2016

The New Britain SMART City Initiative – Energy and Innovation Road Map for the Future

Mayor's Energy and Innovation Committee

City of New Britain, CT

2016

Message from Mayor Erin E. Stewart

The City of New Britain is a SMART City. This initiative was launched in the winter of 2016 along with the Mayor's Energy and Innovation Committee. What is a SMART city? A Smart City: uses information and communication technologies to enhance quality, performance, and interaction with urban services to reduce costs and resource consumption and to improve contact between citizens and government.

The committee is not just about energy savings. It's an opportunity to allow stakeholders to think outside of the box and bring a focus on bringing New Britain into the 21st century through technology.

The committee oversees and provides guidance and feedback on current projects and researches and identifies additional innovative projects that will allow New Britain to have a sustainable plan that lives beyond the year 2016.

One of the easiest actions a citizen can take to help in this SMART city initiative is to walk the walk. I participated in a home energy audit that reduced my energy costs. The audit is an Energize Connecticut program brought to you by EVERSOURCE, and it's called Home Energy Solutions℠. Certified and insured contractors will evaluate your household energy use and provide an average of $1,000 in energy efficiency and weatherization services to you. I noticed a significant difference in my comfort and in my reduced energy costs!

According to Energize Connecticut, every $1 of investment in energy efficiency programs in Connecticut offsets $2.80 of new generation and other energy costs for which consumers would otherwise have to pay. In 2015, residential energy efficiency changes resulted in approximately $481 million saved over the lifetime of the installed measures in Connecticut. In New Britain, city residents and businesses have also saved a substantial amount of energy and money and reduced carbon emissions due to energy efficiency measures. Energize CT estimates these annual savings at $1.76 million - This has led to 5,676 (tons) in CO_2 saved and more than 8,906,557 kWh worth of electricity right here at home in New Britain.

By becoming energy efficient, New Britain aims to join other cities around the state that have implemented energy saving policies. We have the opportunity to save tremendous amounts of money, while helping our environment at the same time. SMART city initiatives are the future of cities like New Britain, and with everyone buying in, we can make our city one of the leading advocates for energy & innovation in Connecticut.

Mayor Erin E. Stewart

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The Vision

Mayor Erin E. Stewart established the Energy and Innovation Committee in January 2016 as a way to transform New Britain into a "SMART City."

The committee's aim is: to make New Britain's government more streamlined through the effective use of existing and new resources, focusing on:

- Energy Efficiency and Reliability
- Asset Management
- Realistic Budgeting

By looking at these three areas, the city has realized savings through smart energy management and conservation measures in addition to living within its means.

Further actions will result in additional savings; the committee has focused on attaining an overall goal of 15% energy reduction over the next four years. By bringing the message on saving energy to our residents, we can set the standard we would like our residents to follow.

Committee Goals

The Mayor's Energy and Innovation Committee established 4 goals:

1. Oversee, provide guidance and give feedback on current projects underway within New Britain
2. Research and identify additional Energy and Innovation (E&I) projects
3. Brand New Britain as a SMART and Sustainable City
4. Raise awareness to city residents on SMART City goals

Energy and Innovation Committee Members

Mayor Erin E. Stewart	**Jodi Latina**
William Carroll	**Timothy Stewart**
James Adams	**Kim Villanti**
Michael Cassella	**Alderman Robert Smedley**

Section 1: Inside the Hive

"Inside the Hive" represents many of the projects we are working on or would like to see happen inside the walls of City Hall.

City Website Redesign

The City's Information Technology Department is currently overhauling newbritainct.gov to make the website more user friendly and to allow for more city services to be conducted online.

One department that has taken the lead in this area is the Town Clerk's office. The IT Department has contracted with Granicus to launch the new website. The company recently led the redesign of a neighboring town's website, which earned a 2015 Best of the Web award for the design and propriety content management system. The city of New Britain has an existing relationship with Granicus to implement in-house streaming of meetings and iLegislate—a component to disseminate electronic documents to Common Council members on their iPads. Granicus will help train, design, host, upgrade, troubleshoot, and repair any issues related to the website.

Advantages of integrating iLegislate into an organization's public meeting process include:

- Convenient access to meeting agendas and supporting documents
- Reduced paper consumption, or a paperless environment
- Offline and on-the-go agendas and attachment review
- Indexed, archived meeting video review
- Public opinion at elected officials' fingertips

In addition to being able to pay water and sewer bills online, residents will soon be able to track snow plows , access the city's website on a mobile device, register complaints or issues more easily, and experience many other new features. The website is expected to launch in the summer of 2016.

With a majority of residents and business owners looking to do business with the city online, we fully recognize we need an active and easy to use homepage.

OneSolution – Financial Management Software

In late 2015, the City of New Britain purchased new financial management software called "OneSolution". OneSolution provides a more streamlined workflow for city finances and the ability to track and create reports, among many other functions. With the new software, the Finance Department is in the process of rolling out the Employee Online module where employees will have the ability to electronically view their check stubs. When finally unveiled, the city will save money on check stock, ink, and labor to produce check stubs on a weekly basis as well as reduce our carbon footprint through energy savings.

This solution will help our governments organize, store, and easily retrieve electronic documents all in one system. It also maintains all legislative data and tracks each item's path through the entire process. It allows staff to quickly and easily publish agenda and minutes documents to the Web and help ensure records availability and promote government transparency.

OneSolution will also allow city employees an online time tracking system. This will allow them to access their personnel information like vacation, sick and personal time in one module.

Board of Education

The Consolidated School District of New Britain has taken advantage of energy efficiency incentives offered by the utility company Eversource. Three schools will see upgrades to lighting fixtures. Both Slade and Pulaski Middle Schools will have interior and exterior lighting fixtures retrofitted with LED bulbs and ballasts. New Britain High School will have all exterior fixtures replaced with new LED lighting equipment. The installation of the LED light fixtures at all three schools is expected to be completed by the end of August. The cost of changes to the lighting fixtures will be financed based on the savings generated with the utility company. The school district expects the projects to be paid back over a 4 year period and will then realize actual savings from the energy project.

The school district has dedicated a tremendous amount of effort in making sure the city utilizes energy and money saving opportunities both now and in the future. They have done so by hiring a full time energy manager who works toward monitoring energy usage in all school buildings and has made efforts to change human behaviors to save electricity costs. The district has seen incredible results because of their focus on changing the culture of its employees and students to become more 'energy-aware'.

Section 2: On the Street

"On the Street" represents many of the projects we are working on or would like to see happen on our city streets.

Electric Vehicle Charging Stations

This project involved installing three electric vehicle charging stations in downtown New Britain. Wall mounted charging stations were placed at the Szczesny and Blogoslawski parking garages, and a dual-head pedestal charging station was installed at the surface parking lot at 121 Main Street near the rear of the Police Department. Combined, these locations provide a total of six charging stations.

New Britain was selected to receive up to $30,000 of reimbursement through a Connecticut Department of Energy and the Environment program for the installation of these electric charging stations, which were completed in 2015. The city also received $15,000 from the Eversource Bright Ideas grant program for the completion of a pay as you throw trash study.

Streetlight Purchase and L.E.D. Conversion

The City of New Britain is looking to join the ranks of a growing number of Connecticut municipalities that are purchasing their streetlights from Eversource Energy and converting the fixtures to high efficiency L.E.D. street lighting resulting in large costs savings.

Overall, there are approximately 5,800 streets lights in New Britain, and the combination of their purchase, and conversion to energy efficient L.E.D. fixtures is anticipated to save the city over $800,000 per year in energy costs.

The first step in this project involved a third party audit of the city's street lights; this review was completed in February. Eversource Energy has quoted the city a purchase price of $1,801,948.17 for the streetlights. The City is currently moving forward on coordinating this purchase.

The City's engineering office is working with a third party vendor and other city departments on the L.E.D. conversion project which is planned to begin as soon as the purchase of the streetlights is complete. Important factors being considered with the conversion include fixture type, installing a SMART streetlight system, and

the operation and maintenance of the street light asset which the City will assume.

The City will be funding the project, and the cost savings will be used to pay off the debt incurred for the street light purchase and L.E.D. conversion over a 5 to 6 year period.

Parking Operations

The City of New Britain has an extensive public parking system including the ownership of several parking garages and meters. In an effort to be SMART the city is currently doing a P3 Parking Study (Public Private Partnership).

As a SMART city, New Britain is interested in determining whether lease of its public parking system would be in its best economic interest. The city has historically not collected adequate revenues to off-set the maintenance cost of these structures.

A consultant will help develop a strategy - including negotiations with any interested persons and will serve as external project manager for the potential public private partnership. During the P3 study a deeper dive into how the parking operation currently works, will also be conducted. This will focus on the physical state of the assets and will be investigated by a separate group. This study is expected to be completed by fall of 2016.

SMART Pay to Park

In 2015, New Britain implemented mPay2Park as a safe, efficient, and easy method for payment of parking fees and related services through a mobile device. Currently mPay2Park is available on all downtown parking meters and kiosks. To use mPay2Park users simply need to download the app and establish an account to fund their parking purchases. With the app installed people can scan the barcode sticker which is placed on the post for each parking meter to complete a transaction.

MPay2Park is having moderate success to date which is mostly attributed to it being a new system. Usage is expected to grow over time. MPay2Park is also currently being used in Darien, Connecticut. Other larger Connecticut cities, including West Hartford, New Haven, and Bridgeport use a similar system as a compliment to parking meters and kiosks.

The City will be installing all new meters in the downtown area in 2016 which will accept credit cards. It is the city's expectation to continue to improve parking and increase our revenue by making the meters easier to use.

GPS Tracking for Public Works Operations

New Britain Public Works manages the City's Winter Storm Operations which involves snow and ice clearing on nearly 170 miles of streets. These are large scale operations and require substantial numbers of employees and vehicles to be dispatched

for this work. Critically important to these operations is effective communication and accurate and timely information being conveyed to the management team controlling these services. In an effort to build an effective system, the city purchased the RASTRAC GPS software. Historically, Public Works' Winter Snow Operations have been managed without real-time information about snow removal. Examples of real time metrics for these functions include current statuses of plows and field supervisors, the number of lane miles plowed, and the quantity of streets with successful mitigation completed.

The implementation of the RASTRAC GPS Tracking system provides real-time, web-based information about the current location of vehicles as well as a history of where they've been among other information. This allows for Public Works to manage Winter Storm Operations from a Command Center more efficiently and thus improve the level of service to residents during storm related clean-ups. The system has both senior management analytical and summary reporting, as well as in-storm activity reporting, after event tracking and detailed worker performance metrics. Snow fighting is a labor intensive relatively high cost activity. The system can produce high quality maps of progress on snow plow routes and aggregate metrics for each city neighborhood. In the ideal, a summary map will be made available on the city web site, so citizens can measure progress on their street relative to other streets in the city.

To date, the project is partially complete. There are a series of mission critical reports that have been developed which are ready for installation. Some changes in the user interface are necessary to facilitate dispatcher/manager updates to the system reflecting legitimate out of service time.

Public Works has assembled a multi-disciplinary team to see this application through to a successful test and readiness for the 2016-2017 winter.

City Fleet Management

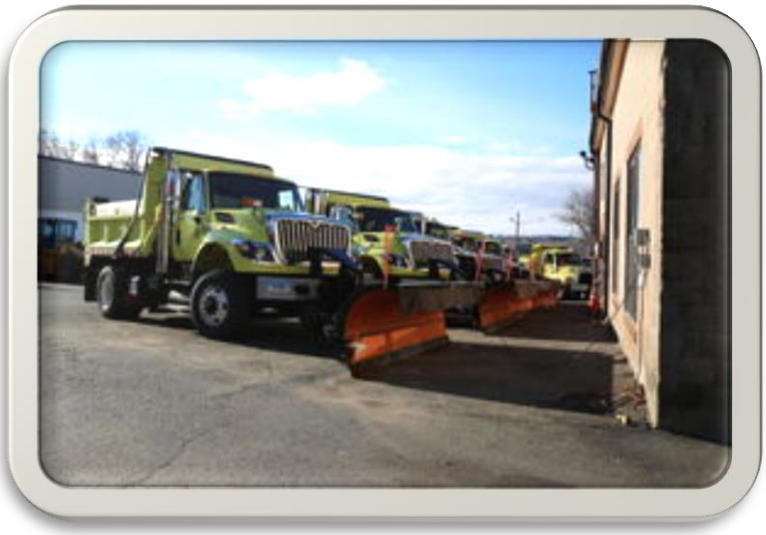
The city's fleet currently consists of 384 vehicles and 111 pieces of large equipment, which is down 46 vehicles and 9.3% from 2014. The City's Fleet Operations actually maintains about an additional 50 vehicles beyond this total as it performs the maintenance repair work for both the New Britain Housing Authority and the Board of Education.

In 2015 the City hired their first fleet manager dedicated to taking steps to improve the overall fuel efficiency of its fleet of vehicles and equipment to help keep fuel costs to a minimum.

One of these steps involved installing GPS tracking on all city vehicles, which has been shown to reduce road miles driven by up to 20%. Other steps involve "Greening" the city's fleet by purchasing the most fuel efficient vehicle possible for Capital Equipment purchases.

The city is also firmly enforcing fleet policies such as its no-idling policy. Future year's Annual Fleet Report will also include breakdowns of mileage and fuel efficiency of each city vehicle and comparisons of the City's fuel efficiency versus industry standards.

Like all cities, the City of New Britain maintains a large fleet of vehicles and equipment that is needed for everything from routine maintenance activities to emergency response, and the city's fleet itself is one of the most important and costly assets to manage.



The proper management of the city's fleet assets is critical and hundreds of thousands of dollars can be saved each year through the proper management of the city's fleet by efforts to minimize fuel consumption, maximize vehicle and equipment life cycles, and minimize the overall size of the fleet.

With the exception of the NBFD, the City of New Britain's Fleet Operations are managed by the city's Public Works Department, and are based out of two primary locations: the Public Works City Yard on Harvard Street which primarily manages passenger and larger fleet vehicles, and the maintenance garage at Stanley Quarter Park which primarily handles fleet equipment.

The management, maintenance, and repair for the city's fleet of vehicles and equipment include the following responsibilities:

- Managing and overseeing the city's capital equipment replacement program
- Establishing procedures to extend vehicle service life
- Scheduling and performing daily repairs and maintenance
- Maintaining computerized records for all maintenance and repair activities performed on every vehicle and piece of equipment in the city's fleet
- Tracking accidents that involved city fleet vehicles and equipment and establishing procedures and best practices for the reduction of vehicle accidents
- The ordering and management of the city's fuel for vehicles and equipment
- Preparing an annual report that documents the current status of the city's fleet, the city's fuel consumption, and any relevant changes

While not discussed in detail in this report, Public Works Fleet Division is also responsible for the operation and maintenance of the City's Park pools and splash pads.

Online Surplus Equipment Auction

In February of 2016 the city began using an online auction for surplus property with a value of less than $12,000. The old system was done by hand with a US Postal service mailer sent out to hundreds of interested parties with the hope they will return a call and say they are interested.

That was very labor intensive, time consuming and didn't get the results necessary for the city to make money and unload scrap from the city yard in a timely manner. Items that sat at the yard became targets for thieves.

This new online process is like an eBay for government surplus goods such as: old cruisers, trucks, fire truck mirrors, and old equipment.

The provider chosen was www.GovDeals.com. They have more than 8,000 sellers in 48 states and have done business in several towns around Connecticut. They have a financial settlement service which allows them to electronically collect funds from winning bidders. The bidders pay a fee to GovDeals. The city gets the value of the item sold at auction.

The auction provides the city flexibility with length of time of the auctions; the average time is 14 days. The city can reject bids, or accept on items that are over a certain value which we can stipulate to our representative. Once the item is sold the buyer pays GovDeals and then sets up a time to pick up the item from the city.

The proceeds of the auction purchases are deposited into the General Fund.

Section 3: On the Ground

"On the Ground" represents many of the projects we are working on or would like to see happen on city property.

Shuttle Meadow Reservoir Solar Array

The solar array located on the campus of the water treatment plant has the capacity to produce up to 568 KW of energy instantaneously, which is more than enough to power the water treatment plant. Any excess power will flow back into the local electrical grid lowering the cost to operate the facility.

The array is located on 2-plus acres of land and is made of 16 rows which hold 2564 panels. These rows are arranged to have a southern exposure to maximize energy production. In total, the solar array is capable of producing approximately 1 million Kilowatts-hours of power annually.

This array's carbon foot print is so low that using it is equivalent to having 1 million trees remove carbon from the atmosphere. By eliminating tons of greenhouse gases from being discharged into the atmosphere, the use of this array will provide the citizens of New Britain with a cleaner and safer environment.

The total electrical cost savings of this project over the 20 year life of the contract with Solar City is estimated to be $2 million.

Fuel Cell Technology

Plans are currently underway to install a fuel cell at New Britain High School. Fuel cells use natural gas to generate electricity through a chemical reaction using a hydrogen core. As electricity is created, a byproduct of heat is also generated. The heat can be used to supplement boilers, or hot water heaters being used to heat the building. The fuel cell will generate 3.6 Million kWh of electricity annually. Currently, NBHS only uses roughly 2.5 million kWh of electricity each year.

The excess energy generated will be sold back to the grid for credit on the NBHS electricity bill. The School District Energy Manager says the fuel cell will be incredibly efficient for the NBHS campus. Not only will the City see a cost avoidance with the school's electricity bills, but the district will be able to heat the building during the winter months with the heat byproduct helping to generate savings on heating fuel.

The fuel cell at NBHS is approximately the size of a 40 ton shipping container and has a 20 year life expectancy.

Reservoir at the Quarry

According to the State Department of Public Health, a new surface water supply has not been created in Connecticut in more than 40 years. The city is currently conducting an environmental feasibility study to see whether a new reservoir at the Tilcon Quarry is viable. The goal of this new regional water supply is to create a sustained environmental, economic, and financial value for the greater New Britain region including the towns of Plainville and Southington.

Environmental benefits include the creation of 239 acres of Class 1 & 2 land, fresh drinking water on a daily basis to thousands of residents and potentially for hundreds of thousands in the region during an emergency. Protection of open space in the reservoir project would include a 3:1 exchange – For each acre of mineral rights acquired, Tilcon is expected to donate three acres of land back to the community; this means a total of 275 acres of open space will be donated back: 95 acres for New Britain, 157 acres for Plainville, and 75 acres for Southington.

The New Britain Common Council in 2016 approved bonding (roughly $1.3 Million) for upgrades to the water treatment facility and system to strengthen filtration systems. Creating a new reservoir will show a commitment to the value of the system for generations to come.

Once the study is complete in the Fall of 2016, it will go before the state water planning council and the Connecticut Council on Environmental Quality. The residents of New Britain will also have an opportunity to review the study before it is ultimately sent to legislators at the Capitol in Hartford.

Section 4: In the Air

"In the Air" represents many of the projects we are working on or would like to see above street level.

Public Wi-Fi Access

Internet has become an integral part of our citizen's daily lives and a basic expectation. As part of the SMART initiatives, the City plans to offer free Wi-Fi at several city owned locations.

Currently, construction is underway in the general downtown area. During the construction of the new revitalized downtown area, Wi-Fi radio signals will be relayed throughout the area via a series of access points or radio transmitters. These newly installed access points will offer those visiting with enough bandwidth to provide a pleasant internet experience that will benefit those smart phone and tablet users with limited data plans. By providing the convenience of free connectivity to the internet, the hope is to increase the number of visitors to the downtown area and to make their stay more enjoyable while dinning, shopping or just visiting. The estimated completion date is the fall 2016.

As an additional benefit to providing free internet, the city will be positioned to disseminate vital information in cases of emergency and public safety to all connected users. There are ongoing initiatives to provide internet access at Walnut Hill Park, other parks and popular public gathering places, many of which will be identified for the successful rollout of the downtown access.

Monitoring at Traffic Intersections and Parks

Public cameras can help make parks, city sidewalks, and neighborhoods safer and more welcoming for everyone. Cameras posted in high-traffic areas can help reduce street crime and encourage more consumers to frequent stores and restaurants, increasing business and local revenue.

The city's IT department, working in tandem with Public Works Traffic Division, have formulated a plan to expand the city's monitoring program. The installation of cameras will follow traffic control upgrades to mast arms and traffic control boxes currently planned for Main and West Main Streets. In addition, cameras will be positioned in Central and Walnut Hill parks as part of the "Smart City" public Wi-Fi initiative.

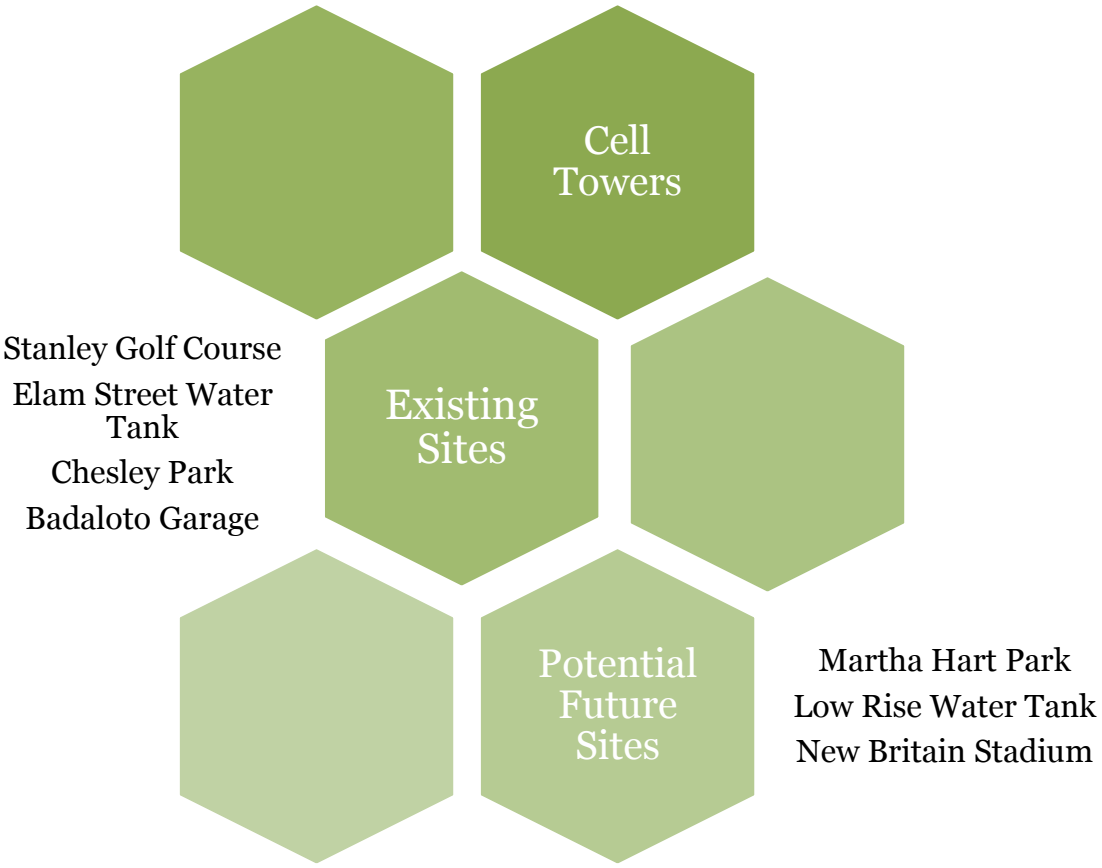
Cameras will be placed in areas currently under construction to reduce installation costs or in high crime areas identified by the Police Department.

Surveillance requires an interconnected network of fiber optic cabling, switches, and cameras. The foundation being planned today will position the city to expand its coverage in all directions in the hope that one day we are able to have citywide coverage providing an increase in safety and security.

Cell Towers

New Britain has 4 cell towers situated around the city. Currently they are utilized for communication but in an effort to create a revenue source the city is seeking to hire a contractor to market and develop and manage the properties for hosting wireless and data carriers.

The City will be looking for a contractor that will be responsible for creating a website with site location summaries and determining a base for revenue. The managing of the cell towers will reserve one space for the City's own wireless services on any installation. In addition, the city will watch the impact of new technologies on the market and the municipal siting opportunity.



The benefits of marketing over cell tower sites is it will enhance the city's ability to create revenue.

Street Light Alignment Project

With the opening of the CT*fastrak* Downtown Station and various developments throughout New Britain, the city recognized the need to update its traffic signal equipment and has implemented a Citywide Traffic Signal Modernization Program. The City currently maintains 72 traffic signals within the city limits each has an average lifespan of 25 years.

In the winter of 2016, the city was awarded $3 million in funding from the state of Connecticut's Department of Transportation to modernize and upgrade the city's downtown traffic signals. The funding will allow 23 traffic signals to communicate with each other in order to improve traffic flow, reduce idling time for motorists, and reduce carbon emissions. The funding comes from the DOT's Congestion Mitigation and Air Improvement Program; only 13 towns or transit districts in the state received the funding.

Creating a safe, efficient and reliable transportation system is a vital component of a successful community, which is why New Britain has adopted a Complete Streets policy and implemented multiple complete streets projects throughout the downtown area.

Phase I of the Citywide Traffic Signal Modernization Program focuses on evaluating existing equipment, identifying new City of New Britain Standard Traffic Signal Equipment, and forming the program.
Phase II of the Citywide Traffic Signal Modernization Program is essential for promoting transit orientated development around CT*fastrak*. A key piece to the Citywide Traffic Signal Modernization, Phase II is creating a transportation management system.

Establishing a Centralized Transportation Management System will have many benefits.
Including:

- Regularly monitor and adjust traffic signal timings
- Implement alternate local timing plans when incidents/closures occur on CT Routes 9 & 72
- Instant reporting allowing for timely response to issues
- Traffic Signal Controller Scans
- Data Collection
- Monitoring intersections during inclement weather and snow operations

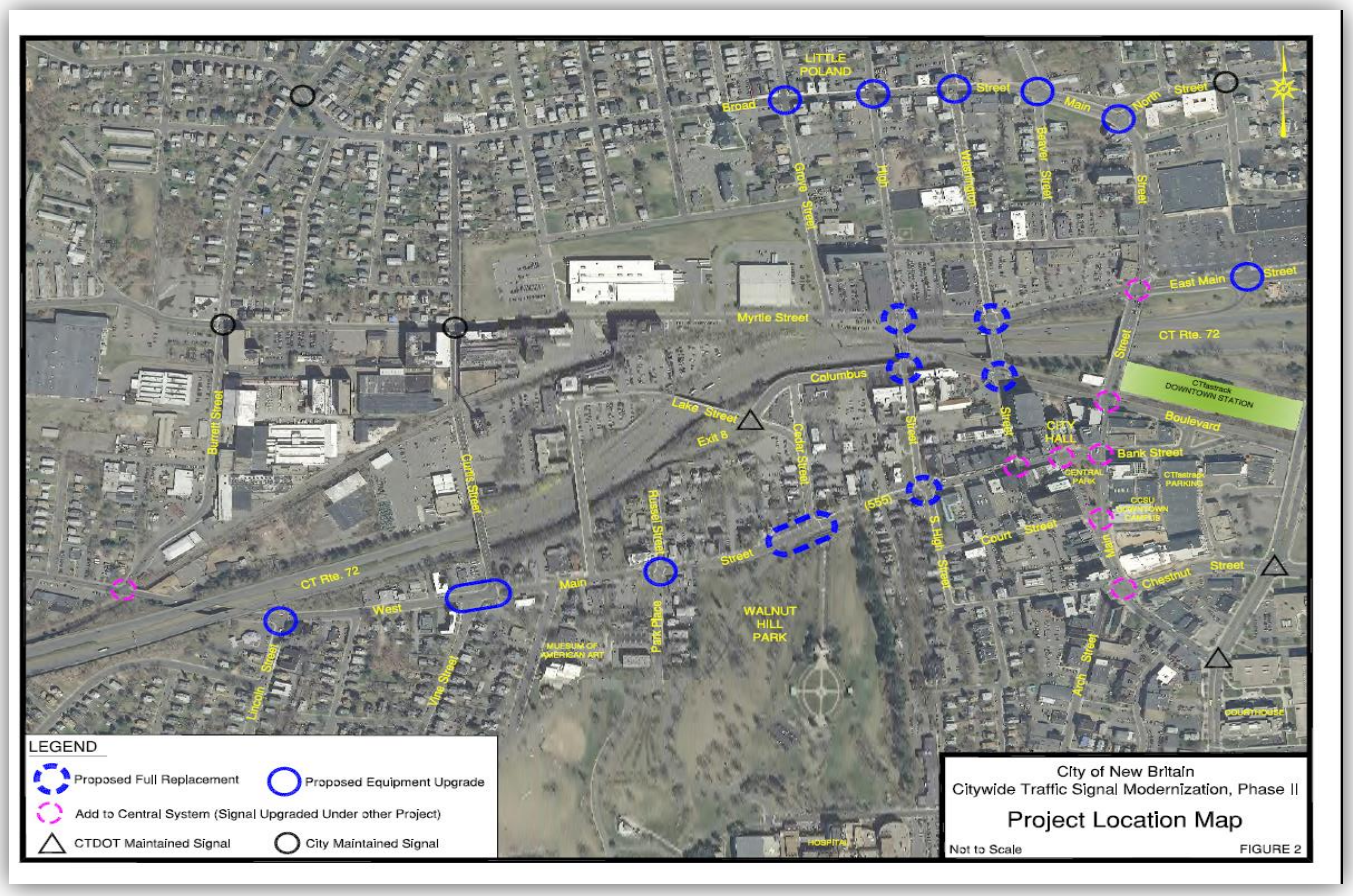
The proposed system will incorporate the closed loop systems reestablished in Phase I along with ten other traffic signals in the downtown area. Under the Phase II project, a total of 23 intersections will be managed with the centralized transportation management system and allow for expansion with future phases.

Providing coordination with appropriate timing plans will reduce excessive congestion, reduce delays and improve safety. New equipment will also include audible pedestrian equipment upgrades to the Manual Uniform Traffic Control Devices and Americans with Disabilities Act standards.

Seven intersections along Myrtle Street, East Main Street and Columbus Boulevard will be incorporated into the proposed centralized transportation management system.

An existing copper interconnect along Main Street was restored under Citywide Traffic Signal Modernization, Phase I and the traffic signals at these intersections are being replaced as part of other complete streets projects.

This project is expected to reduce the wait time for motorists by 38 percent, resulting in at least a 16 percent reduction in carbon monoxide emissions. The expected completion date is the fall of 2018.



Section 5: Committee Recommendations

The Energy and Innovation Committee provides this living document which can be found at NewBritainCT.gov/smartcity in an effort to educate the entire community about the initiatives and technology that exists to bridge government with the people for SMARTER living.

Looking forward:

- Obtain a detailed inventory and benchmark of all our sources and uses of energy
- Create energy management initiatives for city facilities to mirror the successes of the Board of Education
- Explore housing a trash to energy facility in the city limits that residents could utilize
- Research a SMART trash program (Pay as you throw)
- Continued exploration of efficient energy projects including light retrofits and HVAC upgrades to city buildings
- Creation of a SMART phone App for 311 quality of life issues residents need help with
- Create a green business incentive program

Conclusion:

The Mayor's Energy and Innovation Committee will continue to guide the city on current projects and will seek and advise on future ideas. This guidance will come in the form of quarterly meetings. This report will evolve as new ideas come to light. The "green industry" is ever changing and the goal will continue to remain; stream lining government and maintaining SMART city practices. The city council and future leadership must look ahead and continue to evolve with best practices in mind.

Appendix

Committee Meeting Schedule 2016

Doc ID: 005634190002 Type: CCM
File 33373

RESOLUTION

Item# 33373 RE: SMART City Initiative

To Her Honor, the Mayor, and the Common Council of the City of New Britain:
the undersigned beg leave to recommend the adoption of the following:

WHEREAS, Mayor Erin E. Stewart, has launched a SMART City initiative where the city uses information and communication technologies to enhance quality, performance, and interaction with urban services to reduce costs and resource consumption and to improve contact between citizens and government; and

WHEREAS, the City of New Britain will endeavor to achieve its goals with the help of the Mayor's Energy and Innovation Committee; and

WHEREAS, the City of New Britain will seek to utilize the ideas such as conservation of energy in municipal buildings, the utilization of SMART technology to manage and control energy usage including the retrofitting of street light systems, and utilizing fuel cell technology among many other initiatives that will be set by the committee.

NOW THEREFORE BE IT RESOLVED, that Mayor Erin E. Stewart and the Common Council of the City of New Britain are committed to creating a new and improved "Hardware City" that will seek to reduce the city's carbon footprint and enable citizens to be energy conscious for generations to come.

Alderman Jamie Giantonio

Alderman Robert Smedley

Alderman Daniel M. Salerno

Christopher Palkowski

File Number: 33373 Seq: 1

No 33373 Rec'd 01/27/2016
(Above For Town Clerk's Use Only)

RESOLUTION

Re: SMART CITY INITIATIVE

Ald. Smedley moved to accept and adopt, seconded by Ald. Salvio. So voted.

City Clerk

APPROVED

Mayor

1-28, 20 16

File Number: 33373 Seq: 2