

**CITY OF WINDCREST ECONOMIC DEVELOPMENT CORPORATION
BOARD OF DIRECTORS**

Regular Meeting

**March 27, 2014
6:00 P.M.**

Windcrest City Hall

NOTICE IS HEREBY GIVEN THAT A REGULAR MEETING OF THE BOARD OF DIRECTORS OF THE WINDCREST ECONOMIC DEVELOPMENT CORPORATION (WEDC) WILL BE HELD AT WINDCREST CITY HALL, 8601 MIDCROWN, WINDCREST, TEXAS ON THE 27th DAY OF MARCH 2014 STARTING AT 6:00 P.M. DURING THE MEETING, THE BOARD WILL CONSIDER, DELIBERATE AND MAY TAKE ACTION UPON ANY OF THE SUBJECTS LISTED BELOW.

Vision Statement: Nourish and develop a vibrant community that consistently pushes the limits.

Mission Statement: Facilitate interaction between business, city and other community organizations to nourish the economic health and wellbeing of Windcrest, its citizens and the region.

Request all pagers and cell phones be turned off, except emergency on-call personnel. Citizens are asked to refrain from talking during proceedings unless recognized by the Presiding Officer.

CITIZEN COMMUNICATION: AS A COURTESY TO CITIZENS IN ATTENDANCE, AND AT THE DISCRETION OF THE PRESIDING OFFICER OF THE MEETING, CITIZENS WILL BE GIVEN A REASONABLE OPPORTUNITY TO STATE THEIR COMMENTS OR ASK QUESTIONS REGARDING ANY ITEM ON THE AGENDA, AND PRIOR TO THE BOARD TAKING ACTION ON ANY ACTION ITEMS LISTED. THE BOARD REQUESTS COMMENTS BE BRIEF, TO THE POINT, AND NO LONGER THAN 5 MINUTES. TIME CANNOT BE YIELDED TO ANOTHER SPEAKER.

Consistent with Windcrest City Council Resolution No. 292, the WEDC Board elects to audio and video record its meetings. The recordings are preserved electronically as the official minutes of its meetings.

I. Call To Order

1. Determination of a Quorum
2. Pledge of Allegiance
3. Prayer
4. Vote to consider the excuse of absent board member(s), if applicable

II. Visitors/Presentations

1. Sarah Mangham, Municipal Finance Officer, will give an update on the WEDC finances as of February 28, 2014.(Att. 1)

III. Citizens to be Heard

IV. Discussion

None

V. Discuss and Act

1. The WEDC Board of Directors will discuss and may take action regarding the Sand Dollar Pools application for funds in the Storefront and Streetscape Improvement Program. (Att. 2)
2. The WEDC Board of Directors will discuss and may take action regarding the WEDC Board Meetings going from bi-monthly to monthly.

VI. Executive Session

VII. General Announcements and Future Agenda Items Requested

VIII. Adjournment

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Board of Directors of the WEDC is a true and correct copy of said Notice and I posted a true and correct copy of said Notice on the bulletin board at the Windcrest City Hall in a convenient place to the public. Said Notice was posted 72 hours prior to the 27th of March 2014.

By: Kelly Rodriguez
Kelly Rodriguez, City Secretary

I certify that the attached notice and agenda of items considered by the WEDC Meeting was removed by me from the City Hall bulletin board on the ____ of March 2014.

By: _____
Kelly Rodriguez, City Secretary

BALANCE SHEET

AS OF: FEBRUARY 28TH, 2014

13 -ECONOMIC DEVELOPMENT CORP

ACCOUNT# TITLE

ASSETS

=====

1102 CLAIM ON CASH	162,613.79	
1105 CASH - CHECKING	538,785.83	
1106 Savings - TLF Proceeds	26,001.66	
1115 INVESTMENTS-TEXPOOL#15900001	0.00	
1116 INVESTMENTS-TEXPOOL#15900003	0.00	
1117 EXPENSE CARD	1,533.36	
1204 PREPAID SALES TAX	13,875.26	
1315 DUE FROM GENERAL FUND	0.00	
1375 DUE FROM HOT FUND	0.00	
1510 A/R SALES TAX	<u>0.00</u>	
		<u>742,809.90</u>

TOTAL ASSETS

742,809.90

=====

LIABILITIES

=====

2315 DUE TO GENERAL FUND	40,000.00	
2320 DUE TO TAXING ENTITIES	0.00	
2400 A/P PENDING	309,393.70	
2401 ACCOUNTS PAYABLE	0.00	
2402 ALAMO TITLE ESCROW FUNDS	0.00	
2410 A/P - SALES TAX	<u>0.00</u>	
TOTAL LIABILITIES		<u>349,393.70</u>

EQUITY

=====

3201 FUND BALANCE	<u>385,966.68</u>	
TOTAL BEGINNING EQUITY	385,966.68	
TOTAL REVENUE	125,358.54	
TOTAL EXPENSES	<u>117,909.02</u>	
TOTAL SURPLUS/(DEFICIT)	7,449.52	
TOTAL EQUITY & SURPLUS/(DEFICIT)		<u>393,416.20</u>

TOTAL LIABILITIES, EQUITY & SURPLUS/DEFICIT

742,809.90

=====

CITY OF WINCREST
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: FEBRUARY 28TH, 2014

13 -ECONOMIC DEVELOPMENT CORP

FINANCIAL SUMMARY

% OF YEAR COMPLETED: 41.67

	PRIOR YEAR YTD BALANCE	AMENDED BUDGET	CURRENT PERIOD	YEAR TO DATE BALANCE	YEAR TO DATE ENCUMBERED	% OF BUDGET	BUDGET BALANCE
<u>REVENUE SUMMARY</u>							
ALL REVENUES	113,268.46	487,868	42,223.46	125,358.54	0.00	25.70	362,509
TOTAL REVENUES	113,268.46	487,868	42,223.46	125,358.54	0.00	25.70	362,509
<u>EXPENDITURE SUMMARY</u>							
<u>00-GENERAL EXPENDITURES</u>							
SALARIES & BENEFITS	60,590.12	90,418	3,750.00	26,385.00	0.00	29.18 (	64,033)
OTHER EXPENSES	22,414.97	103,271	5,199.42	26,642.90	0.00	25.80 (	76,628)
CAPITAL EXPENSES	572,758.01	373,245	12,825.80	64,881.12	0.00	17.38 (	308,364)
OTHER INCOME/EXPENSES	0.00	0	0.00	0.00	0.00	0.00	0
TOTAL 00-GENERAL EXPENDITURES	655,763.10	566,934	21,775.22	117,909.02	0.00	20.80	449,025
TRANSFERS	0.00	23,000	0.00	0.00	0.00	0.00 (	23,000)
TOTAL EXPENDITURES	655,763.10	566,934	21,775.22	117,909.02	0.00	20.80	449,025
REVENUE OVER/(UNDER) EXPENDITURES	(542,494.64) (	79,066)	20,448.24	7,449.52	0.00	9.42-	(86,516)

CITY OF WINCREST
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: FEBRUARY 28TH, 2014

13 -ECONOMIC DEVELOPMENT CORP

% OF YEAR COMPLETED: 41.67

REVENUES	PRIOR YEAR YTD BALANCE	AMENDED BUDGET	CURRENT PERIOD	YEAR TO DATE BALANCE	YEAR TO DATE ENCUMBERED	% OF BUDGET	BUDGET BALANCE
13-4105 INCOME - OTHER	0.00	0	0.00	0.00	0.00	0.00	0
13-4110 INCOME - OTHER (HOT)	0.00	0	0.00	0.00	0.00	0.00	0
13-4111 INCOME - OTHER (GEN.FUND)	0.00	0	0.00	0.00	0.00	0.00	0
13-4112 INCOME-WALZEM RD GRANT	0.00	0	0.00	0.00	0.00	0.00	0
13-4113 INCOME-CORPORATE DONATIONS	0.00	0	0.00	0.00	0.00	0.00	0
13-4115 SALES TAX (.25)	113,209.88	487,618	42,218.97	125,334.47	0.00	25.70	362,284
13-4301 INTEREST	58.58	250	4.49	24.07	0.00	9.63	226
13-4900 PROCEEDS FROM CAPITAL LEASE	0.00	0	0.00	0.00	0.00	0.00	0
 TOTAL REVENUES	 113,268.46	 487,868	 42,223.46	 125,358.54	 0.00	 25.70	 362,509

CITY OF WINCREST
REVENUE & EXPENSE REPORT (UNAUDITED)
AS OF: FEBRUARY 28TH, 2014

13 -ECONOMIC DEVELOPMENT CORP

% OF YEAR COMPLETED: 41.67

DEPARTMENTAL EXPENDITURES	PRIOR YEAR YTD BALANCE	AMENDED BUDGET	CURRENT PERIOD	YEAR TO DATE BALANCE	YEAR TO DATE ENCUMBERED	% OF BUDGET	BUDGET BALANCE
<u>00-GENERAL EXPENDITURES</u>							
<u>SALARIES & BENEFITS</u>							
13-500-009 SALARIES - EDC	24,230.79	0	0.00	0.00	0.00	0.00	0
13-500-010 ADMINISTRATIVE EXPENSES	0.00	4,000	0.00	0.00	0.00	0.00	4,000
13-500-011 EDC LONGEVITY	0.00	0	0.00	0.00	0.00	0.00	0
13-500-013 STIPEND	1,871.86	0	0.00	0.00	0.00	0.00	0
13-500-018 EDC EDUCATION PAY	0.00	0	0.00	0.00	0.00	0.00	0
13-500-020 EDC OVERTIME	0.00	0	0.00	0.00	0.00	0.00	0
13-500-030 SOCIAL SECURITY-EDC	2,195.30	0	0.00	0.00	0.00	0.00	0
13-500-040 HEALTH INSURANCE-EDC	4,106.90	0	0.00	0.00	0.00	0.00	0
13-500-050 RETIREMENT-EDC	1,850.27	0	0.00	0.00	0.00	0.00	0
13-500-060 WORKERS COMPENSATION-EDC	0.00	283	0.00	0.00	0.00	0.00	283
13-500-070 UNEMPLOYMENT COMPENSATION	135.00	135	0.00	135.00	0.00	100.00	0
13-500-080 CONTRACT LABOR	26,200.00	86,000	3,750.00	26,250.00	0.00	30.52	59,750
13-500-095 TERMINATION PAYOUT	0.00	0	0.00	0.00	0.00	0.00	0
TOTAL SALARIES & BENEFITS	60,590.12	90,418	3,750.00	26,385.00	0.00	29.18	64,033
<u>OTHER EXPENSES</u>							
13-500-100 PUBLIC RELATION FEES-GENE	0.00	0	0.00	0.00	0.00	0.00	0
13-500-115 MOBILE TELEPHONE	498.51	1,450	0.00	104.88	0.00	7.23	1,345
13-500-120 DUES & SUBSCRIPTIONS	802.00	2,000	899.99	1,475.66	0.00	73.78	524
13-500-130 TRAINING	530.00	5,000	175.00	2,908.00	0.00	58.16	2,092
13-500-132 TRAVEL	277.26	13,062	0.00	569.44	0.00	4.36	12,493
13-500-135 MEALS & ENTERTAINMENT	2,793.77	5,000	145.63	2,979.21	0.00	59.58	2,021
13-500-200 COMPUTER MAINTENANCE	82.00	200	0.00	1,365.60	0.00	682.80 (	1,166)
13-500-201 WEBSITE MAINTENANCE	313.00	720	0.00	2,250.00	0.00	312.50 (	1,530)
13-500-205 REPAIRS & MAINT OF BUILDI	0.00	0	52.43	93.54	0.00	0.00 (	94)
13-500-250 LEGAL EXPENSES	12,500.00	40,000	2,500.00	10,150.00	0.00	25.38	29,850
13-500-290 AUDIT	3,400.00	5,500	2,550.00	2,950.00	0.00	53.64	2,550
13-500-430 SUPPLIES	1,126.93	3,250 (	1,123.63)	1,228.87	0.00	37.81	2,021
13-500-440 ELECTION EXPENSES	0.00	0	0.00	122.00	0.00	0.00 (	122)
13-500-510 VEHICLE EXPENSE-EDC	0.00	0	0.00	0.00	0.00	0.00	0
13-500-515 HEALTH EXPENSE ALLOW-DIRE	0.00	0	0.00	0.00	0.00	0.00	0
13-500-520 MOVING EXPENSE-DIRECTOR	0.00	0	0.00	0.00	0.00	0.00	0
13-500-540 VEHICLE FUEL	28.00	0	0.00	32.00	0.00	0.00 (	32)
13-500-590 POSTAGE	0.00	250	0.00	13.70	0.00	5.48	236
13-500-630 LEGAL ADVERTISING	0.00	776	0.00	0.00	0.00	0.00	776
13-500-640 COPIER USAGE	0.00	1,443	0.00	0.00	0.00	0.00	1,443
13-500-650 WALZEM RD GRANT EXPENSES	0.00	0	0.00	0.00	0.00	0.00	0
13-500-700 CONTINGENCIES	63.50	24,620	0.00	400.00	0.00	1.62	24,220
TOTAL OTHER EXPENSES	22,414.97	103,271	5,199.42	26,642.90	0.00	25.80	76,628
<u>CAPITAL EXPENSES</u>							
13-500-800 EDC PROJECTS	4,937.50	200,000	0.00	1,398.51	0.00	0.70	198,601
13-500-801 PROMOTING WINDCREST	17,221.78	38,282	415.14	2,440.14	0.00	6.37	35,842
13-500-810 CAPITAL EXPENSE	0.00	0	0.00	0.00	0.00	0.00	0

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AS OF: FEBRUARY 28TH, 2014

13 -ECONOMIC DEVELOPMENT CORP

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13-500-890 TLF LOAN PAYMENTS	41,903.53	97,450	9,977.73	44,722.79	0.00	45.89	52,727
13-500-891 RACKER ROAD PROJECT	494,365.23	0	0.00	3,645.01	0.00	0.00 (	3,645)
13-500-892 TLF INTEREST	14,329.97	37,513	2,432.93	12,674.67	0.00	33.79	24,839
TOTAL CAPITAL EXPENSES	572,758.01	373,245	12,825.80	64,881.12	0.00	17.38	308,364
<u>OTHER INCOME/EXPENSES</u>							
13-500-900 PRIOR PERIOD ADJUSTMENT	0.00	0	0.00	0.00	0.00	0.00	0
TOTAL OTHER INCOME/EXPENSES	0.00	0	0.00	0.00	0.00	0.00	0
TOTAL 00-GENERAL EXPENDITURES	655,763.10	566,934	21,775.22	117,909.02	0.00	20.80	449,025
<u>TRANSFERS</u>							
=====							
13-900-500 TRANSFER TO GEN. FUND	0.00	23,000	0.00	0.00	0.00	0.00	23,000
TOTAL TRANSFERS	0.00	23,000	0.00	0.00	0.00	0.00	23,000
TOTAL EXPENDITURES	655,763.10	566,934	21,775.22	117,909.02	0.00	20.80	449,025
REVENUE OVER/(UNDER) EXPENDITURES	(542,494.64) (	102,066)	20,448.24	7,449.52	0.00	7.30-(	109,516)

**STOREFRONT AND STREETSCAPE
IMPROVEMENT PROGRAM
APPLICATION**

Applicant Name:

SAND DOLLAR POOLS

Applicant Address:

5200 Crestway

Contact Person:

DAVID POSSON

Phone:

656-0433 OFF 862-7986 CELL

Email:

dpossosn@gmail.com

Business Description:

Retail / Service / Repair / Installation
Swimming pools. Airstair Dealer

Certificate of Occupancy/Business Registration Number and Date Issued:

0123
Nov. 17, 2009

Texas Sales and Use Tax I.D. Number:

017416171142

Relationship between the Applicant and the storefront and/or streetscape:

☒ Owner ☐ Tenant

Property Owner:

POSSON Family

Signature of Applicant: David Posson Date: 10-3-13

Printed Name of Applicant: DAVID POSSON Title: Owner

Signature of Property Owner: SAME AS ABOVE Date: 10-3-13

Printed Name of Property Owner: _____ Title: _____

Please include the following information with your application:

1. If the Applicant is a business tenant, letter of permission from the property owner to participate in the storefront and streetscape improvement program.
2. Letters should include the expiration date of the current lease.
3. Color photographs of existing conditions with description of what is represented in each photograph prior to making the proposed improvements.
4. Written statement of the project scope and why improvements are needed. Provide as much detail as possible, including what you are changing or replacing, type of new materials to be used, color, location on building, etc.
5. Architectural drawings and/or renderings of the improvements, reflecting placement of materials and colors to be used. Some minor projects may only require pictures of materials.
6. A copy of bids from at least two (2) different contractors plus an additional bid if applicant is a licensed contractor and plans to do the work.

By signing your signature the Applicant acknowledges they have read and agreed to the Westport Economic Development Corporation's Storefront and Streetscape Improvement Program Guidelines and General Conditions. The Applicant understands that the application and its contents shall be binding on the Applicant at the discretion of the WEDC. Applicant understands that all grants are awarded on a competitive basis after all work has been certified completed by the Westport Economic Development Corporation. Applicant understands that neither project will be evaluated and recommendations made as to scope of work to be included in the storefront and streetscape improvement program. Applicant understands that submission of this application in no way guarantees that a grant from the Westport Economic Development Corporation. Applicant understands that additional information may be requested as needed. The Westport Economic Development Corporation reserves the right to reject any and all applications at its sole discretion.

It is expressly understood that work commenced or completed prior to the final approval of the grant is ineligible for funding. The Applicant is solely responsible for overseeing the work and will not seek to hold the City of Westport or the Westport Economic Development Corporation liable for any property damage, personal injury, or other loss related to the storefront and streetscape improvement program. The Applicant agrees to indemnify the City of Westport and Westport Economic Development Corporation and their agents, employees, officers, and/or directors from any claim or damages resulting from the project, including reasonable attorney's fees.

If property is owned by a corporation, partnership, or joint venture, an individual legally authorized to represent the entity must sign below on behalf of the entity.



**P.O. Box 690970
San Antonio, TX 78269**

Phone # 210-695-8767

Fax # 210-695-8760

Web Site kellercustomsigns.com

Date 2/18/2014

Job # 60420-B

Rep SG

Credit Cards Accepted:

Mastercard American Express
Visa Discover

Quotation and Purchase Contract

Client Billing Information

Sand Dollar Pools
5200 Crestway
San Antonio, TX 78239

Customer Phone
210-656-0433

Customer Fax

Job Location

Sand Dollar Pools
5200 Crestway
San Antonio, TX 78239

Authorization / P.O.

50% down payment / 50% upon completion

We Respectfully Submit Specification & Estimates For:

Description	Qty	Rate	Amount
Manufacture and install one (1) double face aluminum pylon sign with reverse lit aluminum channel letters. Pool logo to be front and reverse lit. Use customer provided fiberglass "Sand Dollar" icons and mount with stand-offs / reverse lit for halo effect. Include pole cover.		26,225.00	26,225.00
Permit Research and Acquisition ***PERMITS TO BE BILLED AT COST ON FINAL INVOICE***		150.00	150.00
Engineering (if required by the city of Windcrest).		400.00	400.00

*Please Make All Checks Payable To: Keller Custom Signs & Designs.

*Out Of State Taxes Are The Responsibility Of The Client.

*Initial Deposit Total Is Required At Time Of Contract Signing.

*Final Balance Total Is Due Upon Installation.

*THIS PROPOSAL MAY BE WITHDRAWN BY KELLER CUSTOM SIGNS IF PROPOSAL, DEPOSIT, AND FINAL DRAWING NOT ACCEPTED WITHIN 15 DAYS OF PROPOSAL DATE. IF AT ANY TIME THE SCOPE OF WORK CHANGES THE PRICE IS SUBJECT TO CHANGE. *Customer Is To Furnish All Primary Electrical Service (120V UNLESS OTHERWISE AGREED) And Connection To The Sign Including: Timers, Photocells, Switches, And /Or Other Controls Required By Local City Ordinances At Customers Own Expense.

*Installation Portion Of This Estimate Is Based On Adequate Access To Front And Backside Of The Installation Area.

*Installation Above Ceiling Line May Require Roof Repair And Is The Responsibility Of The Client.

*This Proposal Becomes A Contract Upon Acceptance And Subject To All Terms And Conditions.

Subtotal

\$26,775.00

Sales Tax (8.25%)

\$2,163.56

Total Contract

\$28,938.56

This Agreement Is Accepted & Approved By:

Customer Signature _____

Date _____

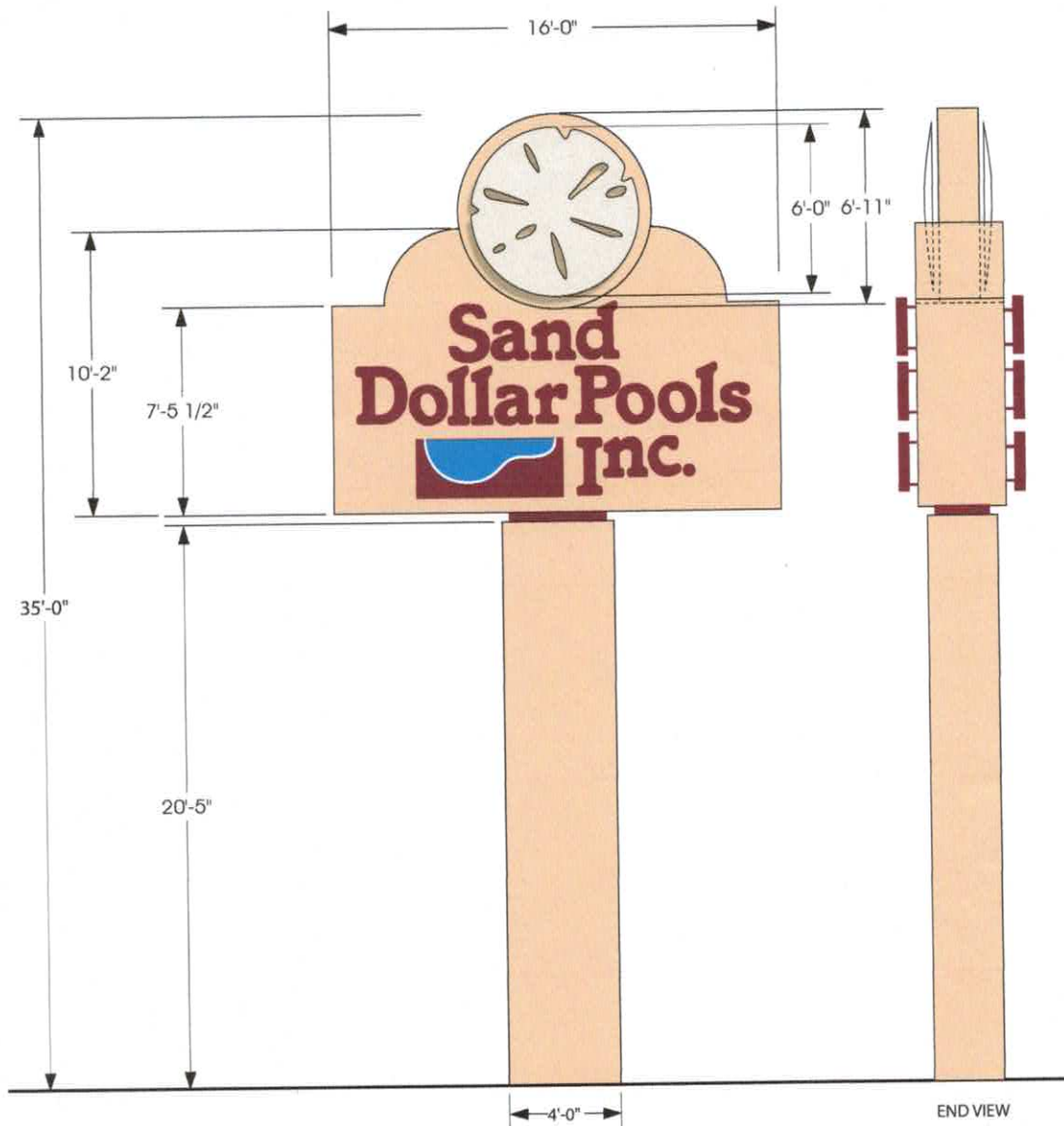
Sales Account Rep _____

Date _____

KCSD Management _____

Approval _____

Date _____



MANUFACTURE AND INSTALL (1) ONE DOUBLE FACE ALUMINUM PYLON SIGN WITH REVERSE LIT ALUMINUM CHANNEL LETTERS.
 USE EXISTING CUSTOMER PROVIDED FIBERGLASS "SAND DOLLAR" ICON AND MOUNT WITH STAND-OFFS / REVERSE LIT FOR HALO EFFECT.
 ALUMINUM CHANNEL LETTERS TO BE PRIMED AND PAINTED PMS #483C RED.
 MAIN CABINET AND POLE COVER TO BE PRIMED AND PAINTED PMS #727C LIGHT BEIGE / REVEALS TO BE PAINTED PMS #483C RED.
 FRONT LIT LOGO - WHITE PLEXI FACE WITH 3M VINYL GRAPHICS : 3M #3630-109 RUST BROWN / 3M #3630-167 BLUE.
 ALL WHITE LED ILLUMINATION

KELLER
 CUSTOM SIGNS
 1234 San Francisco • San Antonio, Tx. 78201 • (210) 695-8767
 Fax: (210) 695-8760 www.kellercustomsigns.com



CUSTOMER: Sand Dollar Pools Inc.
 LOCATION: 5200 Crestway
 CLIENT APPROVAL:

Date: 2, 7, 14

Sales Rep: Steve

Dwg.#: 60420-A

Scale: 3/16"

ALL SIGNS WIRED 120V UNLESS SPECIFIED OTHERWISE . . .

THIS UNPUBLISHED DESIGN IS THE PROPERTY OF KELLER CUSTOM SIGNS & DESIGNS AND IS SUBMITTED FOR YOUR PERSONAL USE IN CONNECTION WITH A PROJECT WE ARE PLANNING FOR YOU. IT IS NOT TO BE MODIFIED, COPIED, REPRODUCED, EXHIBITED, OR SHOWN TO ANYONE OUTSIDE OF YOUR ORGANIZATION WITHOUT WRITTEN PERMISSION OF KELLER CUSTOM SIGNS & DESIGNS. VIOLATION OF THE ABOVE, ENTITLES KELLER CUSTOM SIGNS & DESIGNS TO COLLECT FEES FOR ART AND STAFF TIME FROM THE CUSTOMER. CLIENT ACKNOWLEDGEMENT.

DK Signs LLC

1206 Brook Bluff
San Antonio, TX
78248

210-317-9024
dksignsanddesigns.com

Estimate

Estimate No:

14-237

Date:

February 21, 2014

For:

Sand Dollar Pools
5200 Crestway
San Antonio, TX
78239

Description

Manufacture and install one (1) 10' 2" x 16' aluminum cabinet, double sided with aluminum pole cover, overall height of sign Sign is 31'. Cabinet will have reverse lit channel letters attached to both sides. Logo to be front lit and reverse lit. Client will provide the fiberglass for the sand dollar icons and will be mounted with stand offs and be reverse lit for halo effect. Supply and install one (1) 4' x 10'2" galaxy pro 20mm full color message center, double sided.

Price is preliminary pending final artwork .

Price includes permit and acquisition fee, tax, and engineering cost. Does not include running primary electrical or permit cost.

Quantity	Rate	Amount
1	\$63,900.00	\$63,900.00

* Indicates non-taxable item

Client is to pay 50% down and 50% upon completion

Subtotal	\$63,900.00
TAX (8.25%)	\$5,271.75
Total	\$69,171.75



Address **5178 Crestway Drive**

Address is approximate

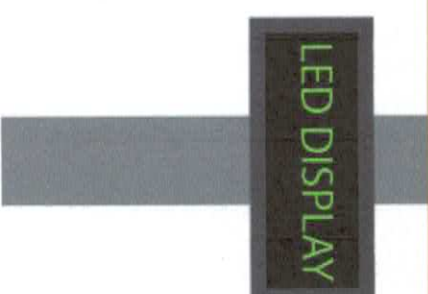




Address **8996 Willmon Way**

Address is approximate





Stand Out in a Crowded World

5720-8 Bandera Road
San Antonio, TX 78238
Phone (210) 520-6699
Fax (210) 684-6699

Customer: Sand Dollar Pools

Invoice: -

Date: 12.17.13

Designer: Serge Proof#:-

Notes: -

Substrate: -

Colors: -

Background: -

Text:-

File:2013 / Dec/ Sand Dollar Pools - Monument 2

Please confirm correct spelling, grammar, and color preference. Please sign and return to Signs Now to begin production. Changes after approval is received may result in additional costs. Thank you for your business.

X

Signature

Date

The artwork provided is intellectual property of Signs Now and may not be reproduced without permission.