to have an objective list of the things we want. For example, having a town green of at least two acres. I like having the green on our property. I like the street grid. I'm concerned about having too much retail. We probably need to think about a place for a parking deck at some point in the future.

Paul Brown/3271 Kensington Rd: We seem to focus on that same four acres but there are lots of properties between here and Sams Crossing that should also be considered the downtown.

Matt Delicata/DDA: Even with a vision, a lot of this land belongs to someone else. They can do what they want as long as they meet the zoning. I've done at least five projects on this scale across the country and never once have we had to build roads. I've never even heard of that unless it was roads within a subdivision. I don't think a developer would pay for rebuilding that grid. The cost could be substantial. I like the idea of having a vision but I'm concerned by the fact that we don't have control over that land. It could take a long time to get it. We should have a vision that we all agree on for the land the City does on and then figure out the cost for that and talk about partnering with other developers.

Mayor Elmore: When developers do buy big swaths of land, how is it agreed upon where the roads are and who's paying for them?

Matt Delicata/DDA: We would've done things differently. We wouldn't have bought it without sitting down with the City beforehand. We would've come to a public/private partnership first and figure out how to share those costs. The fact that they bought it without that conversation indicates to me that they plan to do their own internal development. We did a development in Cincinnati where the city paid for all the infrastructure, including parking, and then sold the blocks off to developers. That's more typical.

Commissioner Yelton: I know the development you're talking about and I think there was private foundation money involved too.

Matt Delicata/DDA: They built the park and the city spent a lot of paying to build the parking deck under the streets. There were at least seven groups that had to come together to make it all work.

Parke Kallenberg/DDA: I remember an expert from UGA telling us that it's the City that determines where the lots and blocks are and then the developer sees where things can do and then decides what to build. I think we should make those decisions and then the rest can be dictated by our zoning.

Commissioner Fisher: In scheme C and C.1, other than Potter Ave, we're talking about extending Parry from Center to Oak, right?

Mayor Elmore: Yes, it's about 600 feet.

Commissioner Fisher: If we did that, we'd pretty much have our grid.

Mayor Elmore: If we were to connect Parry with Washington, we'd have to get a survey but we would have to buy about 600 feet by 45 feet, about a half an acre. Developing the property we own into sellable, leasable space could be an economic engine. And it doesn't have to all be retail. It could be offices or living space too. The part fronting 278 is arguable the most valuable real estate.

Commissioner Fisher: Would changes in density affect how much retail should be built?

Matt Delicata/DDA: Buildings can change so it doesn't have to be retail. I think it's more important to focus on the lot size and would they even appeal to a developer. The width and depth are important because it can get costly if they're odd shaped. We just need to be cognizant of what we're doing there.

Mayor Elmore: These blocks are about two acres.

Matt Delicata/DDA: In my experience you need about three acres for denser development. Between here and midtown when you see the standard retail with three or four floors of residential above it, that needs about three acres. If you wrap a parking deck with retail you need even more. One story of retail could be very small. There usually isn't any value in two stories of retail. And most developers would want at least two floors of residential above. If Euramex is

going to take a really long time, I don't know that we would have the density to just do single story retail. Building the town green won't justify doubling the amount of retail. The South City Partners development will help but you really have to fill in the donut hole to justify the retail. They won't necessarily walk down this far.

Commissioner Yelton: We keep talking about retail. Something else could go there instead.

Sam Collier/DDA: I started making a list of objectives. They included as much of the street grid as we can get reasonably. A second parallel street to 278 is huge. I think there should be a sizable green that could be activated with different functions at different times of day, including non commercial functions like post office or city hall. No superblocks. Structured parking as an inducement to developers.

Dave Deiters/DDA: I agree. I think C and C.1 achieve those. We have to start thinking about what's within our control. Something that can practically be implemented is attractive to me.

Commissioner Beebe: I'm concerned we would have too many objectives. I'm afraid it will end up like Willis Park and we'll end up looking at concept XYZ. We're going to have to make some hard decisions if we're going to narrow these down. Personally, I like C.1. I would like to see us go ahead and start something.

Mayor Pro Tem Giager: I like the idea of having Franklin Street go through the top of the green. We can leave Franklin where it is and not have a major expense. If we don't get something started, we're still going to be here two or three years from now. But we're talking about millions of dollars. We're not going to be able to tell which streets go where at this point. But we can build the green on either side of the street and close it for festivals. We can always move it later. But we're not going to get anywhere like this. No developer wants to talk to us when we can't make a decision.

Laura Haass/DDA: Mayor, you were talking about how the land slopes so potentially there could be parking under the green? If so, could parking start along 278 until a developer wants it and then it could be moved to underneath the green?

Mayor Elmore: That could work since we're considering a phased approach and it's relatively easy to do.

Dave Deiters/DDA: I thought we would have to sell that property to help pay for the development of the town green. We can't sell it and have temporary parking on it at the same time.

Mayor Elmore: Yes, you're right. So temporary parking wouldn't work in that instance.

Elizabeth Goodstein/3243 Wiltshire Dr: I'm against having a road go through the town green. I think we need more conversations and public input.

Dee Merriam/8 Lakeview Pl: I love the Parry Street concept. Historically, the really walkable downtowns have short blocks. I'm happy we're talking about a town green. We need to start talking about what we want to see happen there. I also like the idea of going ahead and doing something. We don't have to make a huge investment. Maybe we could go ahead and grade it out.

David Sacks/89 Dartmouth Ave: It's great that we're having this discussion. I agree that with any park or green you need to have a clear idea of what the function is. There are areas where more homework is needed. One is programming of that space. If we want to do festivals, we would need at least about 2.4 acres for AutumnFest. We need to talk economics, including the TAD and using it as an economic tool.

Mayor Elmore: Let's set some objectives for the next meetings. Can we agree that developing our own property is the best route?

Commissioner Fisher: We need to continue to engage Euramex in hopes they could work with us to some degree on density, etc.

Matt Delicata/DDA: I agree. I think we should make the decisions that are best for the City. If that's using land that Euramex owns then we should do that and not what is the best decision because we can do anything with them.

Mayor Elmore: Let's not rule that out. Let's just make it a goal that we will start to develop objectives with public input. We need to look preliminarily at the cost of concepts. Part of those will be cultural objectives. We need to look at programming at the town green and financial tools, like the TAD.

Commissioner Fisher: I think it would be appropriate to set some timelines. We're all anxious to get going.

Sam Collier/DDA: I think we should run two or three scenarios simultaneously so we can assess them. It's hard to solve a complex problem any other way.

Dave Deiters/DDA: I think it's worth it to have another session with public input before establishing the grid. The other piece is cost scenarios. But you can't do all that at the same time.

Laura Haass/DDA: Things have moved really slowly on this front over the years. Euramex owns what they own and do we want to wait for everything to be perfect? Or we can control what we can and maybe even do a phased process. We can add to it over time. Waiting for everything to be perfect means nothing will ever happen. There needs to be a middle road where we can see some progress.

Dave Deiters/DDA: A meeting's stated purpose would be gathering input and coming out of the meeting with a finalized list of objectives on the layout and use of the greenspace.

Sam Collier/DDA: Maybe a charrette?

Matt Delicata/DDA: If you have a million charrettes you will come away with a million different opinions. We know what we want and a lot of the details won't

get worked out with a charrette anyway. We've already had many public meetings on this.

Mayor Elmore: A one page with cost of concepts is something we can do very easily.

Commissioner Yelton: Aren't a lot of these objectives and things already in the downtown master plan and comprehensive plan? We may need to work on programming. So what are we talking about that hasn't already been done?

Mayor Elmore: The cost of these specific concepts.

Parke Kallenberg/DDA: We should narrow these choices of concept down.

Mayor Elmore: We just want to narrow these down to do a cost analysis and make the process more manageable.

Votes were:

Deiters: C, C.1

Collier: C, F

Haass: C, D

Delicata: F, B or E

Kallenberg: C.1, F

Yelton: C.1, F

Fisher: C, F

Giager: Undecided

Beebe: C, C.1

Elmore: I'm leaning towards C.1 and F

Giager: Are we voting on the total concept or just the location of the town green?

Mayor Elmore: Total concept.

Commissioner Yelton: I would like to see an overlay of the existing map that we state objectives that tap the downtown master plan to talk about town green, preserving the street grid, walkability, and generating traffic to support mixed used retail.

Parke Kallenberg/DDA: And impact on current businesses.

Mayor Elmore: So we'll have a joint meeting at the end of next month. We'll compare the costs of, looks like, C, C.1 and F. We'll get some input on programming from our landscape people. We'll compare that with the downtown master plan and continue listening to objectives from the public. We could have Ken Bleakley come talk to us as well.

Item No. 4

Preliminary Downtown Development Authority (DDA) Budget

Mayor Elmore: We've all read through the budget. I just had some questions about the amounts and where those numbers came from.

Matt Delicata/DDA: The overview is that we divided these up amongst the DDA members and each did some research about how much it would take to get us started and then on an ongoing basis. Some of the numbers came from talking to other people, talking to consultants, and research. The new hire would be less of an event planner and more on the economic development side. From our research, we think an executive director could fill both. They could oversee other staff. That tends to be more expensive but they usually have a lot of experience. But we could get more out of it.

Commissioner Yelton: Are benefits included in these numbers? And have you looked at other options like job sharing with other cities, consultants, etc.?

Matt Delicata/DDA: It does include benefits. Someone with up to eight years' experience would cost about \$65,000. Someone who would have dual roles with the City would be up to 40% higher than those numbers. We haven't looked at sharing someone with another city. Executive directors typically don't do that. We've looked at consultants for marketing purposes but I think that would fall under and executive director. That person could decide if they want to outsource event planning. I know it's a lot of money. I've talked to a lot of people though and that person would fill a huge void. They would set the vision and goals and drive it all forward. Not because we all have full time jobs but because they bring that experience from other cities. There are a lot of people out there that would want this job and I think it would be a huge benefit for the City.

Commissioner Yelton: Since it is such a key role, there does need to be an open process. Also consider the cost of recruiting.

Matt Delicata/DDA: Good idea. The event planner role has broadened in scope. The marketing and branding, what's in the budget is based on what we've done in the past. We'd also like to have a broader vision for marketing. We based the price in the budget on the consultant we hired in the past and our own experience. Again, the number is an estimate. The next step would be proposals to back the numbers up. We know at least it will cost something around this. Business recruitment would be less of a cost. There may be some reimbursable expenses if we take people to lunch to try to learn what they do or meet with members of other DDAs, for example. Other DDAs are coming and talking to businesses here so we've seen how this can work.

Mayor Elmore: What is the status of the Avondale Business Association?

Parke Kallenberg/DDA: It doesn't exist currently.

Matt Delicata/DDA: They did a presentation for us about six months ago but they seem to have disbanded. It is an initiative for us.

Mayor Elmore: I would like to see it revived. Would that require money or time on the DDA's part?

Matt Delicata/DDA: It's more time at this point.

Commissioner Yelton: What is your timeline to hire an executive director?

Matt Delicata/DDA: The sooner, the better. We really need to know how much money we have before we can go out and recruit.

Commissioner Yelton: I'd like to see more information on organizational capacity. How many hours will it take an executive director to do all these things? I know that's a level of detail we're not used to seeing. This is the kind of thing you see in the corporate world when one is making a case to hire someone.

Dave Deiters/DDA: Those categories we mentioned are basically our major initiatives. Each initiative is owned by one of us. Several items do not have a budget requirement, it's just however much time we can put into it. We were going to try and put together volunteer subcommittees for those. They don't require money, just time and structure.

Matt Delicata/DDA: If we want to reach the goal of a fully functioning DDA then we should not be handling these initiatives individually. They would be under an executive director, which is a full time job in other cities with an active DDA. Events planning alone would be a full time job because you're ideally running a lot of successful events. If we're doing what a DDA should, handling real estate matters should be a full-time job. We hope to have one person who can do a lot of it.

Commissioner Yelton: It would be good for you to focus on strategic things and leave the tactical stuff to the volunteer side or maybe outside consultants.

Commissioner Fisher: Avondale Estates is a unique city at a unique time of development. We need to think about how an executive director would interact with city government, who would they report to. How does that work in other cities? They would need to have a close relationship to the city manager and city planner. There would definitely be overlap.

Dave Deiters/DDA: What we're missing is a job description.

Matt Delicata/DDA: The last item on there is real estate related. There could be legal costs going forward on the Department of Juvenile Justice building. There are tenant relationships we want to maintain so we may invite them to lunch, for example. We may want to investigate properties to buy and have money readily available. That amount is a complete estimation.

Commissioner Beebe: Excellence costs money. But I like all the things you have planned.

Mayor Pro Tem Giager: I need to know more about what you're really trying to do. I think the DDA is great and very experienced. Obviously, this is the way big time people do it.

Matt Delicata/DDA: It's the way everyone else does it. Your concerns are mine too. But it's not the way big time cities do it. It's the way every other city with a DDA does it. The ones that don't have the same problems we do. The ones that are successful invest in their DDA and it's effective. I know the money is a lot but if you want 500 more houses here, the DDA can help. We just can't do anything right now. We've had developers come to the City and ask what we

can do. We field those calls and that's not the way a DDA should work. It's difficult and it's not an effective way to do business.

Sam Collier/DDA: And it sends a signal to the developer that this town isn't ready yet.

Matt Delicata/DDA: When developers talk to us, they want to know where the economic director is. It's clear that someone else needs to be fielding these inquiries. That's the person we're looking for. There will be no progress without it.

Mayor Pro Tem Giager: The city manager has always handled that type thing. I don't know what the solution is but the money scares me. I would like to see more concrete results or a plan. I'll have to think about it. Thank you. I appreciate what you've done here.

Commissioner Fisher: I like the idea. I think having a senior person in that role is important. Then that person's experience would dictate what else needs to be done. But it's needed and we won't be much different two years down the road than we are today. I don't see how we'd be taken seriously without having an experienced economic director.

Commissioner Yelton: I hear everyone's concerns. We have two great teams and lots of volunteers so what does success look like? Where do we want to be in two years? I think we're taking steps to outline what that vision is. What are the economic outcomes and performance metrics?

Commissioner Fisher: I want to point out that yes, it's a lot of money. But we're about 18 months or so til the end of the bonds for the juvenile justice building.

Commissioner Beebe: I trust the DDA and I have all the confidence in the world. But it is a lot of money. There are creative ways we can get it. I think it's something we have to do.

Dave Deiters/DDA: These are all very good questions. But if we want things to be different, we're going to have to do different things.

Mayor Elmore: The BOMC doesn't meet enough to get the things done that someone working 40 hours a week can do. I have concerns too about how to pay for it. But the DDA has answered all my questions for now.

Item No. 5

Department of Juvenile Justice (DJJ) Building

Mayor Elmore: It sounds like some of the assumptions we've been making about the DJJ building are not solid.

Matt Delicata/DDA: I have a former colleague that is involved in the state of Georgia's lease negotiations. He says that, historically, in a situation like the one with the DJJ building, when the bonds expire, they leave or renegotiate their lease down to almost nothing. But they can do that because of their power as a tenant. We can't assume that all the rental revenue we see from there today will still be there two and a half years from now.

Discussion of Intergovernmental Agreement (IGA) Between BOMC and DDA

Mayor Elmore: My early thoughts are that, considering what Matt just said, we should have an IGA that goes until the bonds are paid off on the DJJ. Making a deal based on long-term assumptions is not a great idea. Leading up to when those bonds are paid off we'll be in a better position to know what we're going to do.

Commissioner Fisher: When each year does the lease expire with the state?

Sam Collier/DDA: About this time, June.

Commissioner Fisher: Why can't we work with them on a long-term lease?

Matt Delicata/DDA: If we started a new lease with them it would force them to go through procurement. Then we'd have to compete with all the other buildings available. They can extend the terms for 5 years but regardless of when you start the negotiations, the same problems will be there.

Commissioner Fisher: If we start now though we can get a feel for their future plans. We're not going to lease it for free so we need to start thinking about a back-up plan.

Matt Delicata/DDA: We should do that because it takes the government a long time to make decisions anyway. It will pop up on their radar screen towards the end of the year. I can't imagine why they would want to leave but they will use that as a negotiating tool.

Commissioner Fisher: Are they paying above market rent?

Matt Delicata/DDA: If they left it could take easily two years to find new tenants.

Sam Collier/DDA: Yes.

Commissioner Yelton: What's the building worth?

Matt Delicata/DDA: My company buys buildings like this all the time so I would say eight to ten million dollars (\$8,000,000 -- \$10,000,000).

Commissioner Yelton: Do you see the DDA being self funding at some point?

Matt Delicata/DDA: Yes. Owning property or parking lots is a common way to do that. That would be a goal within the next three years or so.

Sam Collier/DDA: We want to bring in the people who know how to get that done and can implement those strategies.

Matt Delicata/DDA: Hopefully the person we bring in would have already done just that in other small cities.

Sam Collier/DDA: You mentioned the cost of recruiting, there's a lot of camaraderie in the Georgia Downtown Association makes it a great way to

network. They have a convention and everyone shares ideas. We could easily get applicants through that network.

Commissioner Yelton: I would like to see the goal of self funding stated in the IGA.

Commissioner Fisher: It's hard to know where to start. There's so much I don't know about the DDA. I know when they are used correctly it's fantastic for the community. I just don't know how some of the workflow goes, like with real estate purchases. Would the BOMC even be involved? We are accountable to taxpayers. Seeing a sample IGA would be helpful.

Commissioner Yelton: Maybe a third party could help us has out the IGA.

Park Kallenberg/DDA: Ken Bleakley would be a good choice.

Matt Delicata/DDA: Dan McCray would be good too.

Commissioner Yelton: I like the idea of having an expert involved. I looked at the template IGA for the town of Sugar Hill. I wonder if other cities use it? I do like it but would like to see it beefed up with accountability, roles and responsibilities, third party audit information, the process of hiring an economic development director, the DDA's support of the downtown master plan, etc.

Commissioner Beebe: I've been looking at IGAs the past few days. Some of the things about accountability are actually in the bylaws. I like the idea of having an expert to draft an IGA.

Mayor Pro Tem Giager: The city manager has to be the lead on this.

#### Item No. 7

#### Public Comment

Lyda Steadman/3118 Majestic Cir: We have a full-time marketing person for the city. I don't want to be redundant. Also remember it could cost the state a lot of money to move out of the DJJ building.

Candace Jones/9 Fairfield Dr: How much is the DDA proposed budget? No one in the public has seen it.

City Manager Brown: It's posted on the website as an agenda item for tonight's meeting.

Mayor Elmore: The upfront cost is one hundred thirty thousand (\$130,000) then annual cost of one hundred and forty thousand (\$140,000).

Matt Delicata/DDA: We can't say a definitive number at this point until we know the scope of the person we hire, for example. I envision the IGA would allocate how much we pay someone specifically. It would be fixed to an extent. Then there would be allocation for itemized things. Over and above a certain amount would require approval. The actual number could change each year.

Commissioner Fisher: The first step would be to decide if you need a full-time person and then build things around their expertise. It's chicken and egg.

Candace Jones/9 Fairfield Dr: I think going from nothing to a hundred and thirty thousand (\$130,000) is too big of a jump. We need to phase it in and go slower. And I'm a very strong proponent of having a strong DDA. I would think about sharing someone with another city or hiring someone part time. That may not be the typical way to do it but there will not be enough for them to do. There should be a better business plan with some specifics and job description. You should look at existing staff. We have a marketing person already.

City Manager Brown: It's a communications manager. It's a totally different thing.

Lyda Steadman/3118 Majestic Cir: Is that a full-time job?

City Manager Brown: Absolutely. It's actually more than a full-time job.

Klaus Van den Berg/3243 Wiltshire Dr: Regarding event planning, where are they going to be and what kind? Is the infrastructure there?

Joe Anziano/3242 Wiltshire Dr: By my research, events planners get about fifty thousand dollars a year. I was surprised by the one hundred thousand number.

Commissioner Yelton: We're talking about an economic director which is very different from an event planner.

David Sacks/89 Dartmouth Ave: I'm all for the City making investments. You guys are doing a lot of hard work so don't be too hard on yourselves. Things are going slowly but not because you're not working at it. As far as the schemes go, I'd like to see you choose based on objective measures instead of subjective ones.

Elizabeth Goodstein/3243 Wiltshire Dr: I would like to see more public discussion. This really needs to be publicized because it affects the whole city. If you hire someone to take charge you often end up with cookie cutter.

Mayor Elmore: So what should be our goals for the IGA and next meeting?

Sam Collier/DDA: We should definitely come up with that executive director job description.

Matt Delicata/DDA: The city manager can also be involved in that so we don't have any overlap with current city staff, etc.

Commissioner Beebe: Why don't we get a draft of an IGA and just add to it? It would give us a good starting point.

Mayor Pro Tem Giager: I would check with the Georgia Municipal Association.

Matt Delicata/DDA: We need someone who can answer our legal questions instead of just a facilitator.

Mayor Elmore: So by our meeting on July 21<sup>st</sup>, we'll have the executive director job description; comments from both sides, try to get a third party speaker, and then a draft of the IGA.

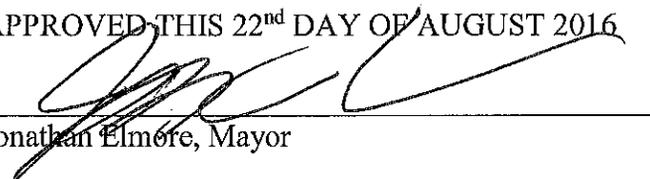
Sam Collier/DDA: Also, if anyone wants to make the case for a downtown redevelopment scheme that didn't make the cut, email me.

Item No. 8

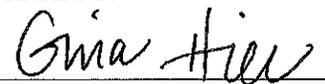
Adjournment

Commissioner Fisher moves to adjourn. Commissioner Yelton seconds. All ayes.

APPROVED THIS 22<sup>nd</sup> DAY OF AUGUST 2016

  
\_\_\_\_\_  
Jonathan Elmore, Mayor

ATTEST:

  
\_\_\_\_\_  
Gina Hill, City Clerk