

Good morning, and thank you for your time today.

My name is Don Thompson, Director of Operations for the Canadian Corps of Commissionaires (Hamilton); a not-for-profit corporation with a social mandate to employ former members of the Canadian Forces and the RCMP by providing security and bylaw services to all three levels of government and the private sector.

I am a retired soldier myself, having served in both the Reserve and the Regular Forces for over 7 years, including NATO duty in the Federal Republic of Germany and operations and exercises throughout the world, including the high Arctic. I have been in my role with Commissionaires Hamilton since May of this year, and also have several years serving with the Commissionaires in eastern Canada.

Commissionaires has existed as a not-for-profit with the same social mandate nationally since 1925 and locally as the Hamilton Division for over 80 years, since 1937. We have provided security and parking bylaw enforcement services to the City of Hamilton since the 1950s.

I'm here to ask you to assist us with resolving the issue of monies owing to Commissionaires Hamilton by the City, resulting from the increase in minimum wage as mandated by the Government of Ontario.

In July 2017 Commissionaires Hamilton met with and sent letters to all clients, including the Bylaw Enforcement division in the City of Hamilton, who would be affected by the minimum wage increase. This letter detailed the increase required to implement the decision as forecasted by the province and showed the simple calculation necessary to arrive at a new bill rate. This letter has been provided to you in the information package delivered last week.

In early fall, we met with our clients and secured agreements in principle with each of them, including the City of Hamilton's Manager of Bylaw Enforcement and School Safety, James Buffet who supported the billing rate of \$20.25 indicated on the spreadsheet in my information package. The email summarizing this meeting and the rates endorsed by Mr. Buffet are included in the information package you received last week.

I say agreement in principle because although the provincial government had indicated their plan for minimum wage, there was no definitive timeline stated, and since the government was in the process of holding public meetings and consultations with all concerned parties, there was ostensibly no guaranteed implementation date.

When the provincial government announced the implementation timeline, we again met with our clients and they signed off on the increase forecasted in our original letter.

There was one notable exception, as the Purchasing Department for the City of Hamilton who, while aware of the legislated requirement, made no effort to enact this change, as opposed to the remainder of our client portfolio.

I inherited this situation at the end of May of this year, and as you can see from the contract negotiation timeline that you have been provided with, I have made little headway since that time. Since the Purchasing Department has declined to compensate us as discussed last fall, Commissionaires Hamilton has had to subsidize the difference in wages since January 1, as the guards who had been making \$12.75/hr were brought up to the provincial minimum of \$14/hr.

Recouping the monies owing will have a two-fold effect, upon payment: it will allow us to attract and retain effectively, and will dramatically increase our revenue generation ability for the city.

When we have an operating surplus at the end of our Fiscal Year, we return this back to our members in the form of a dispersal prorated on the number of hours worked within that year. Having to finance the differential between what is currently being billed and what is being paid out to our bylaw officers has impacted all of our members negatively.

The bottom line cost for the City of Hamilton to honor the discussion between us and this department, and to follow the direction imposed by the provincial Government now stands at \$35,289.20 over the course of the year from 1 January - Sep 6 2018. The remainder of the calendar year, based on current staffing levels, would amount to approximately \$17,500.

However, if this Committee can approve these outstanding amounts to be paid immediately, we will be able to resolve the difficult issues of recruitment and retention that we currently face for this detachment. I have also included my bill rate proposal for 2019, and have shared the Burlington bylaw rates for comparison purposes, as they are a stable and fully staffed detachment, which can be directly attributed to the compensation received.

On Sept 6, 2018, I received an email from Matt Brash, Procurement Specialist, Financial Services for the City of Hamilton, with a Vendor Incident Report Form, requesting a strategy to deal with the lack of staffing that the detachment has faced since the start of 2018. I replied immediately with a detailed analysis of efforts taken to recruit and retain staff, and the lack of success due to the compensation being offered, which I have included with my presentation.

I ask that this Committee do the right thing and direct the Purchasing Department to take the necessary action as outlined in our letter dated July 2017, and allow us to compensate our employees in accordance with the important, difficult, and oftentimes dangerous job that they have performed for the city of Hamilton for over 60 years.

Thank you.



COMMISSIONAIRES

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21 September 2018

Hamilton Bylaw Contract Negotiation Timeline:

Sept 21, 2017 – Sit Down Meeting By Tom, Rick & Gerry With Client Contact James Buffet; Proposed New Wage Schedule Created And Email Sent To James Buffet By Tom

Jan 2018 – New Minimum Wage Goes Into Effect; City Not In Compliance

Jan – Jun, 2018 – Efforts Continue To Engage City In Conversation Re: New Contract Without Success

Jun 19, 2018 – Meeting With James Buffet and Mary Collins; Contract Status Mentioned

Jun 21, 2018 – Don Given Name Of Contact (Matthew Brash; 905-546-2424 ext 5973) In City Purchasing Dept By James Buffet Re: Contract

Jun 21 – Jul 12, 2018 – Multiple VM's Left With Matthew; No Contact

Jul 13, 2018 – After Multiple Calls, Don Receives VM from Matthew; "Person Looking After This is Tina Iacoe (tina.iacoe@hamilton.ca); She Will Be Available July 23, 2018"

Jul 16, 2018 – Email Composed By Don and Sent To Tina Requesting Meeting ASAP.

Jul 16, 2018 - Contacted by Tina and Admin. Asst Dianne Williams; meeting scheduled for July 23 at 10:00.

Jul 23, 2018 – Met with Tina, James Buffet, and Matt Thrash at 10:00. Presented request for retroactive owing/new bill rate schedule. Tina requests 2017 guard pay rates. Emailed rates at 11:45.

Aug 3, 2018 – Sent follow up email to Tina and James, to touch base and ask if any further info was required.

Aug 8, 2018 – Received email from Tina indicating that she had spoken with her Director and "we have decided that the best course of action would be to proceed with a report to Committee and Council. I will send you an email advising you when the report will be presented to Committee and also give you details as to how you could delegate to Committee should you wish to do so. I am really trying to get the report to Committee sometime in September."

Sept 6, 2018 – Received email from Matt Brash with a Vendor Incident Form attached, indicating failure of Corps to provide adequate staffing and demanding a response within 7 days outlining action plan to address staff shortage.

21 September 2018

Sept 6, 2018 – Replied to Matt & Tina with detailed analysis indicating the root cause of our inability to fully staff the detachment; specifically, the lack of adequate compensation that could be rectified by the City upon acceptance of our proposal from July 23, 2018.

Sept 6, 2018 – Received email from Tina stating that the report was being finalized, and that I would receive her email with next steps “early next week”.

Sept 14, 2018 – Received email from Tina at 16:03 on Friday afternoon detailing next steps, including dates and submission process for speaking to the Committee. A link to the Request to Speak submission portal was included within the email.

Sept 17, 2018 – Received email from Christine Vernem, acknowledging receipt of application to speak to Committee, and that it had been forwarded to Angela McRae, Legislative Coordinator for the Audit, Finance and Administration Committee.

Sept 18, 2018 – Received email from Angela McRae requesting a submission outlining my presentation to Committee, and indicating the Committee itinerary and processes.

From: [Iacoe, Tina](#)
To: [Don Thompson](#); [Brash, Matthew](#)
Cc: [Buffett, James](#); [Richard Luden](#); [ceo](#)
Subject: RE: Commissionaires - Vendor Performance
Date: September 6, 2018 5:04:04 PM
Attachments: [image001.jpg](#)

Hi Don.

Thanks for your email. Ironically the report to Committee and Council is being finalized today and is currently scheduled to go to the AFA meeting on Monday, September 24th. You would have received my email to this effect early next week. I will discuss the Vendor Performance Incident Form further with Matt and we will let you know if the scheduled response date can be modified.

Thanks.

Tina Iacoe CPPO, CPPB
Manager of Procurement, City of Hamilton
905-546-2424, ext. 2796

From: Don Thompson [mailto:dops@on.aibn.com]
Sent: September 6, 2018 1:51 PM
To: Brash, Matthew <Matthew.Brash@hamilton.ca>; Iacoe, Tina <Tina.Iacoe@hamilton.ca>
Cc: Buffett, James <James.Buffett@hamilton.ca>; Richard Luden <ceo@on.aibn.com>
Subject: RE: Commissionaires - Vendor Performance
Importance: High

Thank you for your correspondence, Matt.

Tina, you had indicated on Aug 8 that you would “... **send you an email advising you when the report will be presented to Committee and also give you details as to how you could delegate to Committee should you wish to do so.**”

As it appears that we have no other option to recoup the outstanding amounts owed to us from January 1 of this year (comprised of the differential between the minimum wage legislation imposed on all employers in the province and the amount that the City of Hamilton has continued to disburse), I was hoping to have had your email detailing next steps to resolve this issue, (along with the issue of compensation for the guards going forward) in time to prepare for the Committee meeting, about which you stated “...**I am really trying to get the report to Committee sometime in September.**”

Given the compressed time frame required to not only reply to Matt’s request, but to also formulate a Committee report due in the very near future (along with conducting the normal day to day business of our organization), I find myself at a bit of a loss on how to proceed.

As you are no doubt aware, we have struggled to fill these positions for the very reason that we find ourselves at loggerheads in the first place; namely, the rate of pay does not attract or retain suitable candidates for this type of work. In fact, I shared with you compensation structures for other municipalities (Burlington specifically) that have stable and fully manned complements, due to being properly compensated.

The fact that these workers are attempting to exist on minimum wage salaries, creates an environment that negates any chance of hiring quality candidates. I have several initiatives that I want to deploy (including paid lunch breaks to allow for immediate response to emergent situations), that would enhance recruiting and make this employment more attractive. However, a commitment from the City is necessary in order to enact these measures.

This department of the City of Hamilton is the only contract in our entire portfolio (and indeed, across portfolios in other divisions throughout Ontario) who refuse to acknowledge the legislation that has been imposed upon all of us. Even other departments within the City have recognized and resolved this issue. This resistance to acknowledge the business realities imposed by the legislation, is directly impacting recruitment and retention, and is categorically the main influencer to the situation that we are currently in. This is borne out by the number of candidates who apply for these positions, and then decline once they realize the work conditions and the compensation.

As you can see by the table below, since January there have been 10 candidates sent to Hamilton By-Law to fill the positions. Of those 10, we have had a single successful retention. However, it is worth noting that Mr. Spiteri has already submitted a request for a transfer because he cannot afford to drive to work and park based on his current wages. There is every likelihood of losing him in the short term.

Swick	Tyler	15 Jan 18 (Offer made)	22 Jan 18	Decline Offer
Walker	Paul	9-Feb 18 (Offer made)	12-Feb 18	Decline Offer
Spiteri	Garrett	14-Feb 18		
Jaundoo	Andrew	16-Mar 18 (Offer made)	16-Mar 18	Decline Offer
Wood	Jason	3-May 18 (Offer made)	3-May 18	Decline Offer
Himberg	Kenisha	4-May 18 (Offer made)	11-May 18	Decline Offer
Kheir	Hani	28-May 18 (Hired)	3-Aug 18	Unsuccessful Trg
Hobe	Jessica	16-July (Offer made)	16-July 18	Decline Offer
Milsap	Lorne	23-July (Offer made)	1-Aug 18	Resigned
Arlotta	Paul	1-Aug (offer made)	8-Aug 18	Resigned

The current staffing crisis has been exacerbated by the departure of several trained, qualified and effective officers to other jobs that simply offered higher compensation.

Since you have identified that we have no recourse except further delays by presenting to Committee at some future date, there is no rectification of this issue possible within the one week identified by Matt. I strongly encourage you to take the necessary actions that we have identified so that we can fulfill our contractual obligations and continue to build on our 5 decade long business relationship.

I await your direction on how to proceed.

Don Thompson

Director of Operations

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From: Brash, Matthew <Matthew.Brash@hamilton.ca>

Sent: September 6, 2018 12:05 PM

To: Don Thompson <dops@on.aibn.com>

Cc: Buffett, James <James.Buffett@hamilton.ca>

Subject: Commissionaires - Vendor Performance

Importance: High

Hi Don

Please find attached a copy of the Vendor Incident Report form related to the parking enforcement contract. Please review comments and provide a response detailing any corrective actions or any additional information you may have within 1 week. The issue at hand, and one that has been communicated before is the concerns we have around staffing numbers, which are ultimately effecting service numbers.

We appreciate you looking into this for us and look forward to your formal written response.
Thank you.

Matthew Brash CPPO, CPPB

Procurement Specialist

Financial Services, City of Hamilton

(905) 546-2424 Ext.5973

2018 Bylaw Bill Schedule & Rate Revision Proposal

Commissionaires Hamilton current admin fee is 38%. The proposed 35% admin fee is in addition to approx. .25/hr held in abeyance in the event of another minimum wage increase. This will be paid out beginning on Jan 1, 2019 if required, to prevent any payroll discrepancy.

<u>Location</u>	<u>Position</u>	<u>Bill Rate</u>	<u>Wage Rate</u>	<u>Adm % Actual</u>	<u>Adm Fee</u>	<u>Proposed Bill Rate</u>	<u>Proposed Wage Rate</u>	<u>Adm %</u>	<u>Adm Fee</u>	<u>Jan 1, 2019</u>
Hamilton	Officer	16.84	14.00	20.29	2.84	20.25	14.75	35	5.25	.25
	Trainer/Cpl	17.61	14.50	21.93	3.11	21.02	15.25	35	5.25	.25
	Sgt	17.81	15.25	16.79	2.56	21.28	15.50	35	5.50	.25
	MWO	21.24	17.25	23.13	3.99	24.55	18.00	35	6.30	.25
Burlington	Officer	22.75	16.26	39.91	6.49	N/A	N/A	N/A	N/A	N/A
	WO	23.62	16.88	39.93	6.74	N/A	N/A	N/A	N/A	N/A

2019 Bylaw Bill Schedule & Rate Revision Proposal

The proposed 35% admin fee is in addition to approx. .25/hr held in abeyance in the event of another minimum wage increase. This will be paid out beginning on Jan 1, 2020 if required, to prevent any payroll discrepancies.

<u>Location</u>	<u>Position</u>	<u>Bill Rate</u>	<u>Wage Rate</u>	<u>Adm % Actual</u>	<u>Adm Fee</u>	<u>Proposed Bill Rate</u>	<u>Proposed Wage Rate</u>	<u>Adm %</u>	<u>Adm Fee</u>	<u>Jan 1, 2020</u>
Hamilton	Officer	20.25	15.00	35	5.25	21.56	15.75	35	5.50	.25
	Trainer/Cpl	21.02	15.50	35	5.50	22.27	16.25	35	5.75	.25
	Sgt	21.28	15.75	35	5.50	22.62	16.25	35	6.10	.25
	MWO	24.55	18.25	35	6.30	25.86	18.75	35	6.15	.25

Type	Date	Num	Name	Memo	Qty	Current Billing	Amount	2018 Bill Rate (Prop.)	Differential	Total Owing	2019 Bill Rate (Prop.)
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	402.50	16.84	6,778.10	20.25	3.41	1,372.53	21.56
Invoice	01/25/2018	44803	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	496.00	16.84	8,352.64	20.25	3.41	1,691.36	21.56
Invoice	02/08/2018	44899	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	433.00	16.84	7,291.72	20.25	3.41	1,476.53	21.56
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	470.50	16.84	7,923.22	20.25	3.41	1,604.41	21.56
Invoice	03/08/2018	45102	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	541.75	16.84	9,123.07	20.25	3.41	1,847.37	21.56
Invoice	03/22/2018	45213	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	515.50	16.84	8,681.02	20.25	3.41	1,757.86	21.56
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	380.50	16.84	6,407.62	20.25	3.41	1,297.51	21.56
Invoice	04/19/2018	45432	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	464.50	16.84	7,822.18	20.25	3.41	1,583.95	21.56
Invoice	05/03/2018	45545	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	478.50	16.84	8,057.94	20.25	3.41	1,631.69	21.56
Invoice	05/17/2018	45644	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	460.75	16.84	7,759.03	20.25	3.41	1,571.16	21.56
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	456.75	16.84	7,691.67	20.25	3.41	1,557.52	21.56
Invoice	06/14/2018	45843	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	417.75	16.84	7,034.91	20.25	3.41	1,424.53	21.56
Invoice	06/28/2018	45930	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	440.50	16.84	7,418.02	20.25	3.41	1,502.11	21.56
Invoice	07-12-2018	46028	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	444.50	16.84	1,161.96	20.25	3.41	1,515.75	21.56
Invoice	07/26/2018	46116	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	324.00	16.84	5,456.16	20.25	3.41	1,104.84	21.56
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	312.25	16.84	5,258.29	20.25	3.41	1,064.77	21.56
Invoice	08/23/2018	46301	HAMILTON-BYLAW-3533	REG HRS COM FOOT PATROLS	318.50	16.84	5,363.54	20.25	3.41	1,086.09	21.56
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	69.00	16.84	1,161.96	20.25	3.41	235.29	21.56
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	53.50	16.84	900.94	20.25	3.41	182.44	21.56
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	54.00	16.84	909.36	20.25	3.41	184.14	21.56
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	50.50	16.84	850.42	20.25	3.41	172.21	21.56
Invoice	07-12-2018	46028	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	45.50	16.84	766.22	20.25	3.41	155.16	21.56
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	S T HRS COM FOOT PATROLS	32.00	16.84	538.88	20.25	3.41	109.12	21.56
					7,662.25	16.84	122,708.87	20.25	3.41	26,128.34	21.56
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS CORPORAL	6.50	17.68	114.92	21.28	3.60	23.40	22.62
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS CORPORAL	14.50	17.68	256.36	21.28	3.60	52.20	22.62
Invoice	01/25/2018	44803	HAMILTON-BYLAW-3533	REG HRS CORPORAL	25.00	17.68	442.00	21.28	3.60	90.00	22.62
Invoice	02/08/2018	44899	HAMILTON-BYLAW-3533	REG HRS CORPORAL	6.50	17.68	114.92	21.28	3.60	23.40	22.62
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	REG HRS CORPORAL	7.50	17.68	132.60	21.28	3.60	27.00	22.62
Invoice	03/08/2018	45102	HAMILTON-BYLAW-3533	REG HRS CORPORAL	14.00	17.68	247.52	21.28	3.60	50.40	22.62
Invoice	03/22/2018	45213	HAMILTON-BYLAW-3533	REG HRS CORPORAL	29.00	17.68	512.72	21.28	3.60	104.40	22.62
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	REG HRS CORPORAL	45.00	17.68	795.60	21.28	3.60	162.00	22.62
Invoice	04/19/2018	45432	HAMILTON-BYLAW-3533	REG HRS CORPORAL	29.00	17.68	512.72	21.28	3.60	104.40	22.62
Invoice	05/03/2018	45545	HAMILTON-BYLAW-3533	REG HRS CORPORAL	13.00	17.68	229.84	21.28	3.60	46.80	22.62
Invoice	05/17/2018	45644	HAMILTON-BYLAW-3533	REG HRS CORPORAL	13.00	17.68	229.84	21.28	3.60	46.80	22.62
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	REG HRS CORPORAL	13.00	17.68	229.84	21.28	3.60	46.80	22.62
Invoice	06/14/2018	45843	HAMILTON-BYLAW-3533	REG HRS CORPORAL	38.00	17.68	671.84	21.28	3.60	136.80	22.62
Invoice	06/28/2018	45930	HAMILTON-BYLAW-3533	REG HRS CORPORAL	21.00	17.68	371.28	21.28	3.60	75.60	22.62
Invoice	07/12/2018	46028	HAMILTON-BYLAW-3533	REG HRS CORPORAL	21.00	17.68	371.28	21.28	3.60	75.60	22.62

Invoice	07/26/2018	46028	HAMILTON-BYLAW-3533	REG HRS CORPORAL	14.00	17.68	247.52	21.28	3.60	50.40	22.62
Invoice	08/09/2018	46028	HAMILTON-BYLAW-3533	REG HRS CORPORAL	13.00	17.68	229.84	21.28	3.60	46.80	22.62
Invoice	08/23/2018	46028	HAMILTON-BYLAW-3533	REG HRS CORPORAL	40.50	17.68	716.04	21.28	3.60	145.80	22.62
					296.00	17.68	6,426.68	21.28	3.60	990.00	
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS SGT	8.50	17.68	150.28	21.02	3.34	28.39	22.27
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS SGT	62.75	17.81	1,117.58	21.02	3.34	209.59	22.27
Invoice	01/25/2018	44803	HAMILTON-BYLAW-3533	REG HRS SGT	68.00	17.81	1,211.08	21.02	3.34	227.12	22.27
Invoice	02/08/2018	44899	HAMILTON-BYLAW-3533	REG HRS SGT	85.50	17.81	1,522.76	21.02	3.34	285.57	22.27
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	REG HRS SGT	77.50	17.81	1,380.28	21.02	3.34	258.85	22.27
Invoice	03/08/2018	45102	HAMILTON-BYLAW-3533	REG HRS SGT	80.00	17.81	1,424.80	21.02	3.34	267.20	22.27
Invoice	03/22/2018	45213	HAMILTON-BYLAW-3533	REG HRS SGT	57.00	17.81	1,015.17	21.02	3.34	190.38	22.27
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	REG HRS SGT	64.00	17.81	1,139.84	21.02	3.34	213.76	22.27
Invoice	04/05/2018	45338	HAMILTON-BYLAW-3533	REG HRS SGT	8.00	17.81	142.48	21.02	3.34	26.72	22.27
Invoice	04/19/2018	45432	HAMILTON-BYLAW-3533	REG HRS SGT	79.00	17.81	1,406.99	21.02	3.34	263.86	22.27
Invoice	05/03/2018	45545	HAMILTON-BYLAW-3533	REG HRS SGT	77.00	17.81	1,371.37	21.02	3.34	257.18	22.27
Invoice	05/17/2018	45644	HAMILTON-BYLAW-3533	REG HRS SGT	80.00	17.81	1,424.80	21.02	3.34	267.20	22.27
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	REG HRS SGT	72.00	17.81	1,282.32	21.02	3.34	240.48	22.27
Invoice	06/14/2018	45843	HAMILTON-BYLAW-3533	REG HRS SGT	55.00	17.81	979.55	21.02	3.34	183.70	22.27
Invoice	06/28/2018	45930	HAMILTON-BYLAW-3533	REG HRS SGT	73.00	17.81	1,300.13	21.02	3.34	243.82	22.27
Invoice	07/12/2018	46028	HAMILTON-BYLAW-3533	REG HRS SGT	64.00	17.81	1,139.84	21.02	3.34	213.76	22.27
Invoice	07/26/2018	46116	HAMILTON-BYLAW-3533	REG HRS SGT	71.00	17.81	1,264.51	21.02	3.34	237.14	22.27
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	REG HRS SGT	72.00	17.81	1,282.32	21.02	3.34	240.48	22.27
Invoice	08/23/2018	46301	HAMILTON-BYLAW-3533	REG HRS SGT	46.00	17.81	819.26	21.02	3.34	153.64	22.27
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	S T HRS SGT	8.25	17.81	146.93	21.02	3.34	27.56	22.27
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	S T HRS SGT	7.75	17.81	138.03	21.02	3.34	25.89	22.27
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	S T HRS SGT	8.25	17.81	146.93	21.02	3.34	27.56	22.27
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	S T HRS SGT	8.00	17.81	142.48	21.02	3.34	26.72	22.27
Invoice	07/12/2018	46028	HAMILTON-BYLAW-3533	S T HRS SGT	6.50	17.81	115.77	21.02	3.34	21.71	22.27
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	S T HRS SGT	6.50	17.81	115.77	21.02	3.34	21.71	22.27
					1,245.50	17.81	22,181.25	21.02	3.34	4,159.97	22.27
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	56.00	21.24	1,189.44	24.55	3.31	185.36	25.86
Invoice	01/25/2018	44803	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	80.00	21.24	1,699.20	24.55	3.31	264.80	25.86
Invoice	02/08/2018	44899	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	79.00	21.24	1,677.96	24.55	3.31	261.49	25.86
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	70.00	21.24	1,486.80	24.55	3.31	231.70	25.86
Invoice	03/08/2018	45102	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	72.00	21.24	1,529.28	24.55	3.31	238.32	25.86
Invoice	03/22/2018	45213	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	76.50	21.24	1,624.86	24.55	3.31	253.22	25.86
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	31.50	21.24	669.06	24.55	3.31	104.27	25.86
Invoice	04/19/2018	45432	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	63.50	21.24	1,348.74	24.55	3.31	210.19	25.86
Invoice	05/03/2018	45545	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	79.50	21.24	1,688.58	24.55	3.31	263.15	25.86
Invoice	05/17/2018	45644	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	80.00	21.24	1,699.20	24.55	3.31	264.80	25.86

Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	71.25	21.24	1,513.35	24.55	3.31	235.84	25.86
Invoice	06/14/2018	45843	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	79.00	21.24	1,677.96	24.55	3.31	261.49	25.86
Invoice	06/28/2018	45930	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	72.00	21.24	1,529.28	24.55	3.31	238.32	25.86
Invoice	07-12-2018	46028	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	40.00	21.24	849.60	24.55	3.31	132.40	25.86
Invoice	07/26/2018	46116	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	72.00	21.24	1,529.28	24.55	3.31	238.32	25.86
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	63.50	21.24	1,348.74	24.55	3.31	210.19	25.86
Invoice	08/23/2018	46301	HAMILTON-BYLAW-3533	REG HRS CWO DAWNE LUDEN	80.00	21.24	1,699.20	24.55	3.31	264.80	25.86
Invoice	01/11/2018	44697	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	7.25	21.24	153.99	24.55	3.31	24.00	25.86
Invoice	02/22/2018	44993	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	8.00	21.24	169.92	24.55	3.31	26.48	25.86
Invoice	04/05/2018	45337	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	7.75	21.24	164.61	24.55	3.31	25.65	25.86
Invoice	05/31/2018	45738	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	8.00	21.24	169.92	24.55	3.31	26.48	25.86
Invoice	07-12-2018	46028	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	7.50	21.24	159.30	24.55	3.31	24.83	25.86
Invoice	08/09/2018	46204	HAMILTON-BYLAW-3533	S T HRS CWO DAWNE LUDEN	7.50	21.24	159.30	24.55	3.31	24.83	25.86
					1,211.75	21.24	25,737.57	24.55	3.31	4,010.89	
					10,415.50		177,054.37			35,289.20	(Total Outstanding)