

MINUTES OF MEETING OF THE
BOARD OF COMMISSIONERS

May 21, 2020

THE STATE OF TEXAS §
COUNTY OF HARRIS §
HARRIS COUNTY EMERGENCY SERVICES DISTRICT NO. 11 §

The Board of Commissioners (the "Board") of Harris County Emergency Services District No. 11 (the "District") met in regular session, open to the public, at 7111 Five Forks Drive, Spring, Texas 77379, a meeting place inside the boundaries of the District, on Thursday, May 21, 2020, at 9:00 a.m.; whereupon, the roll was called of the members of the Board, to-wit:

Karen Plummer	President
Steve Williams	Vice President
Fred Grundmeyer	Secretary
Robert Pinard	Treasurer/Asst. Secretary
Kevin Brost	Asst. Treasurer

All members of the Board were present, thus constituting a quorum. Also attending the meeting were: Mr. Bill Russell of Myrtle Cruz, Inc. ("Bookkeeper"), bookkeeper for the District; Ms. Regina D. Adams and Ms. Monica Garza, attorneys, and Ms. Carla Christensen, paralegal, of Radcliffe Bobbitt Adams Polley PLLC ("RBAP"), attorneys for the District; Mr. Brian Trachtenberg and Ms. Anna Phillips of Greathouse Holloway McFadden Trachtenberg ("Greathouse"); Mr. Kerry Johnson of NRG Marketing Group ("NRG"), the District's website service provider and public relations consultant; Mr. Wren Nealy, Cypress Creek Emergency Medical Services ("CCEMS") Chief Operating Officer; Chief Richard Lieder of the Cypress Creek Fire Department; Mr. Glenn Henning, President of the CCEMS Board of Directors; Dave Billings, member of the CCEMS Board of Directors; Mr. Norm Uhl, CCEMS Public Information Officer; Mr. Rene Johnson, CCEMS Controller; Mr. Mike Burcham of Svadlenak, See & Co., PC, auditors for CCEMS; Mr. Wayne Dolcefino of Dolcefino Consulting ("Dolcefino"); Mr. Carter McCormack, cameraman for Dolcefino; Mr. Joel Eisenbaum, investigative reporter for KPRC Channel 2 News ("KPRC"); Mr. Chevall Pryce, reporter for the Houston Chronicle; Mr. Zach Karrenbrock of Spring Happenings; Mr. Allen Fletcher, a member of the public; and Ms. Tina Wells of American Medical Response.

There were numerous other members of the public in attendance via conference call, but were unable to be identified other than by telephone number.

WHEREUPON, the meeting was called to order by the President and evidence was presented that public notice of the meeting had been given in compliance with the law. The posted notices of the meeting are attached hereto.

This meeting was video recorded by Mr. Uhl for use by CCEMS, Mr. McCormack for use by Dolcefino and Mr. Eisenbaum for use by KPRC.

The Board held a 30-second moment of silence for prayer and reflection.

PUBLIC COMMENTS

There were no public comments at this time.

ELECTION AGENDA

ISSUANCE OF CERTIFICATES OF ELECTION, QUALIFICATIONS OF COMMISSIONERS, ADMINISTER AND ACCEPT OATHS OF OFFICE AND OFFICIAL STATEMENTS OF ELECTED OFFICERS

Commissioner Plummer, as the presiding officer of the District, then executed and delivered the Certificates of Election for Commissioners Plummer, Williams and Pinard, copies of which are attached hereto.

Ms. Adams then presented the Commissioner Qualification Affidavits, copies of which are attached hereto, to Commissioners Plummer, Williams and Pinard, who executed same, thereby verifying their qualifications to serve as Commissioners of the District.

Ms. Adams next presented Commissioners Plummer, Williams and Pinard with their sworn Statements of Elected/Appointed Officer, copies of which are attached hereto, as required by the Texas Constitution, which statement was then duly executed by Commissioners Plummer, Williams and Pinard. Ms. Adams then proceeded to administer the Oaths of Office to Commissioners Plummer, Williams and Pinard, copies of which are attached hereto.

ELECT OFFICERS

Upon motion made by Commissioner Pinard, second by Commissioner Williams, after full discussion and the question being put to the Board, the Board voted four (4) votes in favor and one (1) vote opposed, with Commissioner Plummer voting in opposition, to retain Commissioner Plummer as the President of the Board.

Upon motion made by Commissioner Pinard, second by Commissioner Brost, after full discussion and the question being put to the Board, the Board voted unanimously to retain Commissioner Williams as the Vice President of the Board.

Upon motion made by Commissioner Pinard, second by Commissioner Brost, after full discussion and the question being put to the Board, the Board voted unanimously to retain Commissioner Grundmeyer as the Secretary of the Board.

Upon motion made by Commissioner Williams, second by Commissioner Brost, after full discussion and the question being put to the Board, the Board voted unanimously to retain Commissioner Pinard as the Treasurer/Assistant Secretary of the Board.

Upon motion made by Commissioner Williams, second by Commissioner Pinard, after full discussion and the question being put to the Board, the Board voted unanimously to retain Commissioner Brost as the Assistant Treasurer of the Board.

APPROVAL OF THE MINUTES

The Board considered approval of the minutes of the regular meeting of April 16, 2020. Upon motion by Commissioner Brost, seconded by Commissioner Williams, after full discussion and the question being put to the Board, the Board voted unanimously to approve the minutes of the regular meeting of April 16, 2020, as presented, and the certified agenda for same.

STATUS OF PROPOSED ADMINISTRATIVE AND OPERATIONAL POLICIES AND PROCEDURES OF THE BOARD AND TAKE ANY NECESSARY ACTIONS ON SAME

There was no report on the District's administrative and operational policies.

All Commissioners, Ms. Adams, Ms. Garza, Ms. Christensen, Mr. Trachtenberg and Ms. Phillips moved to a smaller conference area at 9:13 a.m. for Executive Session.

CONVENE IN EXECUTIVE SESSION

Pursuant to the provisions of the Texas Open Meetings Act, Chapter 551, Texas Government Code, as amended, specifically Section 551.071, regarding matters of attorney-client privilege, Commissioner Plummer convened the Board in Executive Session at 9:13 a.m., to consult with the District's attorney regarding legal matters pertaining to the CCEMS maintenance facility investigation. The persons present in the executive session were Commissioners Plummer, Pinard, Grundmeyer, Williams and Brost, Ms. Adams, Ms. Garza, Ms. Christensen, Mr. Trachtenberg and Ms. Phillips.

RECONVENE IN OPEN SESSION

All Commissioners, Ms. Adams, Ms. Garza, Ms. Christensen, Mr. Trachtenberg and Ms. Phillips re-entered the conference room for the regular meeting at this time.

Commissioner Plummer then reconvened the meeting in open session at approximately 9:22 a.m., at which time no action was taken.

INVESTIGATION OF CCEMS MAINTENANCE FACILITY AND EMPLOYEES RELATED THERETO

Ms. Adams then played one (1) audio recording and one (1) video recording of recent interviews conducted by Mr. Dolcefino with a Harris County Sheriff's Office (the "HCSO") detective regarding the status of the HCSO investigation of possible criminal activity by CCEMS maintenance facility employees. An extensive discussion ensued regarding the alleged lack of responsiveness to the HCSO by CCEMS throughout the HCSO's criminal investigation. In response to a question from Commissioner Brost, Mr. Nealy stated that he filed the original complaint with the HCSO in connection with the possible criminal activity by CCEMS maintenance facility employees. Mr. Nealy added that both he and the Executive Director of CCEMS, Mr. Brad England, met with the HCSO initially and then the matter was turned over to Houston Financial Forensics (the "Forensic Auditor") to audit the records/finances of the CCEMS maintenance facility. In response to additional questions from Commissioner Brost, Mr. Nealy stated that he is not sure why the HCSO is claiming that CCEMS was not responsive throughout the investigation as he communicated with HCSO Sergeant Yolanda Peterson at least three (3) times regarding the investigation and status of same. Commissioner Brost then inquired if Mr. Nealy was ever aware that CCEMS maintenance facility employees were

performing work on vehicles of CCEMS employees at the CCEMS maintenance garage. Mr. Nealy responded that he was not aware that CCEMS maintenance facility employees were performing work on vehicles of CCEMS employees at the CCEMS maintenance garage.

In response to a statement from Commissioner Pinard regarding the recent, unacceptable behavior of Mr. England toward the Board, Mr. Nealy stated that he is not aware that the CCEMS Board of Directors has taken any disciplinary action against Mr. England. Commissioner Brost then reminded the Board that Mr. England reported to the Board at its February 21, 2020 meeting that the Forensic Auditor's investigation report had been provided to the HSCO earlier in the day.

Commissioners Brost and Pinard and Mr. Dolcefino then noted that they have been contacted by a number of CCEMS employees, former employees and contractors for CCEMS informing them that it was 'well-known' within the CCEMS organization that the CCEMS maintenance facility employees were repairing vehicles of CCEMS employees as well as other privately-owned vehicles.

In response to a question from Commissioner Brost, Mr. Nealy stated that he was not aware of a statement made by Mr. Andrew McKinney of McKinney Taylor, P.C., attorney for CCEMS, at the District's February 21, 2019 meeting, wherein Mr. McKinney stated all CCEMS employees have been instructed by the CCEMS Board to cooperate with law enforcement or their employment with CCEMS will be subject to termination.

STATUS OF TRANSITION TO NEW INTERSECTION PREEMPTION CONTROLLER DEVICES (THE "PREEMPTION DEVICES")

Commissioner Brost then reminded the Board that the District had previously entered into the Preemption Device Agreement by and between the District, ESD Nos. 7, 13, 16, 28 and 29 and Global Traffic Technologies, LLC ("GTT") and the Interlocal Agreement with Harris County (the "County"). Commissioner Brost then reviewed with the Board the status of the installation of the new preemption devices at the County and Texas Department of Transportation intersections. Recent summaries of the status of the new preemption device installation are attached hereto.

STATUS OF RECONCILIATION AUDIT FOR FISCAL YEAR ENDING ("FYE") DECEMBER 31, 2019 (DISTRICT FUNDING VS. CCEMS EXPENDITURES)

Ms. Adams then reminded the Board that the District previously engaged Mark C. Eyring, CPA, PLLC to prepare a reconciliation audit for FYE December 31, 2019. Ms. Adams noted that, due to the COVID-19 pandemic, Mr. Eyring has been not yet been able to inspect the CCEMS records. Mr. Nealy stated that Mr. Eyring can coordinate with him to schedule his inspection of the CCEMS records.

In response to a question from Commissioner Brost, a discussion ensued regarding how CCEMS tracks the expenditure of District funds. Commissioner Pinard then requested that Mr. R. Johnson attend the next Board meeting to review CCEMS' billing/collection process and, more specifically, the billing/collection process for Medicare-eligible patients.

STATUS OF INDEPENDENT AUDIT OF HSSK, LLC ("HSSK") REPORT FOR FYE DECEMBER 31, 2017 (THE "HSSK FORENSIC REPORT") AND CCEMS FINANCIALS, CONTROLS, POLICIES AND PROCEDURES

Mr. Nealy then reported that the Forensic Auditor has begun the process of conducting the audit of the HSSK Forensic Report and anticipates completion of a draft forensic audit by July 31, 2020.

REVIEW AND TAKE ANY NECESSARY ACTIONS ON MONTHLY OPERATIONS AND FINANCIAL REPORT FROM CCEMS, RECEIVE CCEMS AUDIT FOR FYE DECEMBER 31, 2019, DOCUMENTS AND INFORMATION REQUESTED BY THE DISTRICT FROM CCEMS AND STATUS OF INVESTIGATION OF CCEMS MAINTENANCE FACILITY AND EMPLOYEES RELATED THERETO

Mr. Nealy presented to and reviewed with the Board the monthly CCEMS Operations and Financial Reports, including the operations statistics for the month of April 2020, copies of which are attached hereto. Mr. Nealy reported that during the month of April there were 2,999 transports, three (3) Life Flight transports and that 1,535 of the calls made during the month were "no transports." Mr. Nealy went on to report that during the month of April, CCEMS received seven (7) mutual aid assists and provided 12 mutual aid assists outside of CCEMS' boundaries.

Mr. Nealy next presented to and reviewed with the Board the System Status Level Report and the Response Times Report, copies of which are attached to the CCEMS Report. Mr. Nealy went on to review with the Board the average response times for: 1) dispatch; 2) chute; 3) travel; 4) total response; 5) arrival on scene; 6) transports; and 7) hospital stays. Mr. Nealy then reviewed with the Board more detailed response times (i.e. for each unit/paramedic). Mr. Nealy stated that CCEMS has started testing certain system management theories and is in the process of developing a working group to develop new and improved response plans. An extensive discussion ensued regarding the fact the 24% of all call response times are in excess of ten (10) minutes. The Board expressed their concern with this percentage and demanded that CCEMS improve such percentage.

Mr. Nealy went on to report on CCEMS' operations in connection with the COVID-19 pandemic. Mr. Nealy stated that CCEMS has responded to approximately 1,135 suspected COVID-19 cases with 942 of such cases being transported. Mr. Nealy also reported that overall incidents and CCEMS responses are down due to the COVID-19 pandemic as people are fearful of going to the hospital. Mr. Nealy stated that 27 CCEMS staff were being monitored for COVID-19 symptoms during the month of April while 13 employees were under self quarantine. Mr. Nealy then reported on CCEMS' internal operational changes in light of COVID-19. Mr. Nealy next noted that CCEMS is no longer tracking the locations of positive COVID-19 patients within the District due to widespread community transmission. A discussion ensued.

Mr. Nealy next reported that CCEMS is coordinating with the U.S. Army regarding the Clinical Fellowship Program for 2020. Mr. Nealy noted Dr. Rachel Ely joined the Fellowship Program in April and that the program is running smoothly.

Mr. Nealy then reported on the status of the Community Wellness and Paramedic Program (the "Wellness Program"), which allows a physician's assistant to respond directly to less urgent patients that do not require an ambulance. Mr. Nealy went on to report that patients are currently being contacted by telephone for follow-ups in light of the COVID-19 pandemic.

Mr. Nealy next reported that CCEMS is in the process of scheduling a meeting to discuss development of its three (3) year strategic plan and would like a committee of the Board to attend such meeting in order to provide any input on the strategic plan. In response to a question, Mr. Nealy stated that CCEMS currently has 17 24/7 ambulances and two (2) 12-hour peak ambulances in service. Commissioner Brost then noted that the City of Atlanta, Georgia is similar in size and budget to the District, but has 40 full-time ambulances in operation. An extensive discussion ensued.

Mr. R. Johnson next reviewed with the Board the CCEMS Financial Report for April 2020, a copy of which is attached hereto. An extensive discussion ensued.

Mr. Burcham then presented to and reviewed with the Board the CCEMS Audit for FYE December 31, 2019 (with updates to the audit for FYE December 31, 2018), a copy of which is attached hereto. An extensive discussion ensued regarding the high cost of health insurance for CCEMS employees. Mr. Nealy stated that there have been numerous complaints regarding the current self-insurance program so CCEMS decided to switch to Cigna (effective June 1, 2020). Commissioners Brost and Pinard then inquired why the District has never been involved with or even consulted by CCEMS when making decisions related to the CCEMS employee health insurance since the District does provide the majority of the funding for such insurance.

An extensive discussion ensued regarding CCEMS' assets (including equipment and vehicles/ambulances) and the notation in the CCEMS audit that equipment and vehicles/ambulances purchased by the District are categorized as "donations" to CCEMS and included in the CCEMS depreciable asset list. Mr. Burcham then reviewed with the Board a full summary of CCEMS' assets and values of same, a copy of which is attached hereto. Further discussion ensued regarding CCEMS' consistent decrease in the percentage of "insurance collections" revenues. Commissioner Brost noted that CCEMS billed approximately \$55 million in 2018 and \$58 million in 2019, but only collected \$9,171,979 in 2018 and \$10,031,586 in 2019. A discussion then ensued regarding whether CCEMS utilized District assets (equipment and vehicles purchased with District funds) as collateral for various loans. In response to a question, Mr. Nealy stated that CCEMS has never reimbursed or credited the District for the sale of any surplus District-owned property sold by CCEMS. In response to comments from the Commissioners, Ms. Adams and Mr. Russell, Mr. Burcham agreed to revise the CCEMS audit, as discussed during the meeting, and in accordance with the District's list of equipment and vehicles/ambulances purchased with District funds.

Mr. K. Johnson exited the meeting at this time.

Mr. Nealy went on to present the Personnel Manpower Report, including the EMS personnel funded by the District. Mr. Nealy stated that CCEMS currently has 37 dispatchers (par is 40), 76 unit operators (par is 80) and 77 paramedics (par is 80). Mr. Nealy reiterated that CCEMS currently has 17 24/7 ambulances and two (2) 12-hour peak ambulances in service. Mr. Nealy stated that CCEMS is making every effort to bring the personnel levels up to par. Mr. Nealy then reported on the status of the most recent academy class and the effects of COVID-19 on CCEMS' hiring procedures. Mr. Nealy stated that CCEMS' next scheduled hirings should occur in June and/or July and the next academy class is scheduled for September. An extensive discussion ensued regarding CCEMS' hiring practices.

REVIEW AND TAKE ANY NECESSARY ACTIONS ON FINANCIAL MATTERS, INCLUDING FINANCIAL REPORT FROM DISTRICT TREASURER AND BUDGET COMPARISON

Mr. Russell then presented to and reviewed with the Board the Bookkeeper's Report, including the revenues and expenses of the District, the budget comparison, the investment report and the checks being presented for payment at the meeting, copies of which are attached hereto.

Mr. Russell reported that during the prior month, the District received \$93,061.73 in 2019 property tax revenue, \$1,368.58 in investment interest and \$168.11 in dividends from Texas Mutual. Mr. Russell further reported that all such revenue had been deposited into the District's Operating Account.

A discussion ensued regarding the current state of the District's investments.

Upon motion by Commissioner Brost, seconded by Commissioner Williams, after full discussion and the question being put to the Board, the Board voted unanimously to: 1) approve the Bookkeeper's Report, as discussed; and 2) authorize payment of bills as submitted, with the exception of the CCEMS operations payment in the amount of \$1,325,000 for the month of May, which is being paid under protest.

REVIEW AND APPROVE AMENDED AGREEMENT WITH MYRTLE CRUZ, INC. FOR BOOKKEEPING SERVICES

Mr. Russell stated that he hopes to present an Amended Agreement for Bookkeeping Services to the Board within the new two (2) months.

ANNUAL REVIEW OF DISTRICT INVESTMENT POLICY, AMEND AS NECESSARY

Ms. Adams then reviewed with the Board the Order Regarding Annual Review of Rules, Policies, and Code of Ethics for the Investment of District Funds and Review of Investments (the "Investment Policy"). Ms. Adams reported that the District is required to review its Investment Policy annually. Ms. Adams then reported that the authorized broker list, which is required pursuant to the Investment Policy, has been updated. Upon motion by Commissioner Brost, seconded by Commissioner Pinard, and after full discussion and with all Directors present voting aye, the Board adopted the Order Regarding the Annual Review of the Investment Policy and approved the amendments to the authorized broker list, a copy of which is attached hereto.

TAX ASSESSOR/COLLECTOR'S REPORT

Ms. Adams then reviewed with the Board the Tax Assessor/Collector's Report for the month of March, a copy of which is attached hereto. Ms. Adams noted that, as of April 30, 2020, the District had collected 97.29% of its 2019 tax levy.

Mr. Russell exited the meeting at this time.

CCEMS OPERATIONS AND FINANCIAL REPORTS (-CONTINUED-)

In response to a request from Commissioner Brost, Mr. Nealy stated that he did have his personal vehicle worked on at the CCEMS maintenance garage about four (4) years ago, but it was on

the weekend and he paid for the parts. After a brief discussion, Mr. Nealy stated that he could not remember if he paid for the labor.

In response to numerous questions from Commissioner Brost, Mr. Henning confirmed that each current CCEMS Director is now aware of all the issues/problems that the District had communicated to CCEMS via Messrs. England and McKinney over the last year and have each received the Board's correspondence dated May 5, 2020, regarding same. Mr. Henning added that the CCEMS Board of Directors is actively working to address all of the District's concerns and resolve any problems.

In response to a question from Commissioner Brost, Mr. Henning stated that he has received a copy of Greathouse's April 28th response to Mr. McKinney's correspondence dated April 7th.

In response to a question from Commissioner Brost, Mr. Henning stated that the CCEMS Board of Directors has not yet provided the District's April 23rd press release to the CCEMS employees as requested by the Board.

Upon motion by Commissioner Brost, seconded by Commissioner Pinard, after full discussion and the question being put to the Board, the Board voted unanimously to approve the CCEMS Operations and Financial Report. It was noted that the Board is not accepting/approving the CCEMS audit that was presented.

DISTRICT COMMUNICATIONS REPORT

STATUS OF PUBLIC RELATIONS ("PR") ACTIVITIES AND MISCELLANEOUS MATTERS FROM NRG AND PR COMMITTEE AND TAKE NECESSARY ACTION ON SAME

There was no report at this time.

The Board reviewed a summary of the website usage between April 29th and the date of the meeting, a copy of which is attached hereto.

DISCUSS STATUS OF RESPONSES TO THE DISTRICT'S REQUEST FOR QUALIFICATIONS ("RFQ") FOR EMERGENCY MEDICAL SERVICES ("EMS")

Ms. Adams reported that the District's RFQ was published on March 30th and the deadline to receive statements of qualifications from EMS providers is June 1st. Ms. Adams stated that her office has received questions in connection with the RFQ from six (6) interested entities, including: 1) American Medical Response; 2) Falck USA, Emergency Ambulance Provider; 3) PatientCare EMS Solutions; 4) Acadian Ambulance Service; 5) Acute Medical Services; and 6) Harris County Emergency Corps (the "Corps"). Ms. Adams stated that her office has responded to all clarification requests received to date.

DISCUSS CREATION OF STRATEGIC CAPITAL PLAN AND REVIEW GENERAL AREAS WITHIN THE DISTRICT FOR POTENTIAL ADDITIONAL STATION LOCATIONS AND ACQUISITION OF ADDITIONAL AMBULANCES AND TAKE NECESSARY ACTION ON SAME

A brief discussion ensued regarding the creation of a strategic capital plan for the District. Commissioner Plummer then reported that she and Commissioner Williams attended a workshop

meeting on May 4th with Messrs. Henning and Nealy to discuss the current Service Agreement between the District and CCEMS.

Commissioner Plummer noted that the top priority for the Board is placing additional ambulances in operation in an effort to meet the increasing demand and reduce high response times.

REVIEW DISTRICT CONSULTANT CONTRACTS AND TAKE NECESSARY ACTIONS ON SAME

There was no discussion on this matter at this time.

ATTORNEY'S REPORT

REVIEW VARIOUS MATTERS RELATED TO SERVICE AGREEMENT WITH CCEMS AND TAKE ANY NECESSARY ACTIONS ON SAME

The Board asked Ms. Adams to further review legal matters pertaining to the Service Agreement in Executive Session.

REVIEW OF RECENT PUBLIC INFORMATION ACT ("PIA") REQUESTS AND STATUS OF RESPONSES TO SAME

Ms. Adams next reported that one (1) PIA request was received since the April Board meeting, on May 12, 2020, from Dolcefino Consulting. Ms. Adams reported that her office has provided the responsive information to Dolcefino Consulting.

STATUS OF INVESTIGATION OF CCEMS MAINTENANCE FACILITY AND EMPLOYEES RELATED THERETO

The Board asked Ms. Adams to further review legal matters pertaining to the ongoing investigation of the CCEMS maintenance facility and employees in Executive Session.

All meeting attendees, with the exception of all members of the Board present, Mr. Nealy, Ms. Adams, Ms. Garza, Ms. Christensen, Mr. Trachtenberg and Ms. Phillips exited the meeting at 1:25 p.m.

CONVENE IN EXECUTIVE SESSION

Pursuant to the provisions of the Texas Open Meetings Act, Chapter 551, Texas Government Code, as amended, specifically Section 551.071, regarding matters of attorney-client privilege and pending or contemplated litigation, Commissioner Plummer convened the Board in Executive Session at 1:30 p.m., to consult with the District's attorney regarding legal matters pertaining to the CCEMS maintenance facility investigation and the Service Agreement with CCEMS. The persons present in the executive session were Commissioners Plummer, Pinard, Grundmeyer, Williams and Brost, Mr. Nealy, Ms. Adams, Ms. Garza, Ms. Christensen, Mr. Trachtenberg and Ms. Phillips.

Mr. Nealy exited the meeting at 2:15 p.m.

RECONVENE IN OPEN SESSION

Mr. Nealy re-entered the meeting at this time.

Commissioner Plummer then reconvened the meeting in open session at approximately 2:51 p.m. at which time no action was taken.

There being no further business to come before the Board, the meeting was adjourned at 2:55 p.m.

PASSED, APPROVED AND ADOPTED this 18th day of June, 2020.


Secretary, Board of Commissioners

(DISTRICT SEAL)

