

MINUTES
UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS
FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, August 17, 2011 – The members of the Finance and Administration Committee of The University of Houston System convened at 10:45 a.m. on Wednesday, August 17, 2011, at the Hilton University of Houston Hotel, Waldorf Astoria Ballroom E, Second Floor, 4800 Calhoun, Houston, Texas, with the following members participating:

ATTENDANCE –

Present

Jim P. Wise, Chair
Jarvis V. Hollingsworth, Vice Chair
Nandita V. Berry, Member
Carroll Robertson Ray, Ex Officio

Non-Member(s) Present

Nelda Luce Blair, Regent
Tamecia Glover Harris, Student Regent

In accordance with a notice being timely posted with the Secretary of State and there being a quorum present, Chair of the Committee, Jim P. Wise, called the meeting to order. Regent Wise stated nine (9) approval items would be presented before the committee. At the conclusion of each item presented, he would call for committee approval. After all action items are presented, a motion to place these items on the Consent Docket for final Board approval at the Board of Regents meeting scheduled for later today, Wednesday, August 17, 2011, would be made. Regent Wise then introduced the first action item on the agenda, the approval of the minutes.

AGENDA ITEMS

Action Items:

1. Approval of Minutes – Item B

On motion of Regent Ray, seconded by Regent Berry and by a unanimous vote of the members in attendance, the following minutes from the meeting listed below were approved:

- May 18, 2011, Finance and Administration Committee Meeting

2. Approval is requested for the University of Houston System FY2012 Plan and Budget – University of Houston System – F&A-C

Dr. Carlucci, Executive Vice Chancellor for Administration and Finance introduced this item and requested approval for the University of Houston System FY2012 Plan and Budget. Dr. Carlucci presented a powerpoint presentation to the committee which summarized the annual plans, plus revenue and expenditure budgets for all university components for the period September 2011 through August 2012. The budget for the UH System included operating,

restricted and capital facilities budgets for the University of Houston, University of Houston-Clear Lake, University of Houston-Downtown, University of Houston-Victoria, and University of Houston Administration. He stated that all university presidents were available to discuss and answer questions concerning their budgets which were also outlined in the presentation. Below is a summary of Dr. Carlucci's remarks:

- Total Budget, Operating Budget and Instructional Budgets were addressed.
- Total Budget included bonded capital – FY2012 Budget - \$1,359 (\$millions).
- Total Operating Budget, not including bonded capital – FY2012 - \$1,192 (\$millions)
- Total Restricted Budget which is the Discretionary Budget based on non-restricted funds is where all of the changes, cuts, additions were made.
- Enrollment growth was approximately 5.1% in terms of credit hours so there is an increase in the workload that supports the budget.
- The growth in enrollment is matched with the growth of revenue.
- The per credit hour cost of the Instructional Budget for FY2012 - \$727.1 (\$millions) is 5% less than it was for FY2011 - \$725.4 (\$millions). This reflects increased enrollment without an equivalent increase in revenue.
- Reductions to Instructional and Support Budget was discussed and reduction principles addressed as outlined below.
 1. Protect instruction and financial aid.
 2. Reshape the work force
 - No replacement of faculty positions in low demand programs.
 - Consolidate and eliminate staff in support operations (e.g., business services and IT)
 3. Reduce operations costs
 - Reduce non-essential operations (e.g., travel, events, communications allowances)
 - Centralize core services (e.g., business services and IT)
 - Leverage system- and university-wide contracts (e.g., purchasing contracts).
 4. No salary increases
- 345.5 Reductions in Force (RIFs) in terms of positions were eliminated.
- Increases to Instructional and Support Budget was discussed and investment principles addressed as outlined below.
 1. Support enrollment growth and increase financial aid
 - Expand online and off-campus instructional delivery
 - Increase both need-based aid and scholarships
 2. Reshape the work force
 - Allocate faculty lines to high-demand/high priority programs
 - Increase staff positions in areas that directly save students (e.g., counselors, advisers, recruiters)
 3. Maintain facilities and infrastructure
 - Provide resources to maintain new facilities and repair/renovate aging facilities
 - Expand and improve IT infrastructure and library resources to support growing enrollment.
- The portion of the budget that is System Shared Services totals \$27,687,000.
 - Cost allocation breakdown of Shared Services by each component is outlined below.

University of Houston	79.7%
UH-Clear Lake	8.6%

University of Houston System

UH-Downtown	7.0%
UH-Victoria	<u>4.7%</u>
Total Shared Services	100.0%

- Additional opportunities under evaluation for Shared Services include: Human Resources and Safety and Security, as well as other areas such as Information Technology, Facilities, and Financial.

Outlined below is a summary of the plan and budget for each university component:

University of Houston System Administration

- Total Budget for FY2012 - \$38.1 (\$millions)
- Total Operating Budget for FY2012 - \$38.1 (\$millions)
 - Appropriated Tuition Revenue Bond (TRB) Debt Service – 63.0%
 - State Support and System Service Charge – 37.0%
- Total Instructional and Support Budget for FY2012 - \$14.1(\$million)
 - Salaries and Wages – 58.2%
 - M&O – 30.5%
 - Benefits – 11.3%
 - Percent Change FY2011 to FY2012 – [-4.1%]
- Reductions to Instructional and Support Budget (\$millions)
 - Staff were reduced in the central administration, and both staff and operations support were reduced at the UH System center at Sugar Land and Cinco Ranch.
- Increases to Instructional and Support Budget (\$millions)
 - There were no increases at UH System Administration

University of Houston

- Total Budget for FY2012 - \$1,014.4 (\$millions)
- Total Operating Budget for FY2012- \$860.3 (\$millions)
 - State Support and Tuition and Fees – 59.3%
 - Contracts and Grants – 22.1%
 - Sales and Service – 14.9%
 - Endowment/Investment – 3.0%
 - HEAF – 0.8%
- Total Instructional and Support Budget for FY2012 - \$509.7 (\$million)
 - Salaries and Wages – 53.8%
 - M&O – 29.0%
 - Benefits – 11.5%
 - Utilities – 5.0%
 - Debt Service – 0.8%
 - Percent Change FY2011 to FY2012 – 0.4%
- Reductions to Instructional and Support Budget Summary (\$millions)
 - Faculty – Given enrollment growth, faculty reductions were small (1%), but geared toward reshaping the faculty to better serve the needs of the university. Vacant tenured and tenure-track faculty positions were eliminated in areas that don't strongly align with the academic and research goals of the university. Similarly, instructional faculty positions were eliminated in areas that do not possess high enrollment demand.

University of Houston System

- Staff – Elimination of staff positions constituted the largest component of the university’s reduction – 222 FTE. In general, positions directly related to serving students or achieving the university’s research goals were protected while ancillary positions (e.g., business services, office support, information technology) were eliminated. In some cases, positions and entire departments were combined to achieve higher levels of efficiency.
- Financial Aid – Given its importance to achieving higher levels of student access and success, financial aid was protected from the budget reduction process.
- Operations – Support for operations constituted the second largest component of the university’s reduction - \$11.8 million.
- **Increases to Instructional and Support Budget Summary (\$millions)**
 - Faculty – Investments in new faculty positions will enable UH to meet the instructional needs of a rapidly growing student population and enhance its scholarly/research productivity. Specifically, tenured and tenure-tracked faculty positions will be allocated to areas of academic and research strength or to programs with high enrollment demand. Instructional faculty positions will be used to expand instruction in high-demand undergraduate courses.
 - Staff – The university’s planned 41 FTE staff positions will be allocated almost exclusively to accommodate enrollment increases or serve students directly. Of special note, 6.5 FTE will be dedicated to University of Houston’s new first-year experience program, which will improve how the core curriculum is delivered with the goal of increasing student learning and persistence.
 - Financial Aid – Protected during the budget reduction process, financial aid was increased substantially as part of the FY2012 planning process - \$8.2 million (18%).
 - Facilities and Operations – A growing student population and research enterprise requires a substantial investment in facilities and operations. Of greatest importance, the \$9.3 million increase for facilities next year will enable UH to restore its aging infrastructure and maintain new facilities. As is the case for new staff FTE, the increases to operations expenses (\$4.3 million) will be used almost exclusively to serve students.

University of Houston-Clear Lake

- Total Budget for FY2012 - \$106.9 (\$millions)
- Total Operating Budget for FY2012- \$100.9 (\$millions)
 - State Support and Tuition and Fees – 77.5%
 - Contracts and Grants – 11.5%
 - Sales and Service – 5.1%
 - Endowment/Investment – 0.8%
 - HEAF – 5.2%
- Total Instructional and Support Budget for FY2012 - \$78.2 (\$million)
 - Salaries and Wages – 60.8%
 - M&O – 20.7%
 - Benefits – 15.9%
 - Utilities – 2.6%
 - Percent Change FY2011 to FY2012 – [-4.4%]
- Reductions to Instructional and Support Budget Summary (\$millions)

University of Houston System

- Developed a 3-year approach (FY11, FY12, FY13) to address the reductions
- Top priority was to minimize, to the extent possible, the impact of the budget reductions on the delivery of programs and services to students
- Reduction in staff positions through elimination of vacancies resulted in 26 less FTE budgeted.
- Reduced operations support to faculty and staff which provided supplies, office support, and professional development.
- Increases to Instructional and Support Budget Summary (\$millions)
 - Investments in scholarships for community college transfer students to aid recruitment, retention, and graduation.
 - Development of additional off-campus enrollment in Pearland and the Texas Medical Center.
 - Support for additional faculty positions in high demand programs.
 - Development of additional online courses and programs.
 - Support for library services including online resources and electronic content acquisition.

University of Houston-Downtown

- Total Budget for FY2012 - \$144.2 (\$millions)
- Total Operating Budget for FY2012- \$143.5 (\$millions)
 - State Support and Tuition and Fees – 62.0%
 - Contracts and Grants – 24.4%
 - Sales and Service – 6.1%
 - Endowment/Investment – 2.8%
 - HEAF – 4.7%
- Total Instructional and Support Budget for FY2012 - \$89.0 (\$million)
 - Salaries and Wages – 60.0%
 - M&O – 22.4%
 - Benefits – 15.4%
 - Utilities – 2.2%
 - Percent Change FY2011 to FY2012 – [-1/2%]
- Reductions to Instructional and Support Budget Summary (\$millions)
 - Elimination of faculty lines
 - Elimination of online and distance education stipend program
 - Elimination of positions, other non-salary reductions, savings from favorable electricity contract
 - General M&O reductions across the university
- Increases to Instructional and Support Budget Summary (\$millions)
 - Faculty promotion pay (rank/tenure-related)
 - Additional positions to support student success, operations, marketing/branding
 - Mandated DT set-aside, other institutional scholarships
 - Funds for student success/high impact practices

University of Houston-Victoria

- Total Budget for FY2012 - \$56.3 (\$millions)
- Total Operating Budget for FY2012- \$49.3 (\$millions)

University of Houston System

- State Support and Tuition and Fees – 73.0%
- Contracts and Grants – 8.7%
- Sales and Service – 11.6%
- Endowment/Investment – 0.0%
- HEAF – 6.7%
- Total Instructional and Support Budget for FY2012 - \$36.0 (\$million)
 - Salaries and Wages – 50.0%
 - M&O – 34.7%
 - Benefits – 13.9%
 - Utilities – 1.4%
 - Percent Change FY2011 to FY2012 – 16.5%
- Reductions to Instructional and Support Budget Summary (\$millions)
 - Eliminate/reduce travel, memberships, sponsorships, hospitality
 - Reduce departmental operating budgets
 - Increase class sizes, reduce summer teaching loads and compensation, increase use of adjuncts
 - Positions not filled, terminated or only partially replaced.
- Increases to Instructional and Support Budget Summary (\$millions)
 - Instructional faculty and essential staff to support increases in enrollment
 - Student success support, retention, graduation
 - Academic quality and value of degrees
 - Scholarships
 - Additional operational funding to support enrollment goals of downward expansion, off-campus centers, and online delivery.

The plan and budget was discussed at length by the committee and numerous questions were raised. A complete copy of Dr. Carlucci's powerpoint presentation has been filed in the Board office.

On motion of Regent Ray, seconded by Regent Berry and by a unanimous vote of the members in attendance, the University of Houston System FY2012 Plan and Budget was approved.

3. Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts up to \$80 million (increased from the originally approved \$44.2 million project) for design and construction of the University Center Addition and Renovation at the University of Houston - University of Houston, Item D – F&A - D

Dr. Carlucci introduced this item and requested approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$80,000,000 which was an increase from the originally approved \$44.2 million project for design and construction of the University Center (UC) addition and renovation at the University of Houston. This follows the recent Student Government Association (SGA) resolution supporting the second fee increase of \$50.00 to begin Fall 2012. Dr. Carlucci outlined the financing of the UC transformation to the committee which is summarized below:

- On September 24, 2008, SGA voted to authorize the UC 2010 student referendum to be conducted;

University of Houston System

- On September 30, 2009, SGA voted to certify the results of the UC referendum, authorizing the UC fee to be raised by \$25 to \$60, effective Fall 2010;
- On January 27, 2010, SGA voted to approve phase one of a modified fee increase schedule, amending their previous approval to allow the UC fee to be raised by \$50 to \$85, effective Fall 2010; and
- On May 2, 2011, SGA voted to approve phase two of the UC Fee increase, raising it by an additional \$50 to \$135, effective Fall 2012.

This project will construct two additions to the University Center (UC):

- One will be east of the existing UC. The first floor of this addition will house dining areas thus minimizing MEP renovation of the existing facility. The second floor of the east addition will include a 400-seat theatre space, a Senate Chamber for SGA, and (contingent on funding) a 600-person ballroom.
- The second addition will be constructed above the UC North Patio and will house student organization offices, carrels, and workspaces.

A major portion of this project will renovate the existing building including eliminating deferred maintenance items. The first phase of this student-initiated and recommended project was previously approved by the Board in August 2010.

The total project cost would be \$80,000,000. The design start date would be September 2011 and, if approved, construction would begin in May 2012. Initial occupancy of the new additions would be August 2013 with the substantial completion date being in August 2015. Funding Sources - Auxiliary Revenues (Bonds) supported by Student University Center Fee and Food Service Commission - \$80,000,000.

On motion of Regent Hollingsworth, seconded by Regent Ray and by a unanimous vote of the members in attendance, the approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$80 million (an increase from the originally approved \$44.2 million project) for design and construction of the University Center addition and renovation at the University of Houston was approved.

4. Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts up to \$48.5 million for design and construction of a Sophomore Residence Hall to replace the existing Cougar Place facility at the University of Houston, Item E – F&A-E

Dr. Carlucci requested approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$48.5 million for design and construction of a Sophomore Residence Hall to replace the existing Cougar Place facility at the University of Houston. This project size will be a design build project, approximately 316,000 GSF, with a proposal of 800 beds with an alternate for 200 additional beds. Unit configuration is expected to be 4-bedroom suites with 2 private baths, and a small common living area.

The University of Houston is working to increase student success by the recruitment of top scholars, retaining those students once they become Cougars and graduating them in higher proportions. UH is also seeking to increase student life and campus activity and on campus

living/learning opportunities are central to all of these efforts. Dr. Carlucci stated that since enacting the 2006 Campus Framework Plan, the university has steadily added residential housing toward these goals. In addition, academic studies have shown that if students remain on campus for the first two years of their university career, they are much more likely to continue in their studies, graduate more quickly, and have more successful academic careers. This project will help accomplish these goals.

The total project cost would be \$48,500,000. The design start date would be September 2011 and, if approved, construction would begin in March 2012 with the initial occupancy date being June 2013. Funding sources – Auxiliary Revenues (Bonds) – Housing Fees - \$48,500,000.

On motion of Regent Berry, seconded by Regent Hollingsworth, and by a unanimous vote of the members in attendance, the approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$48.5 million for design and construction of a Sophomore Residence Hall to replace the existing Cougar Place facility at the University of Houston was approved.

5. Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts up to \$11.5 million for design and construction of the University of Houston-Victoria Sophomore Housing Project – University of Houston-Victoria, Item F – F&A-F

Dr. Carlucci requested the approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$11.5 million for the design and construction of the University of Houston-Victoria Sophomore Housing Project. The project size will be approximately 104,000 GSF for approximately 250 beds. Dr. Carlucci presented and discussed the financial pro forma with the committee. A discussion followed.

The total project cost would be \$11,500,000. The proposed design start date would be September 2011, and if approved, construction would begin in April 2012 with the occupancy date being May 2013.

On motion of Regent Ray, seconded by Regent Berry and by a unanimous vote of the members in attendance, the approval to delegate authority to the chancellor to negotiate and execute contracts up to \$11.5 million for design and construction of the University of Houston-Victoria Sophomore Housing Project was approved.

5. Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts up to \$20 million for design and construction of Multi-Modal Garage I at the University of Houston – University of Houston, Item G – F&A-G

Dr. Carlucci requested approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$20 million for design and construction of Multi-Modal Garage I at the University of Houston. This project will construct a multi-modal parking garage near Calhoun Road and Wheeler between Moody Towers and the new Optometry building. The project will be a base bid of 1,500 parking spaces and approximately 500,000 GSF with an option for up to an additional 500 spaces for a total of 2,000 parking spaces and approximately 670,000 GSF.

The University of Houston's goal is to implement a transportation plan that links multiple transportation modes including UH Shuttle Buses, Metro Busses, and access to the Metro Light Rail Station on Wheeler.

The total project cost will be \$20,000,000. The proposed design start date should begin January 2012, and if approved, construction would begin July 2012 with the occupancy date of July 2013. Dr. Carlucci addressed the Parking and Transportation Services combined pro forma with the committee and a discussion followed. It was noted that the site and scope for the UH Multi-Modal Garage I was presented at the Facilities, Construction and Master Planning Committee meeting held on Tuesday, August 16, 2011 and was approved by the committee pending final Board approval at the Board meeting on August 17, 2011 .

On motion of Regent Berry, seconded by Regent Hollingsworth and by a unanimous vote of the regents in attendance, the approval to delegate authority to the Chancellor to negotiate and execute contracts up to \$20 million for design and construction of Multi-Modal Garage I at the University of Houston was approved.

6. Approval of the Twenty-third Supplemental Resolution, the Preliminary Official Statement, and the Notices of Sale authorizing the issuance by Board of Regents of the University of Houston System Consolidated Revenue and Refunding Bonds, Series 20011A and Series 2011B (Taxable) – University of Houston System – Item H – F&A-H

Dr. Carlucci presented this item requesting approval of the Twenty-third Supplemental Resolution, the Preliminary Official Statement (POS), and the Notices of Sale (NOS) authorizing the issuance by Board of Regents of the University of Houston System Consolidated Revenue and Refunding Bonds, Series 20011A and Series 2011B (Taxable) to be sold by competitive sale for new money and refunding purposes.

A presentation was given which listed all projects for Consolidated Revenue and Refunding Bonds (CRRB), Series 2011A and CRRB, Series 2011B (Taxable) as of July 12 2011. Below is a brief summary of this presentation.

- A listing of all of the projects financed and approved by the Facilities, Construction and Master Planning and the Finance and Administration Committees was addressed for a total of approximately \$225.8 million; and approximately \$82.0 million in refinancing, respectively.
- \$225.8 million New Bonds (base case scenario – based on rates as of 8/16/11)
 - 4.38% estimated all-in true interest cost
 - \$237.5 million project budget
 - Less \$11.7 million university funds (e.g., new UC fee, HEAF, food service revenue)
- \$81.1 million Refunding Bonds (base case scenario – based on rates as of 8/16/11)*
(*assuming a 50 pbs increase from base case scenario, the refunding would yield a \$5.4 million NPV savings or 6.19%)
 - 2.54% estimated all-in true interest cost
 - 4.22% original all-in true interest cost
 - \$7.7 million NPV savings or 8.8%
- Municipal Market Overview
 - Municipal bond market at most attractive levels this year

University of Houston System

- Investors on edge about global economy
- Higher rated bonds (AA and above – like UH) are benefiting from “flight to quality”

Regent Hollingsworth requested a report on the projected debt service for the FY2012 budget.

On motion of Regent Hollingsworth, seconded by Regent Ray, and by a unanimous vote of the regents in attendance, the approval of the Twenty-third Supplemental Resolution, the Preliminary Official Statement, and the Notices of Sale authorizing the issuance by Board of Regents of the University of Houston System Consolidated Revenue and Refunding Bonds, Series 20011A and Series 2011B (Taxable) – University of Houston System was approved.

7. Approval to Renew Investment Resolution for the University of Houston System, Item I, F&A-I

Dr. Carlucci requested approval to renew the Resolution Governing the Sale, Assignment, Endorsement, Transfer, and Delivery of Gift Securities for Any Component of the University of Houston System; the Resolution Governing the Purchase and Sale of Securities and Similar Investments for the University of Houston System Endowment Fund; and the Resolution Governing the Purchase and Sale of Securities and Similar Investments for all Non-Endowed Funds of the University of Houston System. There were no changes in persons authorized to make investment decisions, however, the resolutions must be renewed semi-annually.

On motion of Regent Ray, seconded by Regent Hollingsworth, and by a unanimous vote of the regents in attendance, the approval to Renew Investment Resolution for the University of Houston System was approved.

8. Approval is requested for the University of Houston System FY2012 Holiday Schedule – University of Houston System, Item J – F&A-J

Dr. Carlucci introduced this item and requested approval for the University of Houston System FY2012 Holiday Schedule. The number of annual holidays is determined by statute and for the FY2012 academic year there will be a total of 13 holidays.

On motion of Regent Ray, seconded by Regent Hollingsworth, and by a unanimous vote of the regents in attendance, the approval for the University of Houston System FY2012 Holiday Scheduled was approved

9. Approval is requested of a Purchase Order with EBSCO Subscription Services, Inc., Item K – F&A-K

Dr. Carlucci presented this item and requested approval of a purchase order with EBSCO Subscription Services, Inc. in the amount of \$4,190,000. Dana Rooks, Dean of the M.D. Anderson Library stated this was a one year renewal contract and it would then go to bid next year. Dean Rooks stated that through EBSCO, the Library can acquire up-to-date periodical literature, electronic subscriptions, and books in fields appropriate to the University’s curriculum and research needs more efficiently than working with each publisher individually. This agreement is effective from September 1, 2011 through August 31, 2012.

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On motion of Regent Ray, seconded by Regent Hollingsworth, and by a unanimous vote of the regents in attendance, the approval of a Purchase Order with EBSCO Subscription Services, Inc. was approved.

After all action items were presented and approved by the committee, Regent Wise called for a motion to place all of the action items, with the exception of Item C, the University of Houston System FY2012 Plan and Budget, on the Board's Consent Docket agenda for final Board approval at the Board of Regents meeting scheduled for later in the day, Wednesday, August 17, 2011.

On motion of Regent Hollingsworth, seconded by Regent Ray, and by a unanimous vote of the regents in attendance, all eight action items presented, with the exception of the UH System-wide Plan and Budget for FY2012, will be placed on the Board's Consent Docket for final Board approval. The UH System FY2012 Plan and Budget will be presented separately to the full Board for final approval.

There being no further business to come before the committee, the meeting adjourned at 11:55 a.m.

All documentation submitted to the Committee in support of the foregoing action items, including but not limited to "Passed" agenda items and supporting documentation presented to the Committee, is incorporated herein and made a part of these minutes for all purposes; however, this does not constitute a waiver of any privileges contained herein.

Others Present:

Renu Khator
Carl Carlucci
John Antel
Dona Cornell
Grover Campbell
Rathrinda Bose
Elwyn Lee
Richard Walker
Philip Castille
William Flores
Bill Staples
Don Smith
Michelle Dotter
Keith Kowalka
Liz Fletcher
Marquette Hobbs

Don Guyton
Emily Messa
Mike Emery
Ed Hugetz
Wayne Beran
Barbara Stanley
David Ellis
Monica McHenry
Brian Jensen
Stephen Moore
Tom Ehardt
Chris Stanich
David Bradley
Andrew Michael
Jon Aldrich
Gerry Mathisen

Don Yokeman
Dana Rooks
Karen Clarke
Elaine Charlson
Bob Browand
Spencer Yantis
Craig Ness
Mike Glisson
Margie Hattenbach
Raymond Bartlett
Dave Irvin
Michael Harding
Dan Wells
Chris Premjee
Ed Jones