

TO: Pahokee Mayor and Council
FROM: Jeff Shoobridge

Thank you for taking the time to consider my qualifications to fill the position as your next City Manager. I am seeking a stable position from which to utilize my skills to make a difference in the lives of residents and I am excited at the opportunity to assist in moving the city of Pahokee forward into its future. Until accepting my position as Town Administrator of Redington Shores, FL. I was the City Administrator for Madison Lake, MN. and before that, a Council Member for the City of Groveland, FL. I am a Navy veteran with several years of executive experience in the retail furniture and real estate industries and additional operations management experience in the restaurant industry to supplement my public sector experience. My tenure on the Groveland, FL City Council, my position in Redington Shores, and previous tenure in Madison Lake, MN has provided me with a solid background to help lead the city through any challenges the future may bring.

I pride myself in being a strategically minded, transparent and ethical leader who believes in being better today than yesterday. One of my core beliefs is that to understand and respond, we must first be willing to listen because many ideas are better than one when it comes to arriving at comprehensive solutions and understanding varied perspectives is key to arriving at the best solution for the county.

During my time in Madison Lake, I was active in regional and statewide councils, as a member of the local school board facilities committee and as a board member for the Minnesota Association of Small Cities. Networking within the region is crucial to be successful in leading any government organization. Additionally, I created policies and programs to help stabilize both operations and finances after the City had gone through 5 Administrators in as many years, I brought the City from deficit spending of approximately 20% of the operating budget to a positive cash flow to rebuild reserves and embark on needed infrastructure repairs while maintaining the second lowest tax rate in the County. I have worked with staff to improve processes that resulted in better operational efficiencies and cost savings while improving service levels, specifically, in working with accounting staff to streamline operations while implementing a new accounting software system. With the updated software, we uncovered errors in coding and accounting that, when corrected, resulted in a \$28,000 refund to the city in overpaid sales taxes (with interest) from the state and clearer pictures of department costs. These process improvements have been part of my work on a 3-year plan to shift the City from a history of deficit spending to sound financial planning to also include a comprehensive Capital Improvement Plan which has resulted in the City S&P credit rating being increased from an "A" (capped) to an "A+" (uncapped). Currently the city is on a path to achieve fiscal neutrality in the next year while simultaneously embarking on a multi-year road and infrastructure improvement plan. This all being accomplished with the city remaining the second lowest tax rate in the county.

I am experienced in negotiation, having negotiated and drafted terms for a 5-year service agreement for Fire Services to outlying townships which reduced the City share of Fire Department costs from $\approx 40\%$ of the Fire budget to $\approx 31\%$, additionally I negotiated a \$66,000 concession for City projects included in a MNDoT state highway project and renegotiated a development agreement that had fallen into default, reviving a dormant affordable housing project within a TIF district.

My time in Redington Shores has brought several accomplishments, including changes to operations in the Building Department resulting in average permit application times falling from over 75 days to under 2 weeks, creating departments within the Town structure, and the creation of a formal Capital Improvement Plan where none had previously existed, projecting expenses for a 20-year horizon to stabilize the Town budget and the oversight over the Towns 5 year cycle visit for the Community Rating System, where we improved our point totals by several hundred from the previous score of 2084. Current projects include the creation of a vision to create a unified brand for town parks, updating of wastewater infrastructure, and the completion of a stormwater master plan.

While serving on the City Council of Groveland, FL, I worked with my fellow Council Members and City Leadership team to improve the quality of life for residents, including the renovation of a central city park and authorizing the construction of a new 33,000 sq ft Public Safety Complex, and having been a small part in attracting the \$150 million robotic distribution center for Kroger/Ocado to the city of Groveland which is expected to produce nearly 500 high paying jobs.

My greatest strength lies in an open-door, adaptive leadership style that focuses on pragmatism, collaboration, and consensus building with the recognition that it is appropriate for a more directive approach in time critical situations. I believe that any policy or project must have stakeholder buy-in to be successful and that buy-in is often contingent on people knowing that even if the outcome is not what they had hoped or lobbied for, that their voice was heard and considered. My varied background and training provides the ability to competently discuss multiple topics with practitioners from a wide variety of disciplines.

No leader can be honest without acknowledging their weaknesses, I recognize that I have the tendency to give individuals “the benefit of the doubt” and this can become a weakness. To address this, time has taught me to “trust but verify” while maintaining positive and respectful professional relationships that continue to encourage diverse perspectives by addressing items in a timely fashion professionally and constructively.

In summary, I have the rare skillsets of public and private sector finance and budget experience, combined with broad scope municipal experience supervising multiple departments to excel as your next City Manager. Again, Thank You for your consideration, you may find my resume attached with a summary of my written evaluation from May 2020 administered by the City Attorney. I have also included a copy of my last evaluation from Madison Lake (provided copy from the Mayor Pro-Tem) which is exemplar of the five evaluations from Council along with a memo to Council from the City Attorney on the subject. Upon review you will note a gap in employment from 2011 to 2015, during this period I was in school and working part-time as a trainer at Walt Disney World (also noted in additional experience section of resume). I look forward to the opportunity to serve.

Jeff Shooobridge

Jeff Shoobridge
321-418-2916
JeffShoobridge1@gmail.com

EDUCATION:

University of Central Florida- Master of Public Administration

University of Central Florida -BA Political Science/International Relations

Additional coursework in Accounting, Human Resources Management, Organizational Management, Planning/Zoning, Land Use, and Coaching(Football)

Florida State Fire College- Building construction, Plans review, and Fire prevention practices

Urban Land Institute- Planning workshop for public officials- 2018

US Navy Machinists Mate Class ‘A’ school

CERTIFICATIONS, MEMBERSHPS, and PROFESSIONAL AFFILIATIONS:

Member ICMA-Certification in Local Government w/ Emergency Management

Past Board Member- Minnesota Association of Small Cities -re-appointed for continuing term

Facilities Committee-Mankato Independent School District 2019-2022

Groveland, FL- representative to the East Central Florida Regional Planning Council (past)

Member Florida City County Management Association

EXPERIENCE:

JUL 2023-Pres Owner/Principal David Samuels Services, LLC

- Government consulting and projects- current project Space needs analysis for new City Hall for City of 25,000

APR 2022-June 2023 Town Administrator, Redington Shores, FL.

- Implementation of Processes and Procedures in all Departments; Including Finance, HR, and Administration as the Town transitions from a Commission to a Council-Manager form of government
- Transitioned the Town finance structure to increase compliance with State Statute related to restricted revenues/funds
- Reorganized building department to improve efficiency- permit approval times which improved from 45+ days to an average of 10-11 days
- Reorganized municipal structure into departments and work groups to improve efficiencies

NOV 2019-APR 2022 City Administrator, Madison Lake, Minnesota

- City operations, focus on budgeting, development, and infrastructure improvement
- Duties include serving as the City Finance Director and Zoning Administrator
- Member of the Mankato area Public Schools Facilities Committee
- Worked with the City Engineer to develop a long-term infrastructure improvement plan
- Implemented a successful 3-year plan to eliminate ongoing deficit spending
- Built relationships regionally and statewide through position as board member of MASC

NOV 2018-NOV 2019 City Council Member- City of Groveland, Florida

- Constituent outreach/problem solving
- Consensus building for intra-local agreements
- Collaboratively plan, adopt, and oversee annual municipal operating budget of \$21M
- Member- East Central Florida Regional Planning Council
- Lake County Schools Concurrency Committee
- Member, Florida League of Cities
- Alternate Member South Lake Regional Water Cooperative

SEP 2015-NOV 2019 Lake County Schools/Leesburg High School
 Social Studies Teacher-AP US History/US Government/Economics

- Collaboratively develop lesson plans and curricula with Department Chair
- Using effective communication skills during interactions with students, guardians, and other stakeholders from a variety of socio-economic backgrounds to achieve goals.
- Ensure that student educational records are maintained in accordance with state statute and school board policy.
- Assistant Football Coach/ Videography and Analysis (non-stipend)

NOV 2009-MAR 2011 David Samuels Realty- Mascotte, FL.
 Owner/Broker

- Maintained all company records in accordance with state statute including reconciliation of company budget and state escrow accounts
- Reviewed and ensured that all contracts were completed appropriately
- Contract negotiations
- Prepared agenda for periodic sales and staff meetings and recruited and organized guest speakers.

JUL 2007-NOV 2009 Weichert Realtors/Hallmark Properties-Orlando, FL.
 Sales/Listing agent

- Negotiated sales agreement to be the exclusive representative for an upscale builder and contract extension upon expiration.
- Contract negotiation/review
- Honored as Listing Agent of the Month 5 times.

Previous Experience includes:

Owner/President- Evelyn's Furniture

Full P&L responsibility including analysis of annual budget and earnings reports, scheduling, and organizing weekly staff/sales meetings, working with over 35 factory vendors' representatives for merchandise purchasing, inbound and outbound logistics, contracts, sales, advertising, and operations.

12 Years Restaurant management experience- Applebee's, Universal Orlando Resorts, McDonalds

Responsibilities included operations, budgeting (labor, capital, and operating), scheduling, conflict resolution, and succession planning.

11 Years as a Trainer at Walt Disney World Resorts (Customer Service Mindset)

Military:

US Navy- 1986-1990 Honorable discharge

REFERENCES:

Jason Moran, LeSueur County, MN Chief Asst Prosecutor	507.330.4955
Kent Hoehn, Mayor Madison Lake, MN	507.380.7870
Mike Hein, City Manager-Groveland, FL	352.345.3035
Patricia Burt, Vice Mayor Madison Lake, MN	507.420.4391
Kenny Later, Former Commissioner, Redington Shores	727.423.4242

CAUTION: NOT TO BE USED FOR IDENTIFICATION PURPOSES

THIS IS AN IMPORTANT RECORD. SAFEGUARD IT.

ANY ALTERATIONS IN SHADED AREAS RENDER FORM VOID

CERTIFICATE OF RELEASE OR DISCHARGE FROM ACTIVE DUTY

1. NAME (Last, First, Middle) SCHOBRIDGE, JEFFREY J			2. DEPARTMENT, COMPONENT AND BRANCH NAVY-USN			3. SOCIAL SECURITY NO. [REDACTED]								
4.a. GRADE, RATE OR RANK MM3		4.b. PAY GRADE E4		5. DATE OF BIRTH (YYMMDD) 08 AUG 26		6. RESERVE OBLIG. TERM. DATE Year: / Month: / Day:								
7.a. PLACE OF ENTRY INTO ACTIVE DUTY NORFOLK, VA				7.b. HOME OF RECORD AT TIME OF ENTRY (City and state, or complete address (if known)) [REDACTED] FL										
8.a. LAST DUTY ASSIGNMENT AND MAJOR COMMAND USS THOMAS C. HART FF 1092				8.b. STATION WHERE SEPARATED USS THOMAS C. HART FF 1092										
9. COMMAND TO WHICH TRANSFERRED NA						10. SGLI COVERAGE Amount: \$ 50,000 None								
11. PRIMARY SPECIALTY (List number, title and years and months in specialty. List additional specialty numbers and titles involving periods of one or more years.) MM-0000 X X X X X X X X X X X X X X X X X				12. RECORD OF SERVICE										
				Year(s)	Month(s)	Day(s)								
				a. Date Entered AD This Period	90	JAN	13							
				b. Separation Date This Period	90	JUL	23							
				c. Net Active Service This Period	00	06	06							
				d. Total Prior Active Service	03	01	02							
				e. Total Prior Inactive Service	00	03	15							
				f. Foreign Service	00	00	00							
				g. Sea Service	00	06	06							
				h. Effective Date of Pay Grade										
				87	JUL	16								
13. DECORATIONS, MEDALS, BADGES, CITATIONS AND CAMPAIGN RIBBONS AWARDED OR AUTHORIZED (All periods of service) NAVY E RIBBON ARMED FORCES EXPEDITIONARY MEDAL, SEA SERVICE DEPLOYMENT RIBBON														
14. MILITARY EDUCATION (Course title, number of weeks, and month and year completed) NONE THIS ENLISTMENT														
15.a. MEMBER CONTRIBUTED TO POST-VIETNAM ERA VETERANS' EDUCATIONAL ASSISTANCE PROGRAM				Yes	No	15.b. HIGH SCHOOL GRADUATE OR EQUIVALENT			Yes	No	16. DAYS ACCRUED LEAVE PAID			
				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
17. MEMBER WAS PROVIDED COMPLETE DENTAL EXAMINATION AND ALL APPROPRIATE DENTAL SERVICES AND TREATMENT WITHIN 90 DAYS PRIOR TO SEPARATION										<input checked="" type="checkbox"/>	Yes	No		
18. REMARKS														
19.a. MAILING ADDRESS AFTER SEPARATION (Include Zip Code) 12325 CORIANDER ORLANDO, FL						19.b. NEAREST RELATIVE (Name and address - include Zip Code) EVELYN SHOBRIDGE, (MOTHER) SAME AS BLK 19A								
20. MEMBER REQUESTS COPY 6 BE SENT TO DIR. OF VET AFFAIRS													Yes	No
21. SIGNATURE OF MEMBER BEING SEPARATED <i>J. Shobridge</i>										22. OFFICIAL AUTHORIZED TO SIGN (Typed name, grade, title and signature) K. A. SHIPPY PNC(SW) UNIT PERSONNEL BY DIR CO				

City Administrator Evaluation-May 2020

City of Madison Lake-Jeffrey Shoobridge

Performance Evaluation Forms were presented to individual members of the City Council, along with the City Attorney. Each supplied the City Attorney with completed Performance Evaluation Forms. A total of 6 were presented for Summary. Several council members did leave blank some metrics and some evaluation areas identifying that not enough time had passed to make a clear, solid evaluation, or an inexperience in dealing with the subject on particular metrics; this is not abnormal and is expected with this type of evaluation. Blanks were not utilized in the tabulation of metric scores.

In the Individual Characteristics Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Professional Skills and Status Area Jeff scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Relations with Elected Members Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Policy Execution Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Reporting Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Citizen Relation Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Staffing Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Staffing Area Jeff+ scored a cumulative average of 4 out of 5; above average. He demonstrated above average competence in that metric.

In the Fiscal Management Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In the Community Area Jeff scored a cumulative average of 4+ out of 5; above average. He demonstrated above average competence in that metric.

In sum, based upon the scoring methodology Jeff scored a 4+; above average.

The individual comments regarding strengths, the following were noted:

Knowledge to search and find answers to situations that arise.

Knowledge of government

Is a rule follower

Positive attitude

Good fit for the City

Excellent communication skills

Detail oriented

Good disposition

Allows the Council to make decisions as opposed to giving a personal opinion

Does not debate the council to sway a vote

Administers the council's directives well

Directs the council when they sway off topic

Excellent technical skills for budget analysis

Showed good initiative in contacting elected officials to receive grant money

Good leadership skills during the pandemic noted

Written evaluation Nov 2021 from Mayor Pro-Tem Burt

SECTION 1: ASSISTING COUNCIL WITH ITS POLICY-MAKING ROLE

		Needs Improvement	Meets Expectations	Exceeds Expectations
A. Providing Information				
The City Administrator provides information which is:				
	Detailed and reliable			X
	Explained in a thorough manner and includes alternatives or recommendations			X
	Timely			X
	Helpful in preventing trivial administrative matters from being reviewed by the Council			X
	Helpful and adequate to assist City Council in making sound decisions			X
The City Administrator:				
	Provides members of City Council with the opportunity to set long-term organizational goals and to establish the future direction of City policy			X
	Keeps City Council informed, in a timely manner, of the things Council wants to know			X
	Keeps City Council well informed with concise written and oral communications			X
	Provides City Council members with information on an equal basis			X
	Informs the City Council of administrative developments			X
	Follows up in a timely manner on City Council requests for information or action			X
B. Providing Advice				
The Cit Administrator:				
	Has adequate knowledge of municipal affairs, including the Cit 's laws and ordinances			X
	Considers alternatives before making recommendations			X

	Plans ahead, anticipates needs and recognizes potential problems			x
	Has a good sense of timing in bringing issues to the Council for action			x

Comments: Jeff has done a great job of realigning the agenda format to include items that in the past would have been subject to unnecessary detailed scrutiny by some, using time unproductively. His leadership has streamlined our meetings to necessary business topics, allowing time for sufficient discussion and good decisions.

SECTION 11: INTERNAL ADMINISTRATION

	Needs improvement	Meets Expectations	Exceeds Expectations
A. Implementation of Council Policies			
The City Administrator is effective in the following areas:			
	Carrying out Council directives		x
	Assigning work so that it is performed efficiently and effectively		x
	Paying sufficient attention to detail to avoid error or things "slipping through the cracks"		x
	Analyzing problems or issues and identify causes, reasons, and implications		x
	Accurately interpreting the direction given by Council		x
	Carrying out the directives of Council as a whole rather than those of any one Council member, but recognizes the concerns of the minority		x
	Supporting the actions of the City Council after a decision is made		x
	Assuming responsibility for staff performance		x
	Providing members of City Council with periodic status reports on projects or tasks which may overlap months or years in implementation		x

	Ensuring that the management staff maintains normal service delivery operations as well as the flexibility to manage emergency situations			x
B. Financial Management				
Are you satisfied with the City Administrator's:				
	Approach to budget preparation and review			x
	Use of standard financial management procedures to meet Council's policy guidelines			x
	Implementation of Council 's policy regarding the expenditure of budgeted amounts			x
	Cost control through economical use of labor, materials and equipment			x
	Information on the financial status of City government			x
	Use of available funds and his ability to operate the City efficiently and effectively			x

	Knowledge of financial matters			x
	Information pertaining to long or short-term financing for capital projects ore equipment purchases			x
	Information on opportunities for federal and state grant funding			x
		Needs Improvement	Meets Expectations	Exceeds Expectations

C. Personnel Management				
The City Administrator is:				
	Successful in guiding people as a team toward common Objectives			x
	Effective in selecting qualified and highly competent staff members			x
	Effective in maintaining professional relationships with Department Directors			x
	Effective in assuring that staff members make a positive impression on citizens			x
The City Administrator:				

	Ensures that the City's personnel policies and practices are administered by City Department Directors and management staffing an equitable manner			x
	Develops and motivates employees so that they are increasingly effective			x
	Addresses disciplinary problems and takes action when warranted			x
	Monitors performance of employees and initiates corrective action as needed			x

Comments: Jeff presented Council with a detailed 2022 budget, along with a 3 yr. plan of how to address the City's deferred maintenance needs. While the Plan includes a dreaded tax increase, Jeff is already prepared to defend that Plan with comparative tax rates of other Blue Earth County small cities. Madison Lake also now has a comprehensive capital improvement plan, which is an asset for City management and Council.

Jeff also manages the City's staff in a positive manner, strengthening weaknesses, encouraging positivity and defining expectations. He works with City Department directors to understand their needs, identify financial shortfalls and looks for remedial solutions, such as grants.

SECTION 111: EXTERNAL RELATIONS

	Needs Improvement	Meets Expectations	Exceeds Expectations
A. Citizen Relations			
The City Administrator:			
	Makes a positive impression on citizens and is he respected in the City of Madison Lake		x
	Has appropriate visibility or identity in the community		x
	Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action		x
	Is willing to meet with members of the community and discuss issues of concern		x
	Is skillful with the news media, avoiding political positions and partisanship		x
	Provides information to the public in a timely fashion on matters which will cause public reaction		x
	Represents Council positions and policies accurately and effectively		x
	Thinks and acts in a manner reflecting an attitude that client (Council, staff or citizens) perceptions and satisfactions are important		x

	Responds completely and in a timely manner to citizen complaints			x
B. Intergovernmental Relations				
The City Administrator is:				
	Effective representing the City's interests in dealing with other agencies			x
	Participative in enough intergovernmental activity to have an impact on behalf of the Cit			x
	Cooperative with the county, state and federal governments			x

Comments:
 Jeff is participating on a school board committee and other government committees to benefit Madison Lake.

SECTION IV: PERSONAL ACCOMPLISHMENTS

		Needs improvement	Meets Expectations	Exceeds Expectations
A. Communications				
With regard to communications, the City Administrator is:				
	Easy to talk to and a good listener			x
	Thoughtful, clear and to the point			x
	Sensitive to the concerns of others			x
	Candid and forthright in discussing City business matters with members of Cit Council			x
B. Management Style				
The City Administrator				
	Demonstrates interest and enthusiasm in performing his duties			x
	Commands respect and good performance from staff			x
	Shows initiative and creativity in dealing with issues, problems and unusual situations			x

	Is open to new ideas and suggestions for change			x
	Works well under pressure			x
	Consistently puts aside personal views and implements Council policy and direction			x
	Displays the ability to resolve the numerous conflicts inherent in municipal government			x
	Responds well to a changing world and local conditions; is adaptive			x
	Is accessible to City Council members			x
	Conforms to the high standards of the profession; follows the "ICMA Code of Ethics			x
	Exhibits a commitment to continuing education in order to encourage his professional development			x
	Is receptive to constructive criticism and advice			x

		Needs Improvement	Meets Expectations	Exceeds Expectations
C. Job Effectiveness				
The City Administrator:				
	Demonstrates interest and enthusiasm about the Council's Vision for the City			x
	Gives his staff the tools necessary to provide efficient, responsive City services			x
	Coordinates the implementation of City goals and Objectives			x
	Supports policies that will promote appropriate growth for the City			x
	Creates a positive atmosphere for successful economic development in the City			x
	Supports responsible infrastructure expansion and maintenance			x
	Emphasizes the need for employee training and technological improvements			x

Comments:

Jeff's teaching background provides him the ability to present items in a clear, organized manner, so issues and suggested remedies are understandable.

SECTION V: NARRATIVE RESPONSES

ACHIEVEMENTS FROM THIS PAST YEAR:

What were the Administrator's most notable accomplishments during the past year?

2022 City Budget

Capital Improvement Plan

3 year budget Plan to bring City in alignment with necessary maintenance

- Which of the Administrator's qualities were most instrumental in fulfilling the role of City Administrator this past year?

Leadership

Organization

Communication

PERFORMANCE OBJECTIVES FOR COMING YEAR:

- What does the Administrator do that you would like him to continue?

He takes his job seriously and seeks the betterment of our community. He is our leader and our go-to person.

• Is there anything that the Administrator does that you would like him to do differently?
I can't think of anything at the moment, but I know that if I ever did have an issue with his methods, that I could address my concerns with him. He is readily available and maintains an open door policy.

In what areas should the Administrator focus his attention in this coming year?
Open issues still to be resolved include camera security, fire dept storage concerns, and litigation against the city. He has some great ideas for Madison Lk park themes, if time permits.

Do you have any other general comments to share with the City Administrator? Jeff is a great asset to Madison Lake and is doing everything asked of him plus more! !

Patricia Burt

11/17/2021

Rater's Signature

Date

MEMO

TO: Madison Lake City Council

FROM: Jason Moran, City Attorney

RE: Jeff Shoobridge, Contract Review

DATE: October 28, 2021

Dear Council Members:

It is time to once again review City Administrator Jeff Shoobridge's Contract. His Contract was approved on October 7, 2019 with an effective date of November 4, 2019. It calls for a review at the 24 month mark. We have hit the 24 month mark.

Under the terms of the Contract he is to receive an increase in his annual salary amount to the tune of \$5,000 for satisfactory performance. I would submit that his performance is not simply satisfactory, it is exemplary. Jeff consistently strives to improve the City. His work on the Capital Improvement Plan is excellent. He is constantly looking for ways to save the City money and improve the budget outlook. For the first time in a very long time we have a solid and well prepared budget. He holds the employees accountable while encouraging them to do their best. He has excellent communication skills and this is apparent in how he deals with residents. He tackles challenges with ease and is personable. His knowledge of municipal matters is excellent. In sum, his performance is, in my opinion, exceptional. I would recommend the raise and continued employment.

Certainly if individual Council Members wish to discuss this review privately with me I am at your availability. Barring no issues, we should do a review at the next meeting.

JLM