

Safe, Equitable and Thriving (SET) Communities
Task Force
January 12, 2017
Meeting Minutes

SET TASK FORCE MEMBERS PRESENT:

Stacey Walker, Mary Wilczynski, Dale Todd, Gary Hinzman, John Tursi, Rodrick Dooley, Dorice Ramsey, Rafael Jacobo, Karl Cassell, Carlos Grant, Paul Hayes, Trace Pickering

SET TASK FORCE MEMBERS ABSENT:

Alphonse O'Bannon, LaSheila Yates, Ben Rogers, Leslie Wright, Jenny Schulz, Akwi Nji, Okpara Rice

CITY LIASION:

Angie Charipar

CITY STAFF PRESENT:

Chief Wayne Jerman, Administrative Assistant Jean Novak

OTHERS PRESENT:

Jennifer Hemmingsen, Jerry Elsea, George Ramsey, John Laverty

CALL TO ORDER/APPROVAL OF MINUTES:

The meeting was called to order by Co-Chair Stacey Walker at 7:40 AM. Karl Cassell moved to approve the minutes from November 3, 2016. Rodrick Dooley seconded the motion, which was unanimously approved.

REVIEW OF SET TASK FORCE REPORT DRAFT

Today Mary and Stacey would like each subcommittee to talk about their recommendations, as well as highlight those recommendations that they feel are most important.

Economic Opportunities

The following are the recommendations from the Economic Opportunities Subcommittee:

Objective 1: Ensure that every Cedar Rapids Community Schools student is prepared and qualified for high quality, available jobs.

Objective 2: Align worker skill development and job-placement efforts with openings in high-wage industries.

Objective 3: Remove barriers that prevent potential candidates from advancing through initial screening processes for high-quality jobs.

Objective 4: Increase quantity and availability of paid internships for high school and college students.

Objective 5: Increase participation in Kirkwood dual credit and job shadow programs.

Carlos said Objectives 1, 2, and 3 sort of speak to the same thing, and are similar recommendations, which are actual job placement policies that should be highlighted. He mentioned the RISE Program for ex-offenders, which is already in existence, and Banning the Box on job applications. Also important is job preparation, and how do we encourage career readiness?

Gary felt it would be helpful in the first screening process that felons aren't screened out because they checked the box. There would be disclosure later on in the application or interview process. Guidelines for employment would still be in place; however, the difference in banning the box, is giving a person an opportunity to have an interview. Stacey said that we may have to actually clarify exactly what the objective means. Mary said that's our recommendation, essentially that we would like the City and County to research the options that determine feasibility. She feels the same concept comes up in Housing, and there will be other recommendations that are similar in the other subcommittees.

Objectives 4 and 5 are grouped together, which is the actual preparation from a high school standpoint. How do we get kids the opportunity to figure out their pathways?

Carlos mentioned the K Navigator Program, which gives kids the opportunity to start thinking about at an early age what their plan is, so that by the time they graduate, they know exactly what they are doing and not trying to figure things out when they leave school. In addition, they want to make sure we clarify that dual enrollment options exist. Carlos also discussed advanced placement classes and the pros and cons of dual enrollment classes versus advanced placement classes.

Education

The following are the recommendations from the Education Subcommittee:

Objective 1: Ensure each student is prepared for success in adulthood.

Objective 2: Improve student attendance and eliminate chronic absenteeism.

Objective 3: Constructively correct student behavior.

Objective 4: Reduce bullying and violence within the student population.

Objective 5: Increase cultural competencies among teachers and staff.

Paul mentioned focusing on intercultural development. Objective 3 is the transition from punitive practices to restorative practices. Objective 5 is their current work with intercultural development and getting teachers, administrators, and staff working on some culturally conscious efforts to understand where our kids are coming from and know those kid's stories in order to develop an improvement process and fair practices. He also feels that it is important to highlight the career development piece. Mary said that career development plays into a number of subcommittees, so that could be owned by a number of subcommittee, such as ban the box.

Raphael mentioned that the school system is working with IDI, LLC on intercultural development. (IDI is Intercultural Development Inventory.) All of their administrators have been through some workshops, and they're just developing a three to five year strategic plan to expand those efforts with staff. They have some buildings where they are going to be piloting it with their entire staff and seeing what the implications are, and what they can shift in their improvement efforts if staff were all versed in cultural development. It's a personalized thing. You take an inventory, and you get a personalized report of where you are on this continuum, and then you work individually to move yourself along. You also get your group profile, and you talk as a group. They are moving towards adaptation and application of these intercultural skills, as opposed to just minimizing it and not addressing it, and acting like it is not an issue. It is underway, but it will take a little time.

Gary brought up a subject that is not in the report, which is there is a significant population that is very risky; those who have dropped out of school. They have tried to work with this population a couple times by bringing them in under correctional supervision and making them complete high school. They had a very good graduation rate working with Metro, and Mary was principal then. They averaged between 30% – 40% of people who were graduating with high school diplomas, not GEDs. This population still exists, and they are eligible for certain aid until 22. It's a risky population, and he feels the community has to figure out a way to deal with it. When they were working with it before, they had a list of about 400 that were on supervision to them that had not finished high school. They were very risky and out of control, and they had a hard time keeping their sights on them. They provided the structural supervision, and they had two full time special education teachers and one support person that were working in a classroom and the classrooms that were in their resource center. They had a good audience because if they didn't show up, they just went out and got them.

Paul mentioned in the opening descriptor of the education piece, it focuses on engaging and re-engaging disenfranchised students. Objectives 3 and 4 both are intended to stem that tide of kids leaving because they don't like what's happening in school, or because school is not a good fit for them. Perhaps they could flush that out a little more.

Mary said that we might want to speak to a recommendation that we work with those kids who are either dropouts or disenfranchised.

Raphael brought up discussion regarding the Appendix. Mary said that they may want to pull the letters out of the Appendix, which were written by Washington High School students as a writing exercise that really has nothing to do with the task force. We may want to take them out or summarize them differently.

Dale mentioned that the School District is having a review of their facilities. The schools are essential for some at-risk youth, and there's a need to keep the schools and utilize them as much as possible. It needs to be recognized that there needs to be investment in those neighborhoods. He's not sure how we can work that in, but also in terms of dollars and replacement costs, how much is it going to cost communities to keep the infrastructure in place?

Stacey said that we have to recognize the important social role that the schools play in the lives of people. There is an added social utility outside of just educating students, and we should consider that when it comes to making decisions about which schools stay open, or which schools get investment, because certain schools really can hold communities together.

Raphael said when looking at a building that's 100+ years old, they have to look at the costs of maintaining, versus something new that could even potentially serve that immediate area better. That's what they are trying to do to is get out in the community to have that discussion. They must decide what is the best way to be stewards of the funds that they have, and apply it properly so that it benefits everyone.

Mary said it is the underserved and underrepresented that don't have political capital who are not coming to those meetings, so their voices aren't being heard. They don't even know what they would say if they could, other than they know the school matters. Dale wants to see more programming after school and during the summer; those kinds of things. Also, John feels another area that is important is to bring schools up technology-wise.

Law Enforcement and Public Safety:

Objective 1: Adopt recommendations and best practices from President's Task Force on 21st Century Policing.

Objective 2: Continue to build relationships between police and community members.

Objective 3: Reduce illegal gun possession in Cedar Rapids.

Objective 4: Change youth attitudes regarding guns and violence.

Objective 5: Support other community violence prevention efforts.

Gary mentioned that one thing that is missing in the report is the recommendation about doing a CDC public health study on gun violence. Also omitted from the report is reinstating programs similar to Children of Promise and some other programs, including mentoring programs that are no longer operating. The subcommittee felt that it would be the responsibility of the non-profit/private sector/individual contributors to fund and/or run those programs again, such as

Tanager or United Way. He feels that the language needs to be in there, because it gives direction. Gary will re-send this information to Stacey.

Highlighted recommendations should include the public health study recommendation, and he will visit with Chief Jerman for additional highlighted recommendations. Chief Jerman felt that The President's 21st Century Report on Policing should be highlighted.

Chief Jerman discussed the appendices in the report, and in particular, statements of opinions/perceptions of groups of kids who were asked to participate in a survey. Mary felt that we should not disregard them, but that we could be a bit more global in our reporting, and a little less specific in he said, she said, etc. Carlos agreed that we should acknowledge the comments. Chief Jerman stressed the importance of evidence based information, and not innuendo or speculation.

Gary asked Chief Jerman to emphasize some of the programs the Police Department is utilizing, such as PCAT. Chief Jerman said that PCAT has engaged individuals in our community and have established positive, productive relationships with a lot of people who are sharing information with the officers that previous to them going in there, the Police Department would not have received. In terms of shots fired calls, there is a 14% decline from 2015 to 2016 that is directly attributed to efforts of the PCAT team, along with other efforts of the Police Department. He bases PCAT's success on the positive relationships that they have formed, not just in one or two blocks in the SE quadrant, but also into different neighborhoods, and talking to different members of the community. These officers go in and talk with young people and children. They engage in other unconventional policing methods, such as playing basketball in the street, or tossing the football around, and playing whiffle ball.

Mary asked if the Police Department conducts implicit bias training. Chief Jerman said that the Police Department has implicit bias training and diversity training in entry level (Basic Academy), as well as on-going in-service community relations training, and discrimination training. Also, they are sending officers to a train the trainer course for implicit bias, and those officers will then train the entire department on implicit bias. Mary felt it might make sense to mention the training piece in the report. The Chief also mentioned the MVP Program (Mentoring Violence Prevention). They will work closely with the schools, and implementation in the Cedar Rapids School District and College Community School District is already under way. This is an evidence based program that was successful in Sioux City, and in the future he thinks the program will pay off tremendously. Rod felt it would be good to communicate in the report how the Police Department is developing their own skills around being more inclusive and culturally aware.

Also, Gary would like to mention in our report Neighborhood Associations, because they are a key and integral part in how the communities and the neighborhoods can be structured and function. He stressed the importance of strong neighborhood associations that have physical locations in the community, and have a draw of people who are living in those neighborhoods together. To help combat crime and other activities, they put in job development centers, and have job developers on site and things of that nature. We need to mention them prominently in our report. He can put it in the Public Safety & Law Enforcement section, or it could be mentioned in another subcommittee section. They are hard-working, dedicated volunteers who

are working right now trying to solve the same problems we are, and we should give them recognition in the report.

Carlos mentioned that the School District has acknowledged deficiencies in their own cultural policies. When they did their IDI report, they were all over the place. He feels it might serve the Police Department as well to look at something like that, and he highly recommends IDI, LLC. They have always done their cultural competency in-house, and they thought they were doing well, until someone else came in and showed them that they were not. They have to make some changes in policies and actions. Chief Jerman requested that Carlos forward information regarding IDI to him.

Dale said the biggest derailment to successful community policing is not having enough cops. If you have cops running from call to call to call, they don't have any time to build community connections. Chief Jerman mentioned that the Police Department just signed a staffing study with a consultant to conduct an analysis. Dale felt we should acknowledge what a desirable number would be. Mary said we could speak to it by saying the study is underway, and once the study is completed, we might want to discuss the recommendations. Gary felt that would be appropriate. Chief Jerman stressed the importance of workload based analysis, not just a ratio per thousand of population, and wants to make sure the Department is staffed efficiently and effectively; and that's what the consultant will do. Also, Chief Jerman mentioned that the study will not be completed for months.

Chief Jerman also mentioned the STOP Program (Start Talking It Over with Police). It is evidence based where they put youth through the program, and it totally changed their perception of police. Chief Jerman said he realizes that there are serious perception issues between African Americans, Latino, and police. The task force report needs to address building trust and legitimacy in the communities and the police. They have programs such as the STOP program, and other outreach programs that the Police Department has been engaged in and expanded. It's critical that those programs continue. He feels the STOP program is a good fit for Cedar Rapids, and it was very successful in Milwaukee.

Regarding the appendices discussion, Stacey offered what he felt could be a compromise. We don't want comments included where kids are talking about how a cop shot their dad in the back. We also don't want to completely dismiss the perceptions, particularly of young people, because we're going to have to deal with young people as they get older. We don't want to completely dismiss that. What he thinks could be a good compromise is that we can start from a position of acknowledgement. To publicly acknowledge that we have a vast difference in perception versus reality in what law enforcement is here to do, and to acknowledge that particularly within minority communities that there is a breakdown of trust, and it's partly rooted in the last two years of experience around the country that African Americans are seeing every time they turn on the TV. Start from a position of acknowledgement, and then say here is what can be done to help bridge this gap; and we mention these programs and the success that they've had. If we remove those comments that are scathing and riddled with innuendo, then it's almost like we are choosing not to acknowledge.

Chief Jerman said that he is not asking to remove them, but that they be put into the proper context. Stacey thought the Chief was originally advocating for removing, instead of contextualizing.

Gary felt that readers will read verbatim what's in there, and they'll take that for the gospel, unfortunately. But, if you clarify that these are the words out of the mouths of children, who may not have the correct perception, but that this is something that the Police Department ought to be aware of. Use words to that effect; that the Chief acknowledges that there needs to be more public outreach within the schools, and he has officers working in programs to that effect. If we publish a report, people think that must be true.

Carlos felt we should represent all young people in the comments, including two or three that have very good experiences, but we need to acknowledge the comments. Stacey said that it was his experience when he was taking the surveys that almost all kids told him they don't trust the police officers, with the exception of the SROs. They had great relationships their SRO, but it was police in general that they didn't trust.

Stacey asked what is the recommendation for them to contextualize the letters? Do we want them to try putting something together? Trace mentioned removing the comments, and creating some kind of a summary saying here's how kids are feeling without using names or specific quotes.

Mary summarized the recommendations of the subcommittee: the Public Health study, and Gary wanted to make sure that we had programs through private sector, non-profit groups; develop legitimate programs to address perception of kids with police; implicit bias/cultural training on-going with police, and the potential value of neighborhood associations.

Regarding the Neighborhood Associations, Chief Jerman said that he is the staff liaison for Wellington, but they rarely get attendance by those who need to be affected by the neighborhood association. Dale said that we somehow need to rebuild the movement. You have to go back to the organizing, the roots to how it came into place. Right now, the associations that you see, are more reactive. They come together after an event or something happens. There is no sustainability. There's no long-term planning. There's no vision. There's no business plan. If you look at other communities in Iowa that have very active Neighborhood Associations movements, you will see that we aren't there.

Angie said that last year the neighborhood association program was revamped by the City. They are working with neighborhood associations to create a work plan, so the neighborhood associations are a lot more organized now. They create an annual work plan, work with City staff to assist them with that, and City staff meets with them to follow up on the work plan. The City asks them how it's going? Do you need more resources in order to do this? The financial contribution that the City makes to the neighborhood association assists them with projects, programs, ideas that they have within those work plans. She wanted to mention that, rather than saying the City has to go back and revamp it, they have just done that. They are just seeing the first year of those work plans coming through.

Dale said before that, the Neighborhood Associations were hungry. They hustled, and they worked together to get money because they wanted to do things. In the process of doing that, they built community and relationships with their neighbors. They had to raise money themselves through picking up cans in the neighborhood to pay for the newsletter. When they got the money from the City, that's when things fell apart. They got away from talking to neighbors, and created an infrastructure that doesn't do a lot.

Mary wanted to know how to put that into a recommendation? Dale asked how do we re-ignite the movement? How do we get people in the neighborhoods talking to their neighbors and doing things? Dale said that he would send something to Gary regarding this. Mary stressed to all who said that they were to send something, that it needs to happen soon because their goal is to present the report at the City Council meeting of February 14th.

Housing

The following are recommendations from the Housing Subcommittee:

Objective 1: Expand financial incentives for development of affordable housing throughout the city.

Objective 2: Build community capacity for supportive services programming.

Objective 3: Implement ongoing landlord education efforts.

Objective 4: Target nuisance property owners.

Objective 5: Develop partnerships to revitalize aging housing stock.

Objective 6: Coordinate and unify housing efforts.

Objective 7: Remove barriers faced by specific populations.

Dale felt that Objective 6 should be highlighted. Who is going to coordinate and unify affordable housing efforts? There is no body with political capital with vision in place to bring these housing issues together. It's an on-going discussion that not only involves Cedar Rapids, but probably Hiawatha and Marion, because some of the low income housing has been pushed to the fringe of town. A lot of the recommendations are doable, and it's a matter of realigning some priorities, and getting the right people in the room. He mentioned that the City has recently gotten the housing study back. There's still plenty of room for replacement housing. There are several organizations in the community that are already doing things: Affordable Housing Network, Habitat for Humanity, etc. These are all organizations that if they had more resources, and were asked to coordinate their activities a little bit more, could really make an impact. Also, he felt WayPoint and Affordable Housing need more resources.

Dorice mentioned the need for supportive housing, and Dale felt that it might be covered in Objectives 1 and 2. Also, Dale thought we had built community capacity supportive services in

Programming. Future housing in the community is built with low income tax credits that is built with financial incentives. We should figure out a way to encourage those developers to incorporate some means of affordable low income supportive services housing in their projects. Also, Dorice said as far as development, we are not having those conversations here and doing the things that Iowa City is doing.

After reviewing the objectives, Dale said that it's not in the recommendations. To be more progressive in the housing issue, we need a lot of education. Regarding the recent low income housing project, there wasn't support from Council. He could put that in the recommendations. Dale will send something regarding this. It will either become part of one objective, or an Objective 8. It could be part of Objective 1, providing incentives.

Gary brought up the subject of what are permissive bans and what are mandatory bans for people living in low income housing. He thinks in total there are 11 of them and four of them are mandatory that everybody who is a developer or renting a place has to abide by, such as lifetime sex offender registration, cooking meth on the facilities, and things of that nature. The other seven or so are permissive bans.

Dale said in Objective 7, specifically when it came to sexual offenders and felons, that there needs to be a subgroup created of stakeholders to look at that.

Programming

Objective 1: Enhance 211 services for users and service providers.

Objective 2: Complete audit of current available programs.

Objective 3: Enhance funding sources available to service providers in the community.

Objective 4: Walk the talk.

Dorice felt that awareness is very important, and that there are so many programs out there that they didn't list because there is no way to gather all the information. Therefore, the audit of all the programs that they did is not complete. There needs to be enhancement of 211, so people can know what is going on each quadrant of the city, based on age, etc. Whatever format, it will need to be searchable.

Mary asked what would you consider to be the highlighted recommendations for Programming? Is it awareness, and then the reworking of 211 to create a more user friendly format from the social service point of view?

Dorice referred to the third paragraph of the subcommittee report, "we market our community". How do we market our community and highlight that we truly value the youth in our community? Speaking of "youth", should mean all the youth in our community. If we want families to grow and thrive, some place in the City it needs to be highlighted, Kids and families need somewhere

they can go. The bottom line is awareness. We have to know what programs are out there. Also, all the programs that we used to have, how can we bring them back?

John said that Objectives 1 and 2 go hand in hand. We do have 211, it's in place; however, it is not effective. Could it be effective? Is it what we need? He thinks it is, but there needs to be some reinvestment of money in 211 if you want it to be successful. 211 is funded by United Way.

Dorice felt that we need to look at the programs in the School District, in the non-profits, and also the religious community. Also, what's needed is a Google Doc, where we're all speaking the same common language, so that when you type in mentoring, all the mentoring programs would come up, based on time, based on the quadrant of the city, based on ages. There are 180+ programs that they highlighted, but there are more programs out there. It's that awareness piece; it's fixing the format, the platform that we hold this information, and then the access. Also, Dorice felt that we need to engage the adults, and better invest so that we're able to really highlight what we're doing in this community.

Dale mentioned that in Chicago he played baseball on a vacant lot, and they had no program. One day a guy drove by in a van, and he had some baseballs and tee shirts. It was a Boys and Girls Club van, and that's how they found out about the Boys and Girls Club. He gave them some free baseballs and asked them to come and play baseball with the Boys and Girls Club. This is a good example of how to reach kids. Mary said this kind of goes back to your Neighborhood Association, and knock on doors with a newsletter. Mary said to put it in public places that are being used by people who want the services.

Mary asked Dorice to work on recommendations for this part of it. Dorice said if anyone has any additional recommendations, let her know.

Community Outreach and Engagement

The following are recommendations from the Community Outreach and Engagement Subcommittee:

Objective 1: Ongoing community education about equity and violence.

Objective 2: Continue community-wide discussions and exploration of our "ideal state".

Objective 3: Deliberately cultivate intercultural communication and understand.

Trace asked how do we continue the community conversations in the neighborhoods? Also, one of our biggest challenges is how does a community identify the owner of it. A possibility is to engage the Neighborhood Associations. Help them with these living room conversations and provide resources. The faith community is another group. How do we continue to engage the people who tend to not have a voice? How do we find them and engage them in ways that they feel welcome?

Karl discussed Objective 3, regarding IDI (Intercultural Development Inventory) work. Are we doing that with the adults as well? Are we having those discussions with adults in those neighborhoods?

Dale felt that this committee really is one that he feels has the most potential, or the one that is critical to the implementation. Also, he mentioned creating a new neighborhood association model. You have to be a visionary to create those models and to create a new leadership structure with the right people.

Mary agreed that someone has to own it, whether it's United Way or Horizons, or another agency, but somebody has to say I'm going to take responsibility for getting people together to make that happen.

Trace said we talked about adding police to the streets. What if we had people whose job it is to learn about the neighborhood? If they had the time to talk to neighbors to find out about skills, strengths they had, and start leading these communities together? Dale said that's how it started. There were not enough cops in town to do community policing, and the City Council was unwilling to allocate money. The Safety Commissioner at the time suggested using community development block grant money and do it. At the time, the City had never done that before. The money didn't come out of CDBG money, but they got their extra cops.

Stacey agreed with Mary that someone will need to own this. Stacey felt the last objective is interesting. They have highlighted a couple organizations that are modeled out of the Dallas/Ft. Worth area. If we can encourage more kitchen table conversations and the ramping up of that effort, he thinks the United Way owns it. If we can encourage and promote what Akwi is doing once or twice a month for all different kinds of people coming together to share their experiences, as a task force, we're promoting those people and those organizations. Someone has to own it, and we know there are two or three groups out there that are doing a really good job, and we ought to support that.

Karl felt that as you go into neighborhoods, you let people talk. Some people are going to say that's not true; you're saying it, but it might not be reality. Someone has to own it and maybe on some level of interpretation, why it's being said. Some people are going to say that's not true, and some will say that's absolutely true. Unless there is some actual evidence, and not someone's opinion, then it's still going to be someone's perception. Regarding these community conversations, how do we make it so where even if you don't agree, you can see the perspective? He feels someone has to own it, and whoever that is, he is not sure.

Stacey said perhaps in these conversations that we're having, opinions and perceptions should rule, because that is the reality. If someone says my neighborhood association isn't worth its salt, and we have information that it's probably the most sophisticated neighborhood association, it's not up to us to be the arbitrator of that. What we need to do is to glean these perceptions and maybe figure out the why. Maybe that is the truth we seek in these community conversations is not to be there to re-educate people. We are seeking sort of a reconciliation of people's individual truth.

Trace asked, how do you get power back to the individuals in the community? Their Objective 2 is about this “ideal state”, and getting my perception and your perception out on the table so we can have an honest conversation. Then the question is, what is it we collectively want that is better than what we have now? Then making the new reality happen.

Mary asked how do we as individuals, and collectively as a community, define safe, equitable and thriving, and are we living in it?

Karl asked what does real community engagement look like? He feels that there has to be a goal established for that community engagement. Stacey asked if that is something that Karl wants to add as an action item? Karl said there’s not really much in what he said in terms of action items, except we have to make sure the voice of all the community is heard, and not taking out what’s really in there.

REVIEW TIMELINE/ NEXT STEPS:

Regarding the next steps, Mary said what they would like is for people to rework the recommendations as discussed today, and they need to put a timeline on that so that revisions can be done by Monday. Then Stacey, Jennifer Hemmingsen, and Mary can work on the revisions, and get it to our publisher with the idea that we will be on the agenda for the February 14th City Council meeting, and then on the agenda for the 4th Monday for the School District. In the meantime, it will be presented to the County, because they meet frequently. We anticipate and would hope that’s the beginning, not the end.

Stacey said the official ending of the task force is upon the report out to the three entities, and he has some ideas of what the actual work of implementation can look like. For all intents and purposes the official task force will be ending once we report to the three entities.

Mary said that Angie has put together a guide on who’s responsible for what, and we can look at that as well; whether it’s City, County, School District, or community.

PUBLIC COMMENT:

Jerry Elsea gave various comments in support of the task force.

John Laverty gave thanks on behalf of the School District for the work of the task force. The School District is committed to the on-going process, and a number of recommendations align with the vision of the School District. The District is still committed, and there are specific things they can help support financially. Please let Brad Buck or he know, and they have a line item committed to the task force.

George Ramsey commended the task force on the work done in the last year and a half. However, as revisions are made to the report, do not use your own personal agendas for your organizations and the people you represent, and think about the people that you are here to serve.

ADJOURN:

The meeting adjourned at 10:05 AM.

*Respectfully submitted,
Jean Novak*