

The Florida Senate
COMMITTEE MEETING EXPANDED AGENDA
 APPROPRIATIONS COMMITTEE ON CRIMINAL AND CIVIL
 JUSTICE
 Senator Bradley, Chair
 Senator Powell, Vice Chair

MEETING DATE: Wednesday, November 15, 2023
TIME: 11:00 a.m.—1:00 p.m.
PLACE: *Mallory Horne Committee Room, 37 Senate Building*

MEMBERS: Senator Bradley, Chair; Senator Powell, Vice Chair; Senators Baxley, Burgess, Hooper, Martin, Pizzo, Rouson, Torres, and Yarborough

TAB	BILL NO. and INTRODUCER	BILL DESCRIPTION and SENATE COMMITTEE ACTIONS	COMMITTEE ACTION
1	KPMG and Department of Corrections Presentation on DOC Master Plan		Presented

Other Related Meeting Documents



Charting a Path to a Safer, More Efficient Correctional System

State of Florida, Department of Management Services








Multi-Year Department of Corrections Master Plan

—

November 2023

PRELIMINARY DRAFT – FOR DISCUSSION ONLY

Introductions & agenda

KPMG		Meridium	
			
Bill Zizic	Chad Poppell	Philip Shoemaker	
			
Lawrence Spinetta	Julie Walburn	Darren Fancher	
		HOK	
			
		Jeff Goodale	

Agenda

01 | Scope and Methodology

02 | Assessment Highlights

03 | Strategic Options




04 | Cost Estimates

05 | Summary & Next Steps



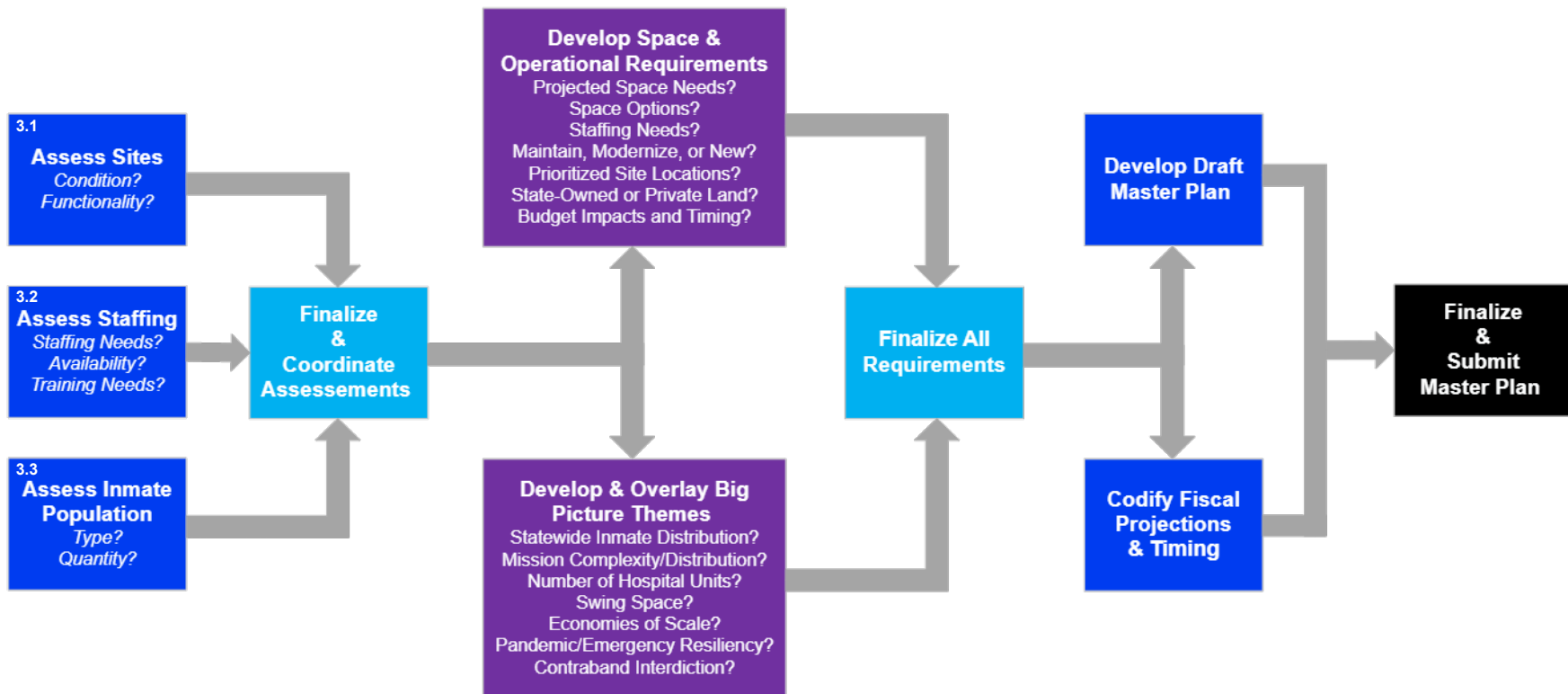
Scope & methodology overview

KPMG was selected by the Florida Department of Management Services (DMS) through a competitive bidding process in October 2022 to assist the State in producing a **20-year master plan** for Florida Department of Corrections (FDC). KPMG assembled a team of subcontractors including Meridium Group and HOK Architects to provide the assistance requested in the RFQ:

-  **A multi-year master plan that addresses the repair, maintenance, or replacement of state operated institutions in the Florida prison system.**
-  **Identification of appropriate specifications necessary for safe, secure, cost effective, and efficient correctional institutions, including facilities for inmate health care, substance abuse and mental health treatment, other special needs, and education, consistent with appropriate correctional standards.**
-  **A comprehensive review of the physical plant needs of the department using those specifications, including associated staffing needs, and must prioritize identified facility needs, based on the immediacy of the issues.**



The project approach was organized into three key workstreams



Interviews, Site Visits, & Data Analyzed

60+

Meetings and interviews with FDC and DMS professionals

153

Correctional facility assessments completed

1,500+

Data files received for analysis

Major Facility	Type	Sub-Level Facility	Sub-Level Square Footage	Sub-Level Total Capital Maintenance Cost Projection (Across 25 Years)	Sub-Level Rating	Sub-Level Housing Unit	E&U	Routine Maintenance Non-Contractual
APALACHEE	SPECIALTY INSTITUTIONS	Apalachee CI East Unit	714,114	\$ 100,278,085.00	3.34	3,42	\$ 743,590.86	\$ 142,401.90
		Apalachee CI West Unit	466,360	\$ 58,977,391.84	3.25	3,45		
AVON PARK	ADULT MALE CUSTODY	Avon Park CI	523,250	\$ 79,927,231.24	3.42	3,58	\$ 309,974.32	\$ 77,605.32
		Avon Park Work Camp	149,938	\$ 18,424,162.98	3.35	3.19		

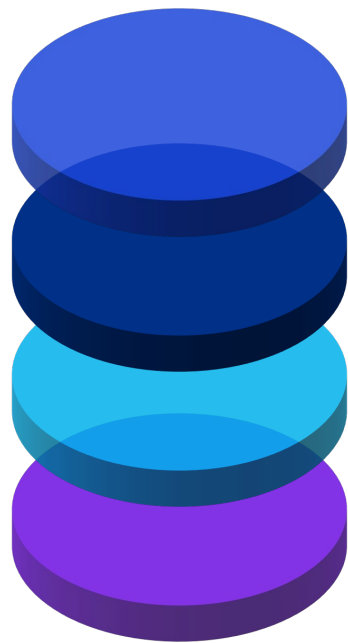
Facility	Core				Criminogenic		Other									
	Academic Programs	Career and Technical Education (CTE) Programs	Substance Use Treatment	Domestic Violence	Aftercare	Chaplaincy Services	Endearing Programs	Elective	Higher Education	Pre-sent	Special	Veteran Outreach Programs	Wellness			
LANCASTER W.C.	3	0	0	2	0	0	0	0	0	3	2	0	0			
LARGO R.P.	0	0	1	1	0	0	0	0	3	0	0	0	0			
LAWTEY C.I.	3	3	0	2	7	3	0	1	1	5	5	0	0			

Major Facility	Type	Performance	Impact Prog	ED Vacancy Rate (Low 2023)	Immate per 100 Beds	Potential Labor Shortage	Number of Inmate Beds	Medical Health Care Management	Youthful Offenders	Paths & Charities	Investment	Median Score	MeReB Customer Metric
LOWELL ANNEX	SPECIALTY INSTITUTIONS	22	100	2%	3.8	43,395	28,470	No	No	No	No	\$ 87,412	19
LOWELL WORK CAMP	ADULT MALE CUSTODY	41	91	2%	2.2	80,887	82,296	No	No	No	No	\$ 28,288	19
LOXAHATCHEE R.P.	SPECIALTY INSTITUTIONS	42	285	2%	4.1	25,143	13,223	No	No	No	No	\$ 10,017	28
MADISON C.I.	ADULT MALE CUSTODY	44	192	2%	1.9	4,806	20,268	No	No	No	No	\$ 20,268	27
MARTIN C.I.	ADULT MALE CUSTODY	45	170	2%	1.9	3,832	32,940	No	No	No	No	\$ 32,940	27
MAYO C.I. ANNEX	ADULT MALE CUSTODY	47	110	2%	1.9	2,101	21,615	No	No	No	No	\$ 21,615	28
MAYO C.I. ANNEX	ADULT MALE CUSTODY	48	144	2%	4.3	69,889	62,943	No	No	Yes	No	\$ 10,392	29

Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042
Immates	376	410	446	467	489	511	533	555	577	600	622	644	667	689	712	734	757	779	802	825
Upper Bound	376	410	454	479	504	530	557	584	611	639	668	697	726	756	786	817	849	881	913	946
Total Capacity	-	457	457	457	457	457	457	457	457	457	457	457	457	457	457	457	457	457	457	457
New Build	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recovery	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Closure	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Difference	-	81	47	11	-10	-32	-54	-76	-98	-120	-143	-165	-187	-210	-232	-255	-277	-300	-322	-345
	-	21.4%	11.4%	2.5%	-2.2%	-6.6%	-10.6%	-14.5%	-17.7%	-20.9%	-23.8%	-26.3%	-28.1%	-31.2%	-33.7%	-35.8%	-37.7%	-39.6%	-41.4%	-43.0%



FDC's current path is unsustainable



01

Forecasted inmate population is growing

02

Immediate modernization needs are present in FDC infrastructure

03

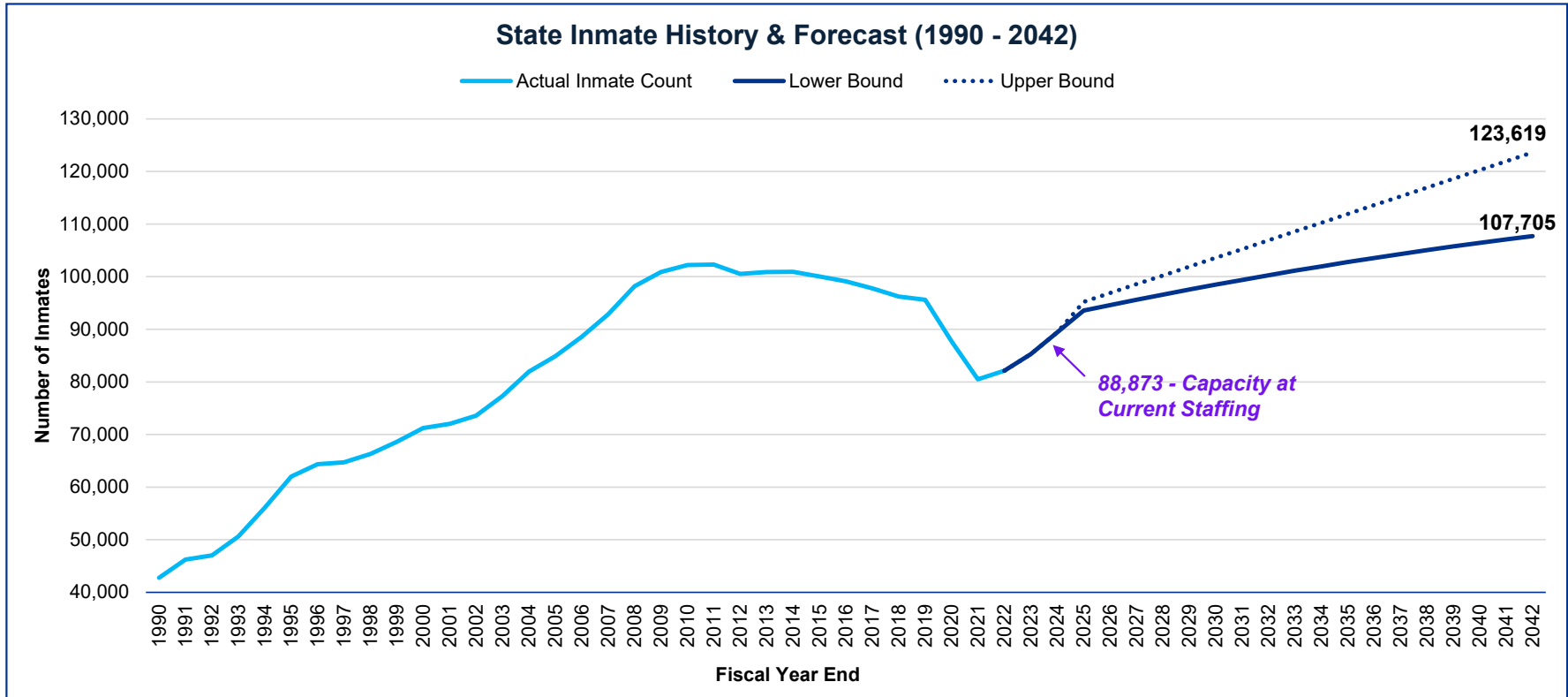
Over recent years FDC has faced persistent staff vacancy and turnover challenges

04

FDC faces security and safety (staff and inmate) risks due to the above factors



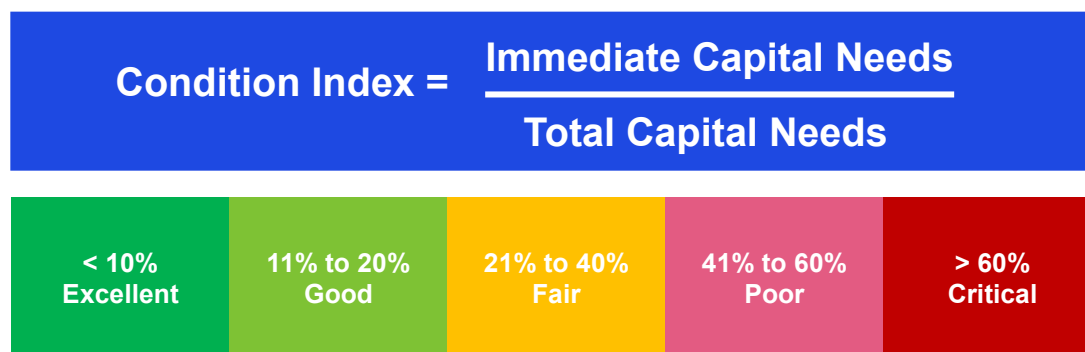
The forecasted inmate population is growing



PRELIMINARY DRAFT – FOR DISCUSSION ONLY

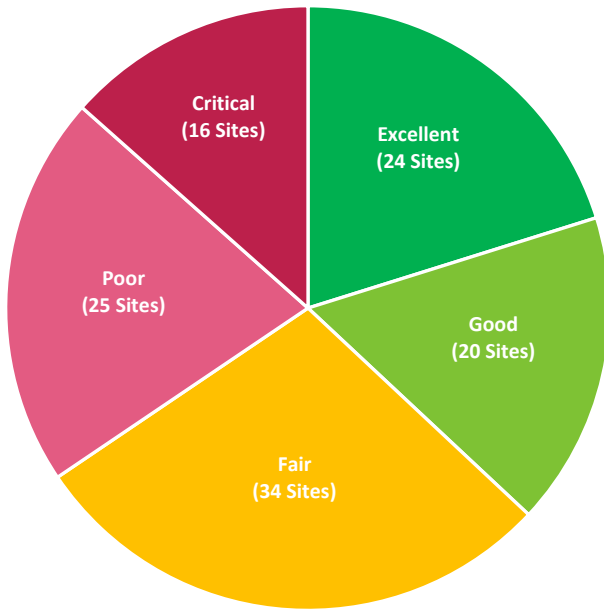
Facility assessment methodology

- Unit costs were applied to all assessed systems and components. The capital costs for all items with a rating of 4 (poor) or 5 (failure) are considered immediate needs.
- All other capital costs are applied over the 20-year planning horizon based on the remaining useful life per Building Owners & Managers Association (BOMA) and American Society of Heating, Refrigerating & Air-Conditioning Engineers (ASHRAE).
- The condition index for each site is the ratio of immediate to total capital needs. Sites were organized into the standard convention of condition index groups.

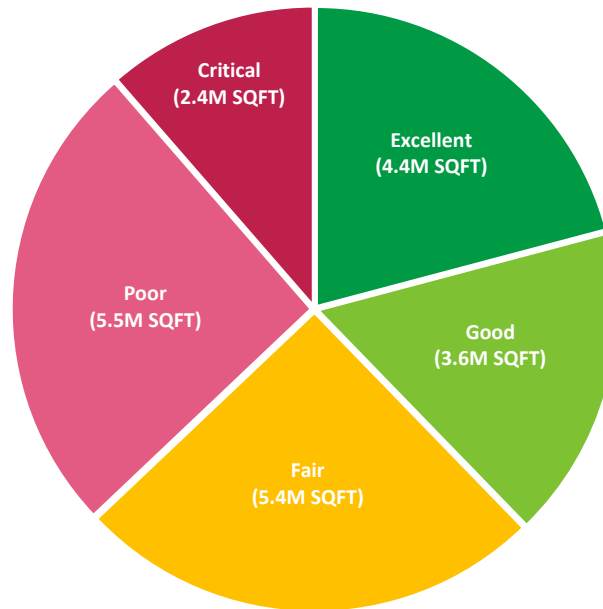


Needs that were observed across FDC infrastructure

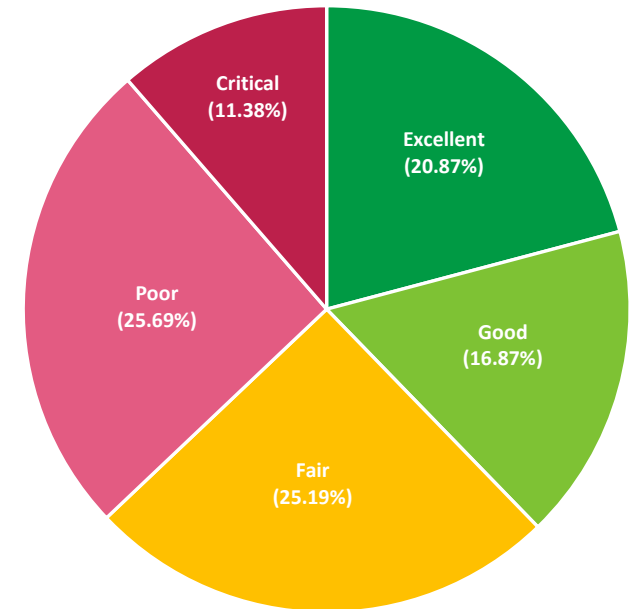
By Number of Sites



By Square Footage



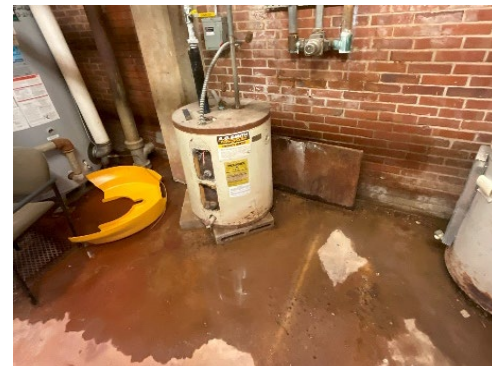
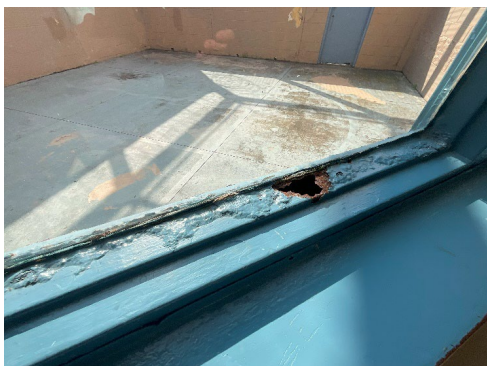
By % of Square Footage



■ Excellent (≤ 10%) ■ Good (11% - 20%) ■ Fair (21% - 40%) ■ Poor (41% to 60%) ■ Critical (> 60%)



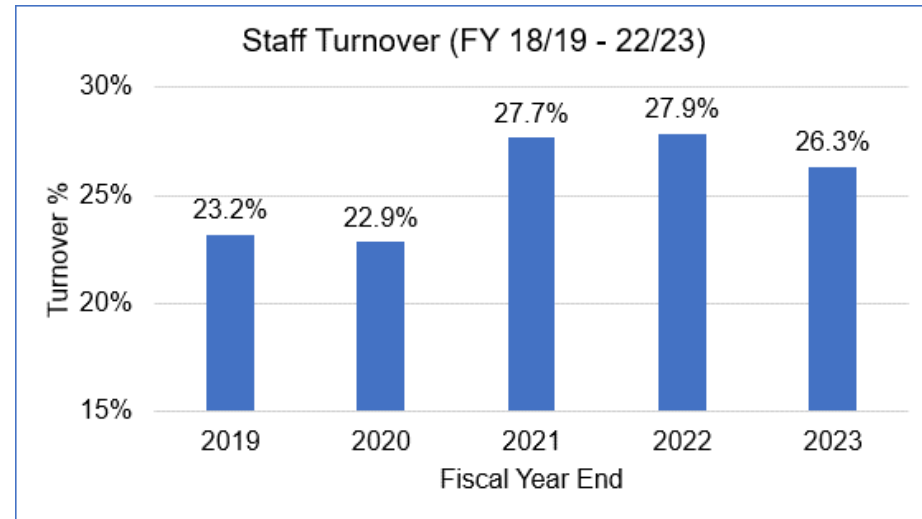
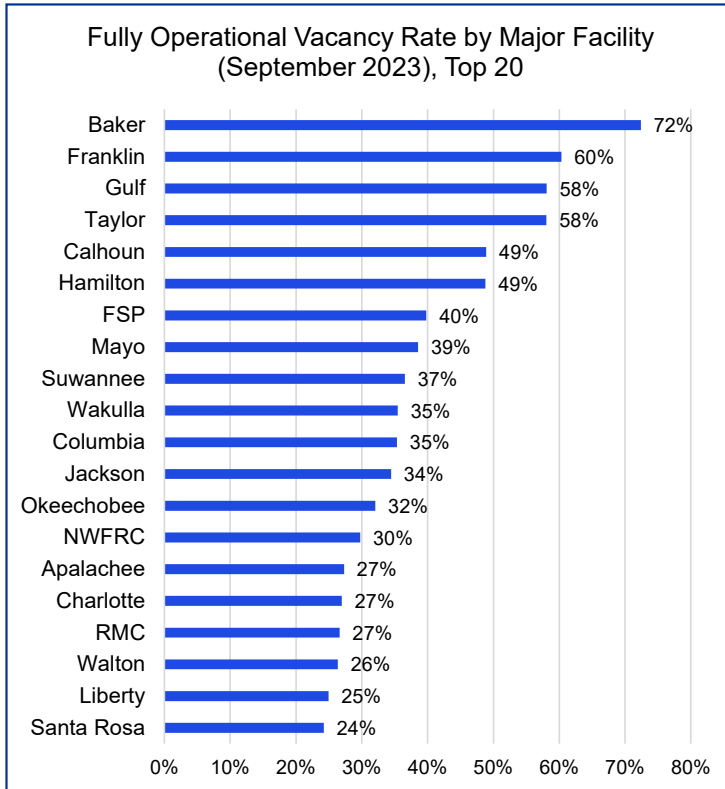
Illustrative conditions



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PRELIMINARY DRAFT – FOR DISCUSSION ONLY

Operational vacancy rates for the bottom 20 facilities



Strategic Options for a more Sustainable Path

Challenges of the Current Path

- Inmate population is growing.
- Immediate modernization needs are present.
- Persistent staff vacancy and turnover.
- Security and safety issues.

Strategic Options:

1. Modernize
2. Manage
3. Mitigate

01 Open Closed Capacity

02 Modernize Key Enablers

03 Build New Capacity

04 Close Aging Facilities



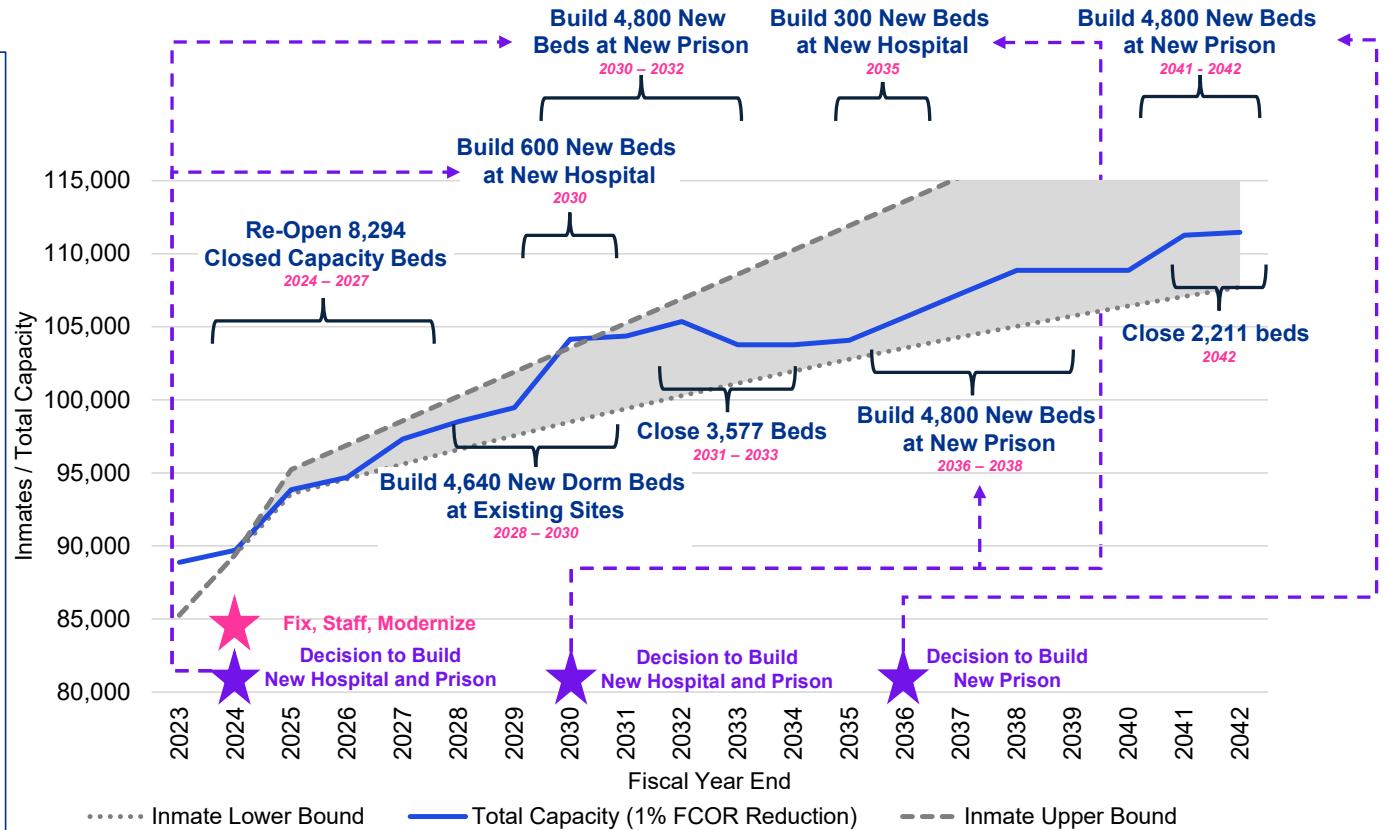
Strategic Option #1 Modernize

Objectives:

- Build 3 prisons and 2 hospitals over 20 years.
- Close 4 prisons in maintenance intensive facilities over 20 years.
- Re-open 8,294 beds across 16 prisons in the next 4 years.
- Build 4,640 new dorm beds at existing sites across 18 prisons by 2030.

Outcomes:

- Maintains safety, integrity; avoids FCOR releases
- Mitigates risk of lawsuits
- Better resource allocation, cost reduction
- Enhances staff safety, job satisfaction
- Higher cost but increased avoidance of capital costs
- Accelerates innovative, effective system
- Flexibility to close (or extend) sites



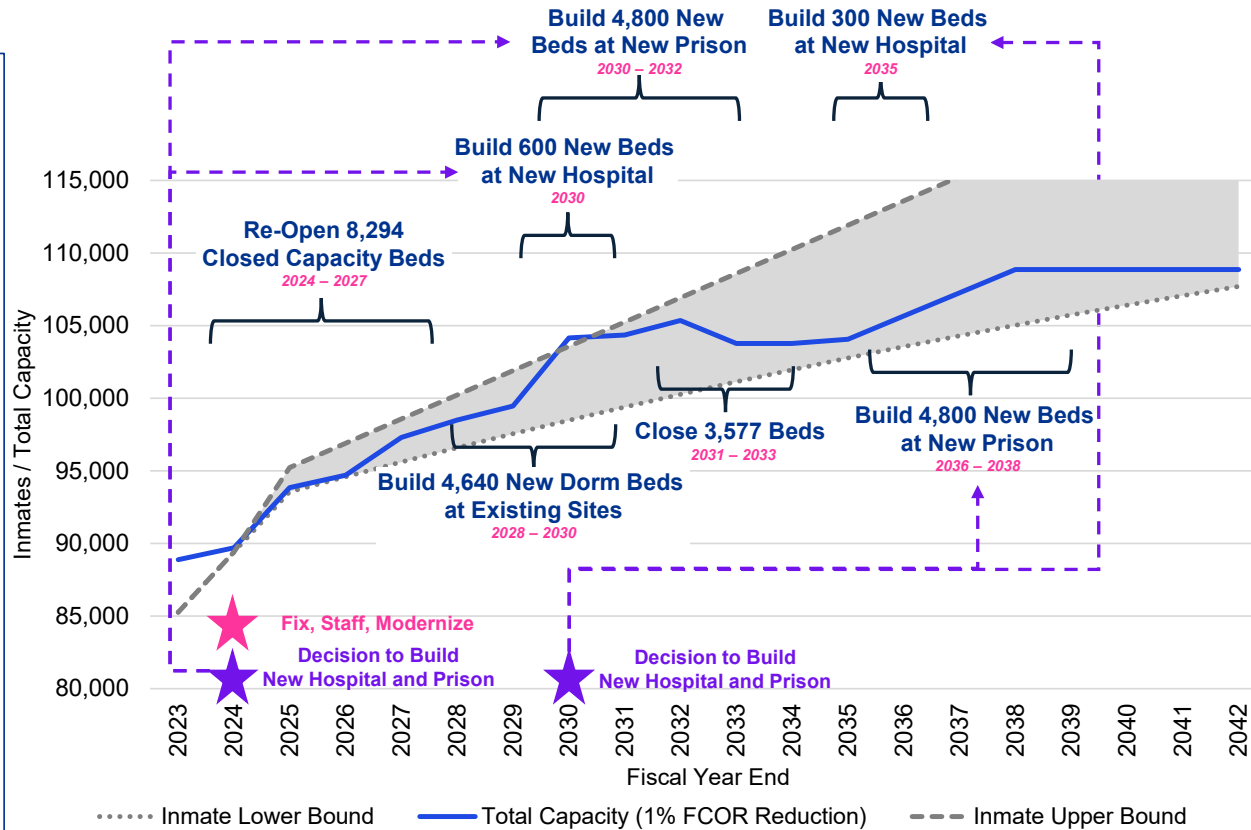
Strategic Option #2 Manage

Objectives:

- Build 2 prisons and 2 hospitals over 20 years.
- Close 3 prisons in maintenance intensive facilities over 20 years.
- Re-open 8,294 beds across 16 prisons in the next 4 years.
- Build 4,640 new dorm beds at existing sites across 18 prisons by 2030.

Outcomes:

- Maintains safety, integrity; avoids FCOR releases
- Mitigates risk of lawsuits
- Incremental infrastructure, better resource allocation
- Lower-cost alternative
- Some avoidance of deferred backlog
- Less flexibility to close (or extend) sites
- Accelerates new campus benefits



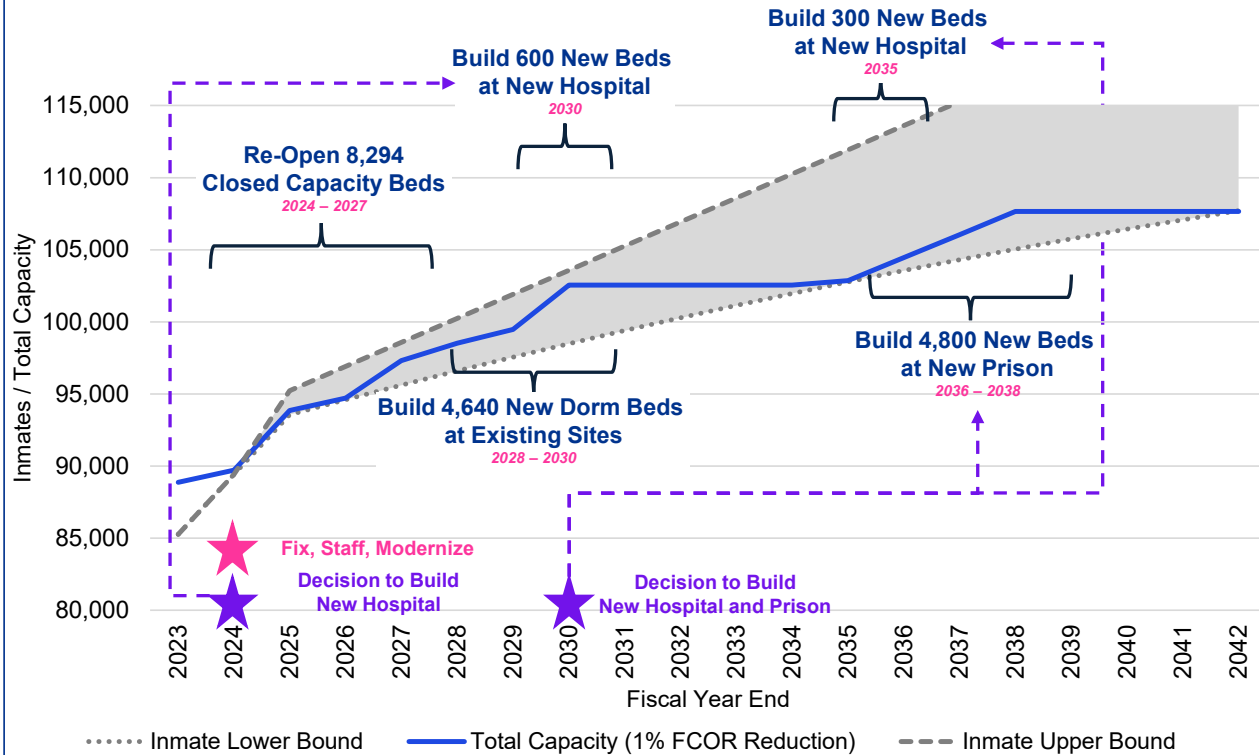
Strategic Option #3 Mitigate

Objectives:

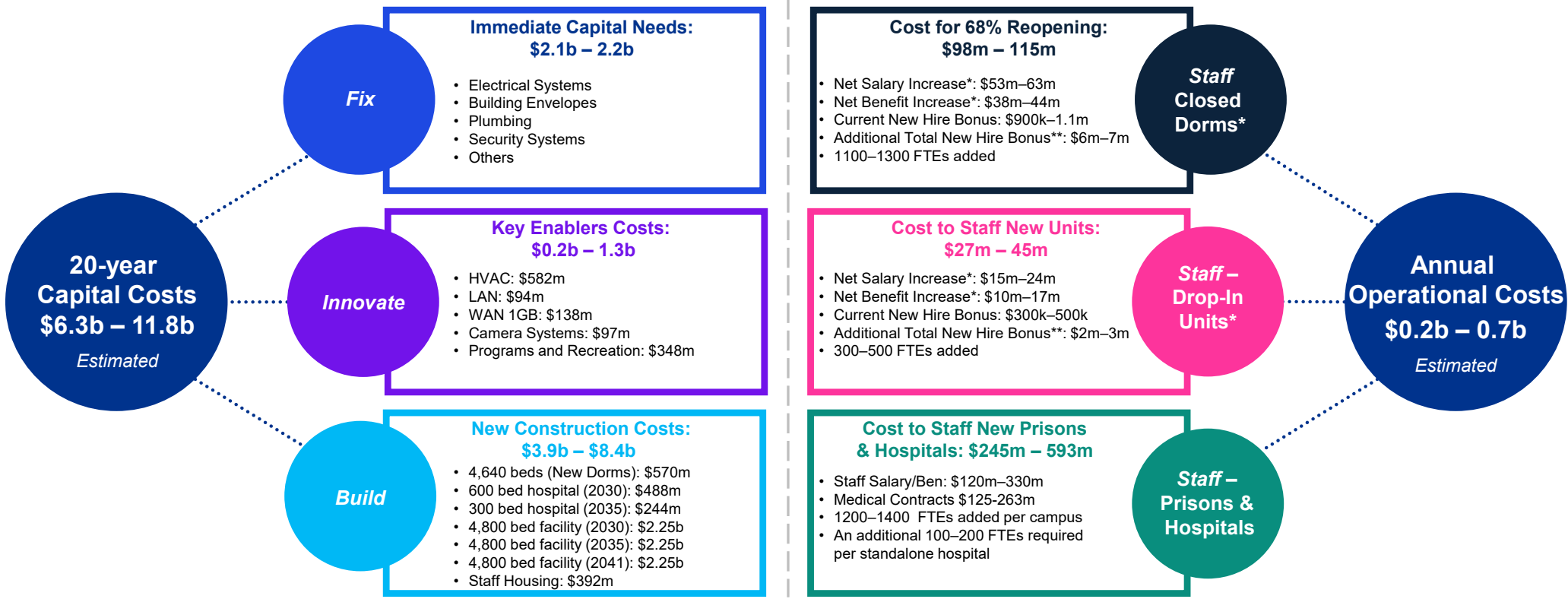
- Build 1 prisons and 2 hospitals over 20 years.
- Re-open 8,294 beds across 16 prisons in the next 4 years.
- Build 4,640 new dorm beds at existing sites across 18 prisons by 2030.

Outcomes:

- Minimum path to avoid FCOR releases
- Path to potentially mitigate lawsuit risk
- Ability to build/adjust incrementally
- Better access to inmate services
- Lower cost viable option
- Continued operation of less efficient sites
- No flexibility to close higher risk facilities
- Delays new prototype campus benefits
- Limited flex capacity in outer years



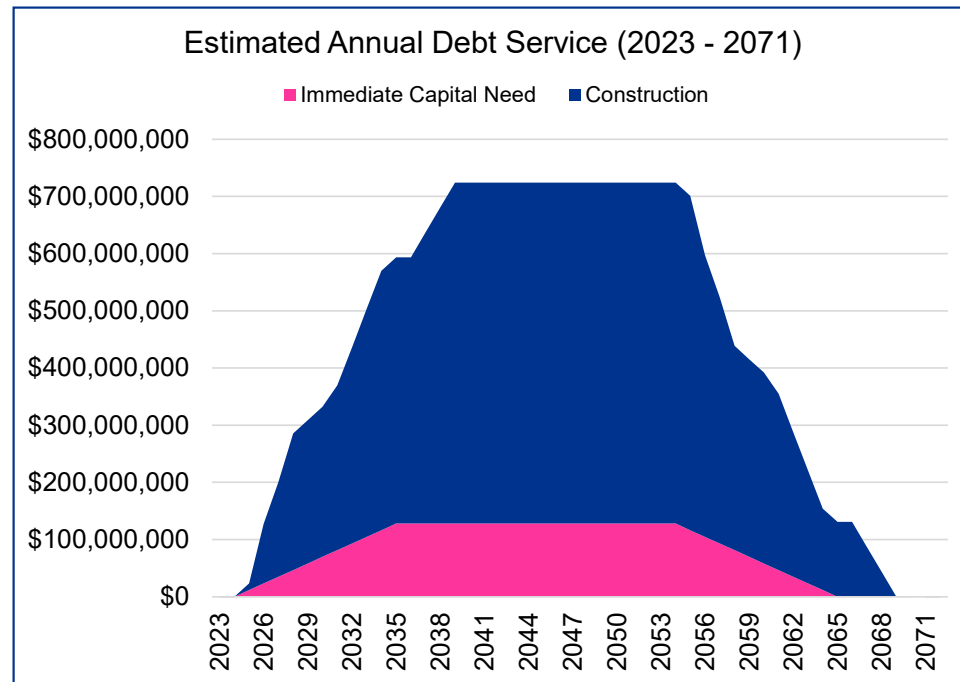
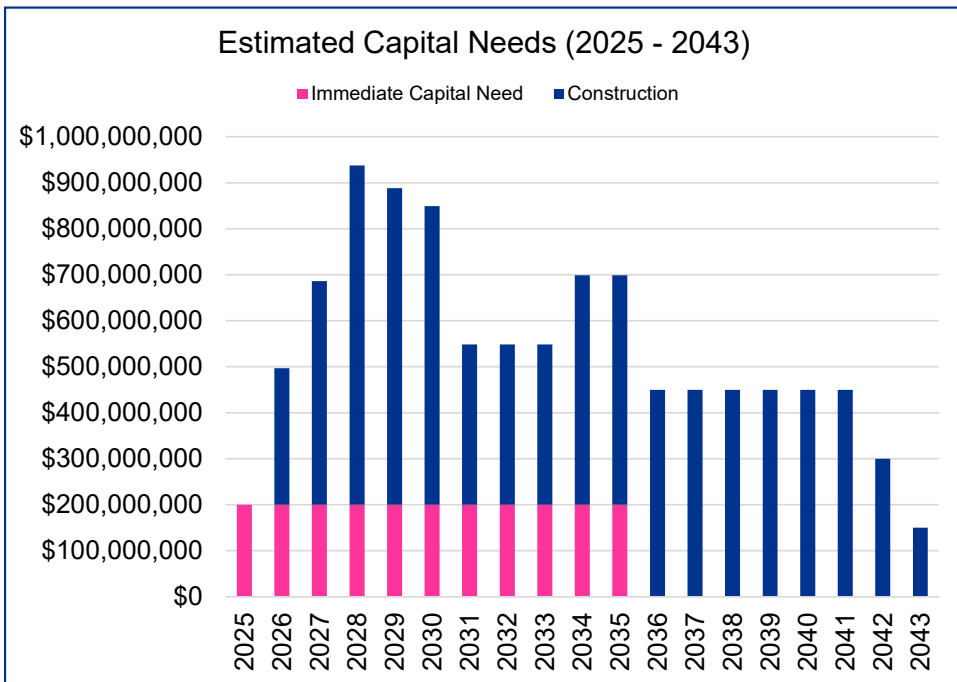
Preliminary cost estimates in 2023 dollars



* Staffing estimates are based on an annual CO salary of \$48,620, an annual CO benefit of \$34,133, and a new hire bonus of \$5,000.
** An additional \$5,000 assuming all new hires are eligible for the new hire bonus.



Estimated capital need and annual debt service forecasts



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Estimated investment by option in 2023 dollars

20-Year Capital Investments	Strategic Option #1 <i>Modernize</i>	Strategic Option #2 <i>Manage</i>	Strategic Option #3 <i>Mitigate</i>
Fix	\$2.1b	\$2.1b	\$2.2b
Innovate	\$1.3b	\$0.7b	\$0.2b
Build	\$8.4b	\$6.2b	\$3.9b
Total Capital Investment	\$11.9b	\$9.0b	\$6.3B

<i>Staff Cost (Per Year)</i>	<i>\$0.1-0.4b</i>	<i>\$0.1-0.3b</i>	<i>\$0.1-0.2b</i>
<i>Medical Cost (Per Year)</i>	<i>\$0.1-0.3b</i>	<i>\$0.1-0.3b</i>	<i>\$0.1-0.3b</i>

<i>2024-2028 5-Year Costs</i>	<i>\$4.0b</i>	<i>\$3.4b</i>	<i>\$2.1b</i>
-------------------------------	---------------	---------------	---------------

Total 40-year Avoided Spending	\$7.4b	\$5.8b	\$0
Capital Improvements	\$1.0b	\$0.7b	\$0
Energy & Utilities	\$0.2b	\$0.2b	\$0
Salary & Benefits	\$6.2b	\$4.9b	\$0



Path to completing the plan

1

Complete validation and feedback process on draft Master Plan

2

Support DMS in issuing final draft Master Plan

3

Support DMS and FDC in answering inquires and charting next steps

4

Support DMS and FDC on handing over analytical tools for ongoing use and benefit





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The Florida Senate

APPEARANCE RECORD

11-15-23

Meeting Date

Corrections Stay

Bill Number or Topic

Deliver both copies of this form to
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Criminal Justice Approps

Committee

Amendment Barcode (if applicable)

Name Chad Poppell

Phone 904-535-4788

Address
Street

Email cpoppell@kpmg.com

City

State

Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

I am appearing without compensation or sponsorship.

I am a registered lobbyist, representing:

I am not a lobbyist, but received something of value for my appearance (travel, meals, lodging, etc.), sponsored by:

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5-001 (08/10/2021)

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Meeting Date

Corrections Study

Bill Number or Topic

Criminal Justice Approps

Committee

Amendment Barcode (if applicable)

Name William "Bill" Zizic

Phone 312 259 2969

Address 3455 CAMPANA DR

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City

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Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

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Meeting Date

Bill Number or Topic

Committee

Amendment Barcode (if applicable)

Name DARIN FANCHER

Phone 850-570-5983

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JALOPASSES
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Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

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11/15/23

Meeting Date

Corrections Study

Bill Number or Topic

Criminal Justice Approps

Committee

Amendment Barcode (if applicable)

Name Lawrence Spinetta

Phone 737-999-1918

Address 1709 Lakecreek Hills LN

Email lspinetta@kpmg.com

Street

Austin, TX 78732

City

State

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Speaking: [] For [] Against [x] Information OR Waive Speaking: [] In Support [] Against

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S-001 (08/10/2021)

The Florida Senate

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11/15/23

Meeting Date

Corrections Study

Bill Number or Topic

Criminal Justice Approps

Committee

Amendment Barcode (if applicable)

Name JEFF GOODALE

Phone 773 718 5427

Address 390131 E. MAJORY DR

Email jeff.goodale@hok.com

GENEVA

IL

60134

City

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Speaking: [] For [] Against [x] Information OR Waive Speaking: [] In Support [] Against

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The Florida Senate

APPEARANCE RECORD

11/15/23

Meeting Date

Corrections Study

Bill Number or Topic

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Criminal Justice Approps

Committee

Amendment Barcode (if applicable)

Name Julie Walburn

Phone 614-499-3370

Address 2536 Bryn Mawr Dr.

Email jwalburn@kpmg.com

Street

Lewis Center OH 43035

City

State

Zip

Speaking: [] For [] Against [x] Information OR Waive Speaking: [] In Support [] Against

PLEASE CHECK ONE OF THE FOLLOWING:

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The Florida Senate

APPEARANCE RECORD

KPMG Report

11/15/23

Meeting Date

Bill Number or Topic

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Criminal Justice Appropriations Committee

Amendment Barcode (if applicable)

Name Nathan Schaidt w/ Horizon Communities Phone 386-689-8240

Address 2018 Lawson Rd. Email nate@horizoncommunities.org

Tallahassee FL 32308

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11-15-23

Meeting Date

KPMG

Bill Number or Topic

Criminal Justice

Committee

Amendment Barcode (if applicable)

Name Marsia OFerral

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Address 3354 Ft Collins Lane
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Tallahassee

City

State

32304

Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

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I am a registered lobbyist, representing:

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11-15-2023

Meeting Date

KPMG

Bill Number or Topic

CJ App.

Committee

Amendment Barcode (if applicable)

Name Kim White

Phone 512 466-6323

Address 4351 Meadowland

Email KWhite78652@gmail.com

Street

Wt Dora FL 32757

City

State

Zip

Speaking: For Against Information OR Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

I am appearing without compensation or sponsorship.

I am a registered lobbyist, representing:

I am not a lobbyist, but received something of value for my appearance (travel, meals, lodging, etc.), sponsored by:

While it is a tradition to encourage public testimony, time may not permit all persons wishing to speak to be heard at this hearing. Those who do speak may be asked to limit their remarks so that as many persons as possible can be heard. If you have questions about registering to lobby please see Fla. Stat. §11.045 and Joint Rule 1. [2020-2022 Joint Rules.pdf \(flsenate.gov\)](#)

This form is part of the public record for this meeting.

APPEARANCE RECORD

KPMG & DOC
Presentation of
Master Bill Number or Topic

11/15/2023

Meeting Date

Deliver both copies of this form to
Senate professional staff conducting the meeting

Appropriations Criminal Justice
Committee CIVIL JUSTICE

Amendment Barcode (if applicable)

Name LAurette Philipson

Phone 727-484-0237

Address 720 Westwind Drive
Street

Email advocatephilipson@gmail.com

Port Richey FL 34108
City State Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

I am appearing without compensation or sponsorship.

I am a registered lobbyist, representing:

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APPEARANCE RECORD

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11/15/23

Meeting Date

Bill Number or Topic

CJ Appropriations

Committee

Amendment Barcode (if applicable)

Name

Jackie Dunn / Data4Change Phone 401 723 4778

Address

PO Box 17096

Email

DATA4CHANGE@
OUTLOOK.COM

Street

Fernandina Beach 32035

City

State

Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

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The Florida Senate
APPEARANCE RECORD

Meeting Date

Deliver both copies of this form to
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Bill Number or Topic

Committee

Amendment Barcode (if applicable)

Name LEIGH ANNE PAYNE

Phone 850-212-2263

Address 1650 SUMMIT LAKE DR STE 105
Street

Email LPAYNE@MERIDIUMGROUP.COM

TALAHASSEE FL 32317
City State Zip

Speaking: For Against Information **OR** Waive Speaking: In Support Against

PLEASE CHECK ONE OF THE FOLLOWING:

I am appearing without
compensation or sponsorship.

I am a registered lobbyist,
representing:

I am not a lobbyist, but received
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This form is part of the public record for this meeting.

S-001 (08/10/2021)



THE FLORIDA SENATE

Tallahassee, Florida 32399-1100

COMMITTEES:

Judiciary, *Chair*
Appropriations Committee on Criminal
and Civil Justice
Appropriations Committee on Transportation,
Tourism, and Economic Development
Criminal Justice
Education Postsecondary
Education Pre-K -12
Fiscal Policy
Rules

JOINT COMMITTEES:

Joint Committee on Public Counsel Oversight

SENATOR CLAY YARBOROUGH

4th District

November 13, 2023

Chair Jennifer Bradley
408 Senate Building
404 South Monroe Street
Tallahassee, FL 32399-1100

Chair Bradley,

I would like to request an excused absence from committee scheduled on Wednesday, November 15th, due to a family matter.

Thank you for your consideration of this request

Regards,

A handwritten signature in blue ink that reads "Clay Yarborough".

Clay Yarborough

REPLY TO:

- 1615 Huffingham Road, Suite 1, Jacksonville, Florida 32216 (904) 723-2034
- 308 Senate Building, 404 South Monroe Street, Tallahassee, Florida 32399-1100 (850) 487-5004

Senate's Website: www.flsenate.gov

KATHLEEN PASSIDOMO
President of the Senate

DENNIS BAXLEY
President Pro Tempore

CourtSmart Tag Report

Room: SB 37

Case No.:

Type:

Caption: Senate Appropriations Committee on Criminal and Civil Justice

Judge:

Started: 11/15/2023 11:02:51 AM

Ends: 11/15/2023 1:00:04 PM Length: 01:57:14

11:02:51 AM Senator Bradley (Chair)
11:03:39 AM TAB 1 - KPMG and Department of Corrections Presentation on DOC Master Plan
11:03:44 AM Sen. Bradley
11:05:17 AM Chad Poppell, Principal, KPMG
11:06:43 AM Bill Zizic, Partner, KPMG
11:10:27 AM Lawrence Spinetta , Director, KPMG
11:13:22 AM Darren Fancher, Director of Operations, Meridium Group
11:19:52 AM L. Spinetta
11:21:32 AM Sen. Pizzo
11:21:54 AM L. Spinetta
11:21:56 AM Sen. Pizzo
11:22:00 AM L. Spinetta
11:22:23 AM Sen. Pizzo
11:22:41 AM L. Spinetta
11:22:58 AM Sen. Pizzo
11:23:47 AM D. Fancher
11:24:04 AM Sen. Powell
11:25:34 AM L. Spinetta
11:26:57 AM B. Zizic
11:27:54 AM Sen. Powell
11:28:47 AM L. Spinetta
11:29:02 AM Sen. Hooper
11:29:27 AM B. Zizic
11:30:21 AM Sen. Torres
11:30:46 AM D. Fancher
11:30:56 AM Sen. Torres
11:31:01 AM D. Fancher
11:31:11 AM Sen. Torres
11:31:29 AM D. Fancher
11:31:46 AM Sen. Torres
11:31:56 AM D. Fancher
11:32:02 AM Sen. Torres
11:32:20 AM D. Fancher
11:32:45 AM Sen. Bradley
11:33:06 AM B. Zizic
11:35:24 AM Sen. Pizzo
11:36:48 AM B. Zizic
11:39:41 AM Jeff Goodale, Director of Justice, HOK
11:43:05 AM L. Spinetta
11:45:48 AM J. Goodale
11:48:20 AM Julie Walburn, Manager, KPMG
11:50:53 AM D. Fancher
11:53:35 AM B. Zizic
11:53:55 AM Sen. Pizzo
11:53:59 AM B. Zizic
11:54:53 AM Sen. Pizzo
11:55:39 AM B. Zizic
11:56:00 AM Sen. Pizzo
11:56:33 AM B. Zizic
11:57:07 AM Sen. Pizzo
11:57:36 AM D. Fancher
12:05:54 PM J. Goodale

12:08:17 PM Sen. Pizzo
12:08:41 PM Leigh Anne Payne, Chief Financial Officer, Meridium group
12:09:08 PM Sen. Pizzo
12:09:21 PM L. Payne
12:09:48 PM Sen. Pizzo
12:10:18 PM L. Payne
12:10:50 PM D. Fancher
12:12:22 PM J. Goodale
12:13:51 PM Sen. Pizzo
12:14:03 PM J. Goodale
12:14:15 PM Sen. Pizzo
12:14:25 PM J. Goodale
12:14:40 PM Sen. Pizzo
12:14:58 PM D. Fancher
12:16:10 PM B. Zizic
12:21:31 PM Sen. Martin
12:22:05 PM B. Zizic
12:22:15 PM D. Fancher
12:22:34 PM Sen. Martin
12:22:45 PM D. Fancher
12:22:50 PM Sen. Martin
12:23:00 PM D. Fancher
12:23:06 PM Sen. Martin
12:23:34 PM J. Goodale
12:24:30 PM Sen. Martin
12:24:50 PM J. Goodale
12:24:57 PM Sen. Martin
12:25:16 PM B. Zizic
12:25:52 PM Sen. Martin
12:26:35 PM B. Zizic
12:27:41 PM Sen. Bradley
12:27:51 PM Sen. Martin
12:28:57 PM B. Zizic
12:30:30 PM Sen. Maritn
12:31:54 PM B. Zizic
12:32:41 PM D. Fancher
12:33:28 PM J. Goodale
12:34:25 PM Sen. Martin
12:34:34 PM J. Goodale
12:34:57 PM Sen. Martin
12:35:11 PM J. Goodale
12:36:32 PM D. Fancher
12:36:35 PM Sen. Pizzo
12:38:18 PM D. Fancher
12:38:45 PM Sen. Pizzo
12:39:20 PM Sen. Rouson
12:40:23 PM B. Zizic
12:41:15 PM Sen. Rouson
12:41:45 PM B. Zizic
12:42:35 PM Sen. Bradley
12:43:16 PM B. Zizic
12:44:11 PM Sen. Powell
12:46:36 PM B. Zizic
12:48:05 PM Sen. Powell
12:48:52 PM B. Zizic
12:49:17 PM J. Goodale
12:50:04 PM Sen. Hooper
12:50:51 PM B. Zizic
12:51:34 PM Sen. Burgess
12:52:46 PM Sen. Bradley
12:53:25 PM Jackie Dunn , Data4Change
12:55:44 PM Laurette Philipsen

12:57:36 PM Kim White
12:58:41 PM Marsia Oferral
12:59:42 PM