



APPROVED 5/1/2025

MINUTES

City Commission Workshop: Master Plan and Trout Lake Nature Center

9:00 AM – Saturday, April 05, 2025 – City Hall

Call to Order: 9:04 a.m.

Acknowledgement of Quorum and Proper Notice

PRESENT: Commissioner George Asbate, Vice Mayor Gary Ashcraft, Commissioner Michael Holland, Commissioner Emily Lee and Mayor Willie Hawkins

1. Workshop Item with Discussion and Direction: Master Plan

Commissioner Lee gave a brief prayer to open the meeting.

Mayor Hawkins asked the City Commission to maintain civility and decorum during the meeting.

Tom Carrino, City Manager, asked if anyone needed a hard copy of the Master Plan. He asked Mike Goman to provide his presentation to the City Commission.

Mike Goman, Goman and York, stated they are working on behalf of the City of Eustis as their Economic Development advisor with the focus lately on the review of the Master Plan. He reviewed the Master Plan, accompanying data and analytical work in the appendix. He explained master plans in general and cited his company's work on master plans for other communities. He indicated that they are living documents that may last as long as ten years before they need to be updated. He noted that some states require cities to do them and, possibly, to update them within a certain timeframe. He indicated that a master plan provides great guidance to a community. He reviewed how master plans are used and emphasized they are not intended to be proscriptive but only guidelines. He commented on the amount of information the City's master plan has regarding existing conditions. He cited other information that may be included in a master plan including demographics and socioeconomic data.

Mr. Goman stated that master plans may be utilized to develop the land development regulations and prioritize the community's investments. He commented on changes in the current economy and building environment and decisions regarding existing outdated buildings. He indicated master plans are also utilized for guidance regarding housing policies. He then reviewed the limitations, advantages and disadvantages of master plans.

Commissioner Asbate asked about the format for the presentation noting that the Commission might want to ask questions or make comments on the information being provided.

The Commission agreed to move forward with the overview presentation and then review and discuss the specifics of the City's Master Plan.

Mr. Goman continued his review of master plans in general, the advantages and disadvantages and how they are used. He asked for any questions about master plans in general. The City Commission had no questions at that time.

Mr. Goman reviewed the Executive Summary from the City of Eustis Master Plan. He commented that, unless a plan includes a systematic approach to execution of the plan, not much happens. He stated the City's plan is good in that respect. He noted Eustis's Master Plan is an exceedingly

detailed report of existing conditions providing a concrete roadmap for future developments. He cited updates to the Downtown Master Plan including land use and development guidance, urban and landscape design concepts, mobility enhancements and programming recommendations. He noted the emphasis on activating the downtown area overall, addressing vacancies, diversity, access and connectivity. He commented on the demand forecast model included in the Downtown Master Plan.

Mr. Goman stated that the City's master plan is an exceedingly detailed look at the existing conditions and does provide a concrete roadmap for future development. He began an overview of the master plan citing the City-wide demographics included with comparisons between 2010 and 2020. He commented on the need to provide a 2025 comparison as well. He cited the drop in the over age 65 population as compared to most of Florida. He then highlighted the study area of the master plan and indicated the CRA boundaries. He reviewed the parking lots within the study area and highlighted the commercial historic district and various sections of the downtown area including the existing core, expanded core and aspirational core.

Mr. Goman then reviewed the City-owned parcels highlighted within the master plan. He provided an overview of the goals as stated in the master plan and indicated those are very good goals. He suggested having those goals posted throughout City offices to remind staff of the goals. He then reviewed the areas of focus and recommendations including the following: 1) Extend the waterfront; 2) Connect the downtown; and 3) Expand the downtown. He discussed the supporting strategies including how other communities have utilized their waterfronts, improving connectivity, expansion of the downtown, branding and marketing and ground floor activation.

Mr. Goman asked for any questions regarding the overview of the master plan. There were no questions at that time.

Mr. Goman discussed the redevelopment of the three blocks of the Waterman site and the stated recommendations in the master plan: 1) Redevelop the site, beginning with the block on Bay Street and across from the park; 2) Focus on the bookends to extend the waterfront park to the Community Center; 3) Comfortable and walkable downtown experience; and 4) Promote temporary activation through the use of existing vacant lots and working partnerships with land owners.

Mr. Goman discussed the goals, strategies and development principles regarding the Waterman site. He commented on attracting residents to move back into the downtown area, how that could be accomplished and what types of individuals would be interested in living downtown. He reviewed the proposed program for the site including: event/recreational/cultural uses, hotel, multi-family housing, retail/restaurants, professional offices, and parking. He reviewed some downtown development recommendations including the following: 1) Provide amenities and services for downtown residents; 2) Update the housing inventory; 3) Encourage multi-family and mixed-use housing; 4) Support middle income housing; 5) Incentivize affordable for sale and rental units; 6) Reduce development barriers; 7) Expand downtown homeownership across income levels; and 8) Survey travel habits as housing increases such as traffic patterns along S.R. 19.

Mr. Goman reviewed some key design elements including the following: 1) Small front porches and front lawns; 2) Good landscaping; 3) Careful demarcation; 4) Proper lighting; and 5) Quality paving materials. He noted some of the examples were unrealistic when compared to Eustis. He stated what isn't included in the plan is how to pay for improvements such as the infrastructure, streetscaping and incentives.

Mr. Goman discussed the implementation and next steps. He cited the need to adopt the master plan while acknowledging it may not be perfect. He emphasized there is far more good in the master plan than not. He commented on how detailed the plan is. He emphasized that the plan is a guideline and is not a legislative or statutory document. He stated the next step would be to develop an

implementation matrix and reviewed a matrix created by Economic Development Director Al Latimer. He commented on changes that have occurred within the development community including increasing interest rates and increased construction costs. He cited the difficulties that smaller communities have in attracting development compared to larger communities. He explained the necessity for the smaller communities to offer incentives to attract development.

Mr. Goman discussed the early stages of working on a development agreement with G3C2. He cited key properties available for sale including the Crazy Gator, and the possible City acquisition of the property as strategic land that would be part of development of the area. He summarized the next steps as follows; 1) Adoption of the Master Plan; 2) Development of the Implementation Matrix; 3) Commencement of negotiations with G3C2 for the Waterman site; 4) Determination of land acquisition priorities; and 5) Development of the financial feasibility plan. He cited various sources for funding. He summarized the general overview of the master plan

RECESS: 10:12 A.M. RECONVENE: 10:20 A.M.

Mayor Hawkins stated the next step was for them to review the City's Master Plan and hear the comments from the Commission. He emphasized the need for civility and decorum. He asked the Commissioners to individually provide comments.

Commissioner Lee asked to go through each section and provide comments or questions as they come up.

Commissioner Holland emphasized it is a living document and will change. He commented on how things have changed due to Covid. He stated they need to develop a road map for moving forward.

Commissioner Asbate stated he would like to see them look at the next level down and discuss any differences they may have such as the individual elements and how to finance those so that staff knows what the focus is. He added that it goes beyond the three lots. He stated they need to give good direction to staff and Mr. Goman. He indicated he would like to go through the book.

Vice Mayor Ashcraft agreed they need to be moving forward. He stated they didn't need to go through line-by-line but go through the sections with any comments or questions.

Mayor Hawkins expressed the hope they can accomplish what they need to at the workshop and go to the next step soon after.

Commissioner Lee suggested they look at the Table of Contents and identify those areas they need to go into such as connecting the downtown.

Vice Mayor Ashcraft asked Mr. Goman about "organic development" and what would be the disadvantages of just leasing land to developers for one of the downtown parcels.

Mr. Goman responded that is not uncommon for cities to use ground leases. He stated they are harder to use in smaller markets due to financial difficulties. He explained that if a mortgage is going to be subordinate to a ground lease with the City, it can create an obstacle to getting financing. He indicated there are ways around that; however, they are hard to do and will limit the number of developers attracted to the project. He stated the waterfront land is of strategic importance from Bay Street to the waterfront and could be considered for a ground lease. He added it was to the community's advantage to control and protect that area. He stated that it is their best shot at using a ground lease. He indicated that trying to do that east of Bay would require them to give up something.

Vice Mayor Ashcraft commented on other cities that have used that for their entire downtown which helped bring more character to the area.

Mr. Goman indicated he would be happy to look at that in more depth as another option. He stated his advice is for the Commission to adopt the master plan and develop a set of questions from the Commissioners of the things they would like to see next. He agreed with Commissioner Lee's suggestion to have examples that are more relevant and Commissioner Asbate's comment that they need to understand the financial side of the recommendations. He stated they do not need to stop the process of the master plan and answer all of the small questions before adopting the plan. He indicated they have to answer their questions but not in the absence of adopting the plan. He emphasized they have a good document but it doesn't prohibit them from requesting additional information. He stated that the majority of the questions will probably have to do with implementation.

Commissioner Asbate expressed agreement with the possibility of utilizing a number of small developers rather than just one large developer. He commented on the possibility of using the land lease agreements and how the City could protect the banks to assist with the financing.

Mr. Goman commented on the possibility of the City being the guarantor and what the risk would be to the City.

Commissioner Asbate explained his thought that the City doesn't take over a mortgage but works to get a replacement such as in the case of a hotel.

The Commission discussed utilizing multiple developers instead of just one overall developer and the City retaining more control over use of the property.

Mayor Hawkins asked Commissioners to be thorough but brief as they go through the plan.

Commissioner Asbate referenced page 34 of the Master Plan regarding government-owned land. He expressed concern about the need to have the infrastructure in place.

Commissioner Lee asked if what is in the plan regarding parking would affect the parking at City Hall.

Commissioner Asbate discussed targeted areas for parking and noted that in most cities the parking is on the outer boundaries not right in the downtown. He stated the Commission needs to determine where they would want to see parking. He suggested having multi-level parking on the City property adjoining the former Lake Mechanical property, something near the library and adding to the existing City garage. He stated his understanding that the current garage was built to be expanded.

Commissioner Lee indicated that is not true; however, they could demolish the existing garage and build what is needed.

Vice Mayor Ashcraft recommended they have parking incorporated into each lot rather than providing separate parking.

Mr. Goman stated it is important to incorporate parking on the property for the use. He added there is no one perfect use. He suggested some on-street parking with pocket parks for parking and then look at parking structures as a last resort.

Vice Mayor Ashcraft noted the need to consider event parking as well with Mr. Goman commenting on older parking regulations and citing the need for "shared" parking. He then commented on some residential communities that have no parking and are intended to be sold/leased to people who walk or bike to work.

The Commission discussed paid parking with a consensus that they do not introduce paid parking.

Further discussion was held regarding the need to plan regarding parking and how other cities experienced growth and then had no available parking. It was noted that parking would be needed for both a hotel and the expanded community center.

Derek Wallace from G3C2 was asked by the Commission to discuss parking options. He stated they recommended creating 500 spaces, although the master plan calls for 190 downtown parking. He noted that parking was strictly for the housing, not event attendees. He noted they can design anything that works for the City.

Discussion was held regarding the City's downtown parking needs with Commissioner Asbate citing page 140 in the master plan as well as cost for providing parking.

The Commission asked approximately how many vehicles are currently parking on the three Waterman lots with Mr. Carrino indicating the estimate is 175 vehicles.

Austin Gunther from G3C2 stated the master plan says there are 190 parking on the three lots and that the developer should provide 220 once it is developed. He indicated he did not believe that is enough to take care of what is being taken away and does not take into account the events and other development.

Commissioner Asbate asked about the cost per space for a parking garage with Mr. Gunther responding that the previous estimate was \$21,000 per space for a three-story garage. Commissioner Asbate indicated that estimates he had heard recently were \$30,000 to \$35,000 per space. He added that at \$30,000 a 500-space garage would cost \$15 million.

Mr. Wallace stated that 200 of the spaces would be included in the development itself with another 300 placed throughout the downtown. He indicated the Commission had stated they do not want to put a garage on that lot.

The Commission discussed the need to plan out the parking and previous discussions regarding parking for the various uses including the hotel. It was suggested to create the parking incrementally.

Mr. Goman discussed adopting the master plan with parking as a major focus with the general guidelines laid out for surface parking and suggested they provide parameters such as limits on lot sizes. Commissioner Ashcraft asked if smaller parking lots scattered around would be preferable and cheaper than a garage with Mr. Goman concurring.

The Commission commented on parking in Winter Garden, their use of a parking garage and balancing the use of a garage and smaller lots plus how to pay for that.

Mr. Goman urged the Commission to avoid getting lost in the weeds in trying to tweak the master plan. He indicated general guidelines provide more flexibility. He stated each development needs to provide parking for their own uses.

Further discussion was held regarding parking with Mr. Carrino indicating the cost for the parking would be a combined approach with the City responsible for some and developers responsible for providing parking for uses such as the hotel. He added that the financing of parking will be a combination of public and private and the market will dictate a combination of public and private lots. He stated it will require some planning and coordination between the City and the private sector to make that work.

Mr. Goman recommended they have staff develop some general guidelines for parking. As a project comes in, they are going to insist on parking dedicated to them either as a garage or a surface lot. He stated they need to say that each use as its planned shall incorporate adequate parking based on the guidelines. He commented on how financing for that could be obtained.

Further discussion was held regarding recent parking issues with Commissioner Holland noting that the pricing and funding need to include the cost of providing a shuttle service. Discussion was held regarding whether they want a parking garage on either of the downtown lots.

The Commission asked if a downtown parking study was conducted with Mr. Carrino responding it has been a while since the City did a parking analysis. He indicated that, prior to the City purchasing the Waterman site, the City was in the process of working with parking garage developers to build a garage on the former Lake Mechanical site. He explained that a parking analysis includes where there is public and private parking. He stated an analysis of the downtown would be that there is a lot of parking in downtown. He noted Grove Square has a lot of parking but it is private. He added that they will do a block by block analysis to show where it is deficient.

Mr. Carrino indicated he had a parking report that was conducted prior to him joining the City. The Commission asked to have a cost for conducting a parking study. It was a consensus of the Commission that parking needs to be a primary focus and needs to come first.

The Commission discussed design standards for the downtown beginning on Page 41. Mr. Carrino explained there are basic design standards. He stated staff could develop and implement new standards; however, the need is for property the City doesn't own. He added that if the City doesn't own a property, they have no control over its design except for the City's regulations and design standards. He noted that the City has control over the design standards for the Waterman site due to owning it. He added they could incorporate design standards into any development or pre-development agreement. He commented that you would not normally incorporate design standards into a master plan. They would incorporate them into the land development regulations. He stated they are not needed for the Waterman site due to the City owning it.

Mr. Goman cautioned the Commission on having too in-depth guidelines as they may deter interested developers. He added that having too proscriptive standards makes the area look all the same. He further commented on the pros and cons of design guidelines.

Further discussion was held regarding development of design guidelines, not incorporating them into the master plan and how detailed the guidelines should be. It was noted how the guidelines might affect existing buildings that need to be renovated.

Commissioner Lee commented on the need for new vision and ideas. She suggested traveling to other communities to see how they look.

Discussion was held regarding direction for staff and how they would like the downtown area to look. It was suggested they consider expanding the Central Business District. It was a consensus of the Commission for staff to work on developing some design standards with Mr. Carrino suggesting it probably would require the use of an outside consultant.

Mike Lane, Development Services Director, stated he would bring back to the Commission the existing design guidelines with graphics so they can see what the City already has and they can provide direction. He confirmed that would include investor-owned properties.

Commissioner Asbate cited page 50 of the Master Plan and explained the difference between market-driven versus market driver. He stated the City has fallen behind and emphasized his vision for the City. He indicated he would like to see the City be a market driver.

Mr. Carrino commented that market driven is to be realistic and the developer needs to be able to finance what they are going to build. He agreed that they do want to push the boundaries of the market. He cited a community where a developer built a product that did not exactly fit in the market; however, it leased up more quickly than expected. He agreed they don't want the market to drive Eustis but they want to drive the market. He indicated that whatever is built needs to be based on the market reality.

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Commissioner Asbate referred to Page 50 of the Master Plan. He cited the paragraph which stated, "The size and role of the Downtown Study Area does not lend itself to large-scale development as an effective means of driving new demand to the market." He noted predominant opportunities listed of the hotel/event space, retail/restaurants, and residential. He expressed concern regarding the possible number of residential units which might drive down the market price. He noted the number of vacancies that already exist in the downtown apartments.

Vice Mayor Ashcraft stated that another analysis indicated that when Jerry and Derek did their analysis, they said the residential needs to come first to provide a draw to the downtown besides just a hotel.

Mayor Hawkins stated that all of the entities that presented to the Commission, from Atrium to G3C2, have said the residential needs to come first.

Commissioner Asbate again noted the vacancies in the brand new apartment building and the difference with the Master Plan.

Commissioner Lee agreed with prioritizing the hotel. She noted all of the activities the City is pursuing and questioned where the people who come to town for those activities would stay. She added that the downtown also needs an art gallery and something pertaining to technology.

Mr. Goman discussed the interest in revitalizing the downtown and stated that the anchor for that is now frequently residential development. He explained the residential spurs growth with quality amenities and upscale development. He referenced other projects his company has worked on and their experience with another client and the impact on the community which resulted in more development in adjacent areas. He stated a drive time analysis might be helpful.

Commissioner Asbate expressed further concern about residential development in the downtown. He cited the need for walkability in the downtown, the hotel and retail as stated in the Master Plan. He indicated that farther out in the downtown would be more appropriate such as is being constructed near the library.

Mr. Goman responded that developing the commercial side, such as the arts and entertainment and food and beverage, will require residents with income.

Commissioner Holland stated Eustis has become a bedroom and hospitality community; therefore, they need to rely on the plane basin, boating, Trout Lake and similar activities to draw people into the community. He added they need quality restaurants, entertainment and walkability to draw people to the downtown.

Mayor Hawkins stated that if they build for people to live downtown then the businesses will survive and the downtown will grow.

Mr. Goman explained that is how communities have rebuilt themselves by strengthening the residential density within the downtown area and that attracts the key uses of arts and entertainment, food and beverage.

Further discussion was held regarding surrounding communities, how to rebuild the downtown, the affect in the past from the moratorium, slowing the growth to the east and concentrating on the downtown.

Discussion was held regarding whether to put residential or commercial development first with Commissioner Holland stating it has to be a mix.

Vice Mayor Ashcraft suggested doing both at the same time. Allow one developer work on residential and another work on a commercial project. He commented on the amount of sailing activity and stated those people who come to Eustis for the sailing are staying in Mount Dora and in Air BnB's.

Commissioner Asbate recommended putting apartments on the outskirts of the downtown with commercial and the hotel within the downtown. He emphasized the need for jobs.

Further discussion was held regarding the placement of residential and commercial within the area.

Mr. Goman stated the Master Plan works for the City of Eustis and the market will dictate the progress of development. He stated his belief that the market demand analysis has underestimated the ability of Eustis to attract investment capital for a number of higher quality uses. He agreed that they can move forward with residential and commercial simultaneously. It was noted that the downtown is also a Commercial Historic District.

The Commission discussed having G3C2 bring back different concepts for them to review and discuss.

Mr. Goman stated that most hotel developers will not come in until they already have traffic counts and density. He said that increasing the residential will drive growth of the commercial development - arts and entertainment, food and beverage. He emphasized they have to have activity and users before they come in.

Mr. Wallace concurred that a hotel would not be attracted at that time.

Further discussion was held regarding what needs to come first, how to spur the additional development and what direction to provide to staff.

Commissioner Holland recommended adopting the master plan at the next meeting and then discuss the issues at a number of small meetings.

Discussion was held regarding scheduling additional workshops. Commissioner Asbate summarized future possible topics as activation of the waterfront, hotel, retail restaurants, itemizing and identifying the properties, and secondary residential.

CONSENSUS: It was a consensus of the Commission to have the Master Plan on the next agenda for adoption.

Discussion was held regarding scheduling another workshop with Mayor Hawkins recommending that they just add 30 minutes to each Commission meeting so they can discuss additional questions.

Mr. Carrino stated they need to schedule a formal presentation from G3C2 following adoption of the master plan.

Mayor Hawkins recommended adding two months to the G3C2 schedule due to lack of direction from the Commission.

Discussion was held regarding extending the timeframe with Commissioner Asbate expressing concern regarding the exclusivity clause.

Mayor Hawkins expressed opposition to removing the exclusivity.

Vice Mayor Ashcraft stated that Eustis needs to keep its word and Commissioner Holland agreed.

Sasha Garcia, City Attorney, stated the agreement is for development of all three lots and they cannot make them or anyone else a preferred developer. She stated either the agreement continues as is or the Commission can extend the agreement.

Discussion was held regarding whether or not to extend the agreement and whether or not to remove the exclusivity.

CONSENSUS: It was a consensus to extend the end date by two months.

2. Workshop Item with Discussion and Direction: Trout Lake Nature Center

Kathy Catasous, Trout Lake Nature Center President, reported on a trip they took along with City staff to the Oakland Nature Preserve. She explained that the Nature Preserve and the Town of Oakland have had a partnership since approximately 1997. She commented on the possible benefits to the City of Eustis from a partnership with Trout Lake Nature Center. She noted that it would provide a tourist attraction for the City. She stated the Center has been there since 1988. She cited the benefits to Trout Lake from the partnership including health insurance for their employees, grant funding opportunities, maintenance and janitorial services from the City and assistance with promotional activities.

Mayor Hawkins stated he sits on the Trout Lake Nature Center Board and commented on the benefits to the City to have a partnership with Trout Lake.

Ms. Catasous noted they currently have three full-time staff for which they are requesting benefits. She indicated part-time staff and volunteers would not receive benefits.

Mayor Hawkins confirmed their fundraising and building campaign would continue regardless of the relationship with the City.

Eileen Tramontana, Executive Director, stated they have a total of 230 acres with 189 acres of dry land. She reported they have approximately 20,000 visitors per year and in February they had 1100 visitors. She noted they do provide information to the City regarding their events. She commented on issues they have hiring staff when they have no benefits to provide. She added that about 45% of their visitors come from out of the area.

Mayor Hawkins asked if the Nature Center is having difficulty making ends meet with Ms. Tramontana agreeing and noting that the City has provided a grant to the City previously. She commented on the availability of additional grant funding if they have a partnership with the City that they can't qualify for now.

Ms. Tramontana noted that the City does own a portion of the Trout Lake property noting there is a conservation easement.

Mr. Carrino indicated that there are two 40 acre parcels in the conservation easement and a third parcel that is approximately 35 acres.

Mayor Hawkins asked about their other funding with Ms. Catasous stating that the Oakland Nature Preserve still receives funding from all of its other contacts.

Mayor Hawkins explained he attended the trip to Oakland as a member of the Nature Center Board not as the Mayor.

Commissioner Lee expressed concern with providing health insurance to the Center's employees and other agencies asking for the same.

Ms. Tramontana commented on how the Oakland partnership evolved and how they are now paying the top two Preserve salaries. She noted that the suggestion did come up previously when Bob Morin was on the Commission.

Commissioner Holland expressed support for the Nature Center noting that he also had some concerns. He added that the City already has areas that it needs to improve but it doesn't have the

staff. He noted that the City already has employees that can qualify for food stamps. He indicated they would need to look at the suggestion.

Further discussion was held regarding the value of Trout Lake Nature Center, how the City could assist them, extension of the North Lake Nature Trail, the need for conservation, the possibility of a partnership assisting with applying for grant funds for the trail system, funding demands the City already has, the expansions planned at the Nature Center, whether or not the Commission could go to Oakland as a group, holding a workshop at Trout Lake, how the City could help the Nature Center raise more money, and the School Board becoming more involved with the Nature Center.

It was suggested that staff work with Trout Lake to bring back something for them to consider.

Ms. Tramontana offered to take individual Commissioners to visit the Oakland Nature Preserve.

Attorney Garcia explained that the G3C2 agreement extension will have to be brought back to the CRA once G3C2 agrees to the extension.

Commissioner Asbate asked about the landmarks that were supposed to be in the agreement with Attorney Garcia stating that was not an item that was included in the revisions.

Attorney Garcia asked about scheduling the Sunshine Law workshop. Discussion was held regarding the scheduling of workshops with a consensus to schedule the workshop on the eastern utilities for 4:00 p.m. on May 15th.

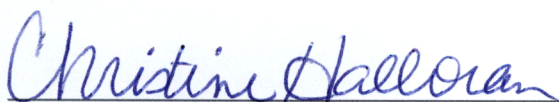
Attorney Garcia explained the purpose of the Sunshine Law workshop to include issues other than just ethics and Sunshine Law. She indicated she would try to redo her schedule so they could do that one on May 1st at 4:00 p.m.

Mr. Carrino indicated he was still working on dates in July for budget workshops as well as a joint workshop with the Code Enforcement Board and one with the Eustis Housing Authority.

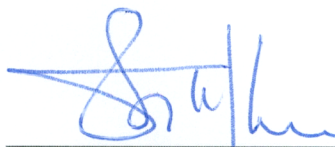
Commissioner Holland commented that they just need to have a quorum, if someone can't come, that's OK.

3. Adjournment: 1:54 P.M.

**These minutes reflect the actions taken and portions of the discussion during the meeting. To review the entire discussion concerning any agenda item, go to www.eustis.org and click on the video for the meeting in question. A DVD of the entire meeting or CD of the entire audio recording of the meeting can be obtained from the office of the City Clerk for a fee.*



CHRISTINE HALLORAN
City Clerk



WILLIE L. HAWKINS
Mayor/Commissioner