



PARTNERSHIP for JAMAICA

AGREEMENT

July 31st, 2013

TABLE OF CONTENTS

	PAGE NUMBER
Preamble	3
Guiding Principles	4
Objectives	4
General Commitments of the Partners	5
Specific Commitments of the Partners	6
Trust Among Partners	11
Monitoring and Continuing Cooperation	11
The National Partnership Council and Secretariat	12
Partner Affirmation	14
Appendix I – PFJ High Level Targets	15
Appendix II - Member Endorsement	16

PREAMBLE

The Partners of *Partnership for Jamaica*: the State, represented by the Government and the Opposition; the Private Sector; the Trade Unions and Civil Society (herein referred to as “the Partners”)

RECOGNISING the need to build upon preceding efforts to forge a social partnership in Jamaica;

SUBSCRIBING to the realisation of a transformed Jamaica that is a secure and prosperous “place of choice to live, work, raise families and do business”;

ACKNOWLEDGING the urgent national economic and social crisis the country presently faces, evidenced by, inter alia, an unsustainable debt-to-GDP ratio, declining rates of productivity and competitiveness vis-à-vis trading partners, high unemployment; high energy costs, environmental degradation, gender power imbalances, growing inequality and very high levels of violent crime, including an increase in gender-based violence and femicides;

FURTHER ACKNOWLEDGING that the development of the Jamaican economy and society will be predicated on a people-centred development approach, evidenced by the will and ability of all Partners to put Jamaica and its interests first and to make sacrifices today in recognition of their mutual interests and inextricable interdependence in a secure and prosperous Jamaica tomorrow;

REAFFIRM and RECOMMIT to the principles of social dialogue and partnership, specifically, to further the process of deepening democracy and participatory decision-making, to engender meaningful participation of all Partners in national development and trust and confidence among the Partners, to develop a framework with supporting institutions for conducting ongoing relations, negotiations and transformative actions among the Partners, so as to assist in the achievement of agreed-upon national outcomes;

AND

RESOLVE to embark on a programme for Jamaica’s stabilisation, growth with equity and sustainable development through social partnership, initially over the period of 2013- 2016; the basis of which is given expression in this Agreement.

GUIDING PRINCIPLES

VISION

BELIEVING that nothing short of a nationwide transformation of people and institutions around performance accountability, gender equality, individual and collective responsibility, respect for the human rights and civil liberties of all Jamaicans, tolerance and maturity in conflict resolution will account for the realisation of a more equal, safe, secure and prosperous Jamaica for all, the Partners envisage an ongoing social partnership in Jamaica, which will:

- **Deepen the Process of Participatory Decision-Making:** by recognising that no one sector has all the answers, and, reaffirming the commitment to the Government of Jamaica (GOJ) Code of Consultation which recognises that better development decisions result from an inclusive and consultative approach.
- **Engender Trust and Confidence:** by building the partnership process and the ownership by the wider society of national development plans and goals, through ongoing dialogue and agreed actions based on mutual respect and a commitment to genuine cooperation, meaningful consultation and honest communication.
- **Exhibit Effective Leadership:** by providing the will, courage and maturity, within partner organisations and collectively within the Partnership, and through effective communication and consultation with the broader society, to make and carry out necessary decisions in the best long term interests of the nation and the widest cross-section of Jamaicans.
- **Facilitate Shared Understanding:** by arriving at a process to build consensus amongst the Partners, as required for the identification and prioritisation of critical development problems as well as for agreement on approaches to more controversial issues and the mitigation of serious challenges.
- **Perform Critical Problem Solving:** by drawing on the wealth of information, experience, expertise, insight and other resources within the Partnership, in the wider society, and the Jamaican diaspora, to champion workable solutions to national development challenges and to provide the requisite focus, discipline and accountability in executing work-plans to successful completion.

OBJECTIVES

The Partners, in their resolve to improve Jamaica, adhere to the objectives of:

- **A stable, humane society** in which equity, equal opportunity, inclusion and justice prevail, where there is increased respect for the Rule of Law and a tolerant and vibrant culture capable of economic and social innovation and entrepreneurship;

- **A stable macroeconomic framework** as a foundation for national growth and development;
- **Improved stewardship of our environment** as we pursue enhanced productivity and competitiveness, for the sustained, inclusive and equitable development of the Jamaican society;
- **More justice and security** for citizens and residents of Jamaica and visitors to the island;
- **Greater integrated planning** and rationalisation of resources and development projects and transparent and accountable implementation efforts that are motivated by the best long term national interest.

GENERAL COMMITMENTS OF THE PARTNERS

The Partners in pursuit of their objectives and vision for a transformed Jamaica, and building upon the foundations of prior partnership efforts in Jamaica, undertake the following general commitments:

- **The Government and Opposition**, reaffirming that progress can only be achieved by responding adroitly and effectively to the country's significant challenges, which are exacerbated by a divisive political climate, **commit to bring genuine, transparent and accountable bipartisanship and people-centred solutions to the Country's development process;**
- **The Government**, reaffirming that the key principles of transparency, accountability, integrity, genuine consultation, thoughtful people-centred action, including gender, youth and environmental awareness, focused on long term national goals, rather than short term political imperatives, are required to engender trust and confidence in all national processes, commit to bring these principles to the partnership process;
- **The Opposition**, reaffirming that the key principles of transparency, accountability, integrity, genuine consultation, thoughtful people-centred action, including gender, youth and environmental awareness, focused on long term national goals, rather than short term political imperatives, are required to engender trust and confidence in all national processes, commit to bring these principles to the partnership process;
- **The Private Sector**, reaffirming that shared responsibility, improved enterprise productivity and competitiveness, fair play, margin restraint, youth engagement, effective consultation with unions and workers, employment creation based on the International Labour Organisation (ILO) principles of decent work, the creation of an environment of equality of opportunity for participation of men and women in leadership and decision-making, environmental stewardship and corporate social responsibility in business

decision-making, impact upon national development, **commits to bring these elements to the partnership process;**

- **The Trade Unions**, reaffirming that innovative solutions are needed to the issues of economic stabilisation, effective environmental stewardship, low productivity, enhancement of enterprise success, creation of decent working conditions, the creation of equality of opportunity for men and women in leadership, youth engagement and enhancement of worker well-being, **commit to initiating, and collaborating in, the identification of such solutions;**
- **Civil Society**, recognising that the severity of Jamaica's social and economic problems requires a national call to action, **commits to initiating and supporting national efforts** to stabilise and transform the economy, improve justice and security, enhance gender equality, empower young people, protect the environment, enhance enterprise competitiveness in pursuit of growth and development with equity, improve education, research and health outcomes, promote accountability and transparency and harness the positive contributions and resources of the dynamic diaspora.

All Partners, in recognising their individual and collective responsibility to uphold and adhere to each one of the commitments given above, resolve to engage in respectful and constructive dialogue and support each other in the fulfilment of commitments by willingly accepting constructive feedback and incisive criticism; and by holding each other and the collective Partnership accountable in the best long term interests of the nation.

The Partners recognising that new critical issues, disputes and even conflicts will arise from time to time during the term of this Agreement; agree that this Agreement will be deemed to have been breached if any PARTNER violates any of the provisions contained herein. Any breach will be reported to the Council, which will decide on an appropriate course of action.

SPECIFIC COMMITMENTS OF THE PARTNERS

The Partners understand only too well that growth in Jamaica has been extremely elusive over the last forty years. Indeed, this period has witnessed only seven years in which growth of real gross domestic product (GDP) has exceeded 2% per annum (p/a) and featured eighteen years in which real GDP has declined. The erosion of social capital, intractability of Jamaica's growth challenge, and resulting increasing inequality are important reasons behind the need for a **Partnership for Jamaica** in which "all hands are on deck" in seeking to create a more prosperous and equitable Jamaica. While the Partners recognise that there are many areas of improvement required in the Jamaican environment, they are also very much aware that prioritisation of actions, and of resource allocation, is an imperative amid the multiplicity of challenges confronting the country.

There is a consensus among the Partners that identifying a set of priority challenges and addressing these challenges systematically and through national

dialogue and commitment is the only way to ensure sustainable growth of the Jamaican economy.

It is against this background that the Partners agree that, in this first period of Partnership, priority in monitoring and accountability will be placed on the following areas in which Jamaica's global ranking is very low, and in which poor performance has been particularly responsible for Jamaica's anaemic record of growth.

- Fiscal Consolidation (with Social Protection and Inclusion)
- Rule of Law Adherence (and Timely Justice Outcomes)
- Ease of Doing Business and Employment Creation
- Energy Diversification and Conservation

FISCAL CONSOLIDATION (WITH SOCIAL PROTECTION AND INCLUSION)

Jamaica's current level of indebtedness, represented in the world's third highest debt-to-GDP ratio, is clearly unsustainable and the country's long term fiscal problems have contributed to its growth challenges, under-funding of capital programmes, increasing income inequality and increased poverty. Jamaica's fiscal imbalances and the associated challenges also contribute to the current unsustainability of the country's external accounts and to other manifestations of economic instability. It is against the background of these circumstances that Jamaica has entered into a four year extended fund facility with the International Monetary Fund (IMF). Prior action associated with this facility has involved four events.

- The Government and Trade Union Partners agreeing to a heads of agreement for the 2012-2015 public sector wage contract period, involving, inter-alia, significant wage restraint, for all public sector workers, including politicians.
- The Parliament approving new debt management legislation.
- The Government committing to significant reduction in the use of discretionary fiscal waivers.
- Government creditors within the private and public sectors agreeing to the second national debt exchange within the last three years, and a further private debt exchange.

There is a wide range of specific commitments associated with these fiscal consolidation agreements. **Among other areas, they fall into the categories of increased fiscal discipline, transparency and accountability; reform of tax administration to encourage greater compliance; reform of tax and incentive policy, in the direction of simplification, elimination of distortions, broadening of reach and equalisation of rates across sectors at lower than current levels; and public sector reform, in the direction of greater efficiency in the delivery of core government services.**

- The commitments identified in Jamaica's Memorandum of Economic and Financial Policies (MEFP) to the International Monetary Fund, the Heads of Agreement with the Public Sector Unions and the National Debt Exchange will be monitored through this Partnership for Jamaica in a manner that is complementary to other relevant oversight functions, such as the Economic Programme Oversight Committee (EPOC).
- The increases in poverty rates in Jamaica, particularly since the onset of the global recession, and the scope of the fiscal consolidation required to stabilise the Jamaican economy and create a framework for economic growth, dramatise the importance of ensuring that fiscal consolidation is accompanied by an enhanced programme of social protection to protect the most vulnerable Jamaicans, such as poor women-headed households, children living in poverty, the unemployed, persons with disabilities, the poor elderly and the poor sick. The Partners agree to monitor the effects of policies and programmes on the poor and to mitigate negative impacts; to devise such measures as necessary to ensure equitable representation in decision-making; and to increase direct transfer of social and economic benefits to persons at and below the poverty line, including the working poor.

GREATER ADHERENCE TO THE RULE OF LAW (AND MORE TIMELY JUSTICE OUTCOMES)

Greater adherence to the rule of law and more timely justice outcomes in Jamaica is critical because of Jamaica's chequered record as it relates to law breaking in areas such as violent crime, including gender based violence; corruption; police murders; environmental and building laws and codes; lottery scamming; and financial crime. Jamaica has the world's third highest rate of intentional homicide per 100,000 population (behind Honduras and Venezuela; El Salvador had a higher rate but has recently seen a 50% drop in murders based on a church-brokered gang truce). Jamaica also has one of the world's highest rates of police killings per capita and ranks poorly in the perceived level of corruption across the society.

Further, Jamaica's fragile ecosystem and its vulnerability to natural disaster make adherence to environmental and building laws and codes an absolute imperative. **Indeed, the Partners recognise that disasters and the impact of climate change are among the key risks to Jamaica's economic growth and social protection.**

In efforts to promote greater adherence to the rule of law and more timely justice outcomes, the Partners commit to:

- Continue the implementation of the current national security policy and publish such recommendations and the progress with implementation so that the public is fully aware of the process underway and regularly updated on its progress;
- Finalise, implement and monitor the strategy on gender-based violence and deal with the current high level of impunity with greater effort towards arrests, prosecutions, convictions, support to victims and survivors as well as appropriate rehabilitative programmes for perpetrators, while addressing other recommendations in the National Policy on Gender Equality;
- Continued vigilance and implementation of stronger institutional structures to prevent corruption, and promotion of transparency and accountability;
- Place special focus on preventing police brutality and eliminating police murders;

- Consult with the Ministry of National Security in housing development plans;
- Strengthen and broaden the country's Dispute Resolution Capacity;
- Accelerate efforts to relocate communities in flood prone areas and to include disaster planning, prevention and response in the budgets of all MDAs, in particular in the ministries with responsibility for Tourism, Agriculture, Works, Water, Land and Environment, Housing, Security, Health and Education.
- Increased attention to relevant planning, mitigation and adaptation efforts; to adherence to environmental and zoning laws and regulations; and collaboration to improve national spatial planning and adherence to such plans.
- Emphasise citizen security and the compatibility of social inclusion and effective law enforcement, through inter alia, sustaining the social intervention programmes, (such as the community renewal programmes), which have been successful in reducing or eliminating tensions in communities across Jamaica; and deepening measures for the reduction, prevention and ultimately elimination of all forms of violence against children;
- Continue the work of reducing major crimes rate by focusing on law enforcement activities that seek to increase the investigative capacity of the security forces with a focus on improving "clear up" rates, especially the low rates currently associated with gender and child-based violence; strengthening the interface between arrest and conviction; more community policing in order to bring greater trust between communities and the security forces; while eliminating the scourge of extra-judicial killings.
- Redouble efforts to finance and implement appropriate justice reform recommendations, engage key stakeholders and publish the recommendations and progress with implementation so that the public is fully aware of the process underway and regularly updated on its progress.

EASE OF DOING BUSINESS AND EMPLOYMENT IMPROVEMENT

Jamaica's ranking on the various "Doing Business" League Tables has not been changing at the rate, and in the direction, required to create the facilitatory business environment that is critical to improving enterprise competitiveness and enhancing the prospects for the creation of decent jobs for Jamaican workers. Indeed, in the World Bank's **2013 Doing Business Report (WBDBR)**, Jamaica ranked 90th among 185 countries, down from 85th in 2012; and behind Mauritius, 19th, Estonia, 21st, Latvia, 25th, St. Lucia, 53rd, Panama, 61st, Antigua, 63rd, Dominica, 68th, T&T, 69th, St. Vincent, 75th, Bahamas, 77th and Barbados, 88th.

In an effort to improve Jamaica's position as a location of choice for investment activities and to enhance employment, the Partners hereby make commitments as identified below.

- Consistent with the need for good governance, the Partners commit to an all out assault on "red tape" and to support initiatives aimed at reducing unnecessary bureaucracy as a critical component of a national job creation strategy.
- The Partners acknowledge that access to credit remains a key impediment to the expansion of the private sector, particularly in the MSME Sector, and thus the creation of jobs, and commit to specifically address such issues of access, beyond the

improvements to the environment for private sector credit that will result from successful fiscal consolidation.

- The Partners commit to exploring avenues to develop Venture Capital as a useful vehicle for start-ups and early-stage enterprises, which may carry high risks but also high rewards, particularly in wealth and job creation among the Youth.
- The Partners further commit to target major developments with the capacity to absorb workers from the existing employment pool, young workers, female workers and workers who have recently lost their jobs.
- The Partners commit to accelerate the focus on productivity enhancement and labour market reform in support of enhanced enterprise competitiveness in all sectors (public, private, civil) of Jamaican society.
- The Partners commit to employing the ILO's Decent Work Agenda framework (inclusive of the goals of productive employment, protection of workers' rights, social protection and social dialogue) for mitigating the impact of job losses; review proposals for unemployment mitigation, particularly among young and female workers; and endorse attempts to develop a more flexible and reactive educational and training framework to address low productivity in the labour force.
- The Partners further reaffirm adherence to the Labour Relations Code, commit to the passing of critical and overdue labour legislation (such as the Occupational Health and Safety legislation), and commit to identifying creative mechanisms for enhancing training and retraining of workers, incorporating additional internship and apprenticeship programmes, particularly targeted towards young women and men; and to partnering in the development of more effective labour market information systems that are globally integrated.

ENERGY DIVERSIFICATION AND CONSERVATION

Jamaica's current energy cost of approximately US\$0.42 per kilowatt hour gives it one of the World's highest energy costs and creates welfare challenges for Jamaican households and competitiveness challenges for Jamaican enterprises. Jamaica's heavy reliance on imported fossil fuels places a tremendous strain on the country's external accounts. The obsolescent nature of much of its generating and distribution capacity, coupled with the country's island geography which makes grid inter-connectedness challenging, contributes to the high cost of electrical generation and distribution. Further, Jamaica has suffered from a long period of an "energy decision" crisis resulting, in part, from the lack of a national consensus on approaches to energy diversification. The Partners make the following commitments in an effort to reduce the costs of energy, while enhancing protection of the environment by reducing the energy related impact on Jamaica's "carbon footprint".

- In recognition of Jamaica's high energy cost and tropical climate, and in light of on-going improvements in renewable technology, the Partners commit to a national thrust, led by the Partners, focused on commercial, residential and government users, toward the use of solar and other forms of renewable energy as a visible plank in Jamaica's energy diversification efforts.
- The Partners recognise that energy pricing and diversification approaches are sensitive issues that require consultation and commit to continued consultation, but in the

direction of arriving, quickly, at a national consensus on the way forward with respect to Jamaica's "energy future" in a manner that reduces energy cost and enhances protection of Jamaica's natural environment.

- The Partners agree to collaborate in efforts to reduce electricity theft and commit to collaborate to ensure affordable access to modern energy services for the poorest Jamaicans, including those in rural and peri-urban communities.
- The Partners further agree to the need for a review of the taxes on, and pricing of, petroleum products and renewable energy sources in conjunction with wider tax policy reform to allow for adjustments to:
 - i. reflect scarcity value;
 - ii. ensure efficiency of use and the development of alternative energy sources; and
 - iii. give incentives for conservation.

TRUST AMONG PARTNERS

Studies have shown that the levels of trust across the Jamaican society are extremely low. Building trust within the current environment will prove extremely difficult as the mistrust that exists due to deception, secrecy, inequality, authoritarianism, disrespect and egoism may intensify under conditions of crisis. Mistrust must be addressed in order for the Partnership to be successful and for the country to improve its development record. The process of the Partnership must be clearly monitored and a mechanism established for conflict resolution.

To respond to the challenges presented by mistrust the following guiding principles must be employed by all Partners at all times: Respect, Engagement, Sensitivity, Reliability, Equity, Openness, Courage, Patience, Understanding and Humility. The guiding principles to enhance trust among Partners are represented in the **Partnership Code of Conduct** signed in 2011.

A mechanism to redress any disagreements among the Partners or challenges to consensus will be required during this and each succeeding Partnership Agreement. The proposal is one of open communication. In the event that an issue arises that threatens to derail or stymie the Partnership in any way, it is agreed that any leader, concerned Partner or the aggrieved party would immediately make urgent contact with the other parties.

To facilitate the process of conflict resolution, one of the working committees of the National Partnership Council will be a dispute settlement committee that will undertake responsibility to broker dialogue between and among aggrieved parties.

MONITORING & CONTINUED COOPERATION

The Parties to this Agreement acknowledge and agree that ongoing consultation and cooperation among the Partners in relation to these and other important areas of the society and the economy, will promote Jamaica's pursuit of growth, development and prosperity for all Jamaicans.

The Partners agree that the existing National Partnership Council will monitor the implementation of this Agreement and its outcomes, within the context of strengthening social dialogue and social partnership; and that any breaches to this Agreement will be reported to the Council, which will decide on the appropriate action.

To assist in monitoring the implementation of this Agreement in the direction of the achievement of nationally agreed outcomes, a set of end of agreement high level targets has been established, and is appended to this Agreement (Appendix I).

The Parties also commit to working towards the implementation of other initiatives which may hereafter be developed jointly for the national good.

The Parties commit to continuing to co-operate in a spirit of raising levels of mutual trust and genuine partnership.

THE NATIONAL PARTNERSHIP COUNCIL AND SECRETARIAT

An institutional framework for conducting ongoing relations and negotiations between the Partners, in which the roles and responsibilities of each Partner are clearly articulated and through which the continuity of the Partnership is ensured, is of significant importance. As such, a critical priority of the Partners is the consolidation of a suitable model for Jamaica's social partnership and ongoing social dialogue. Jamaica's on-going social partnership discussions have led to the establishment of a National Partnership Council, which has been meeting as a Council for over two years, supported by a Partnership Secretariat. The Partners agree to the continuation of the Council Structure and Secretariat as a mechanism for monitoring the implementation of this Partnership Agreement.

THE NATIONAL PARTNERSHIP COUNCIL

The Council is mandated to build trust, confidence and national participation in the partnership process, which is essential for the strength and continuity of the Partnership. The Council will provide leadership and guidance to the partnership process and drive and monitor the implementation of Agreements. This Council is chaired by the Prime Minister and its membership is comprised of leaders of the partner organisations that are signatories to the Agreements. It must impart seriousness of purpose and ensure ongoing communications and meaningful consultation amongst the Partners, as well as create an environment for advancing equality among the Partners, and throughout the country.

To assist in the work of the Council, a Standing Working Committee of the Council will be established to coordinate the agenda of Council meetings. This committee, to be led by a *Partnership for Jamaica* Coordinator chosen by the Prime Minister, will liaise with the relevant ministers of government, and opposition spokespersons, who have portfolio accountability for the areas of focus under this Agreement. The ministers will be expected to present work-plans, subsidiary targets and time-lines, for meeting the high level targets identified in the

Agreement. They will report periodically to the Council on progress with respect to meeting these targets. The Council will provide reports to the Jamaican people on progress with respect to meeting agreed upon targets.

This working committee will also serve as a mechanism for facilitating the placing on the Council Agenda any critical development issues arising from the Partners, including the Jamaican people, which are sufficiently systemic and important that the National Partnership Council is deemed to be the most effective forum for their deliberation.

The Council will be served by a Technical Secretariat with the capacity to monitor the progress being made in the work areas agreed upon.

THE SECRETARIAT

The Council will be served by a Secretariat, which will operate under the auspices of the OPM. This Secretariat will be resourced by the Government of Jamaica and is to have coordinative, administrative, research, and monitoring capacity and is to assist the Council, and the Council's working committee, in the review of relevant material as well as the determination of strategies and prioritization and monitoring of initiatives in target areas.



PARTNERSHIP FOR JAMAICA

PARTNER AFFIRMATION

Miss Kemesha Kelly
Civil Society Representative

Mr. Lloyd Goodleigh, CD
Trade Union Representative

Mr. Christopher Zacca
Private Sector Representative

The Most Hon. Portia Simpson Miller, ON, MP
Government Representative

This 31st Day of July 2013

APPENDIX I

PARTNERSHIP FOR JAMAICA (PFJ) HIGH LEVEL TARGETS

<u>Area of Focus</u>	<u>Target Descriptor</u>	<u>2013 Actual</u>	<u>2016 Target</u>
Fiscal Consolidation	Debt/GDP Ratio	142%	105%
	Primary Surplus	5.3%	7.5%*
Rule of Law Adherence	Murders per 100,000	38	25
Ease of Doing Business	WBDBR Ranking	90 th /185	75 th /185
& Employment	Unemployment Rate	14.2%	10%
	Female Unemployment Rate	17.8%	12%
	Youth Unemployment Rate	37%	25%
Energy Diversification	Average cost of energy	US\$0.42/kwh	US\$0.30/kwh
Economic Growth	Real GDP Growth Rate	-0.3%	2-3%

*: The primary surplus (Government revenue less expenditure, net of debt servicing) is an annual target for each year of the Agreement and not just an end of period target.

APPENDIX II

**THE NATIONAL PARTNERSHIP COUNCIL
MEMBER ENDORSEMENT**

Government of Jamaica Representatives

Dr. the Hon. Peter Phillips _____

Hon. Phillip Paulwell _____

Hon. G. Anthony Hylton _____

Hon. Horace Dalley _____

Opposition Representatives

Senator Arthur Williams _____

Mr. Delroy Chuck _____

Mr. Gregory Mair _____

Mr. Dwight Nelson _____

Labour Union Representatives

Senator Lambert Brown _____

Senator Kavan Gayle _____

Mr. O'Neil Grant _____

Private Sector Representatives

Mr. Andrew Collins _____

Mr. Francis Kennedy _____

Mr. Brian Pengelley _____

Mr. Donovan Wignal _____

Civil Society Representatives

Rev. Dr. Paul Gardner _____

Mrs. Arlene Harrison-Henry _____

Mrs. Diana McCaulay _____

Mrs. Linnette Vassell _____

Academia

Professor Trevor Munroe _____

Professor Alvin Wint _____

Professor Neville Ying _____

Special Invitees

Mr. Anthony Charley _____

Mrs. Beverly Lopez _____

Mr. Andre Hylton _____

Mr. Ward Mills _____

Hon. R. Danny Williams _____

This 31st Day of July 2013