

November 5, 2015

A Regular Meeting of the Board of Fire and Police Commissioners was held on the above date, commencing at 5:40 P.M.

PRESENT: Commissioners: Steven M. DeVougas, Chair
Kathryn A. Hein
Michael M. O'Hear
Marisabel Cabrera
Ann Wilson

ABSENT: Commissioner: Fred Crouther (Excused)

ALSO PRESENT: Mark Rohlfing, Chief, Milwaukee Fire Department; and Edward Flynn, Chief, Milwaukee Police Department.

The meeting was staffed by Executive Director MaryNeil Regan. The Director presented for adoption minutes of the Regular Meeting of October 15, 2015. Commissioner O'Hear moved approval of the minutes as presented, seconded by Commissioner Hein. The motion carried unanimously.

1. NEW BUSINESS:

a) The Director presented two classification reports from Maria Monteagudo, Director of Employee Relations (DER). One of the reports was for the classification of the new position of Emergency Communications Manager in the Police Department; and the other report was for the positions of IT Support Specialist – Senior and Database Analyst, also in the Police Department. Andrea Knickerbocker, Human Resources Manager, was present and spoke regarding the reports. DER is recommending two new positions for IT Support Specialist – Senior in Pay Range 2GN and one new position of Database Analyst in Pay Range 2JX to support the Police Department's new Records Management System project. A new position in the budget this year is for a civilian manager, Emergency Communications Manager, to lead the Technical Communications Division. DER is recommending a Pay Range of 1IX for this managerial position. DER is also recommending recruitment flexibility for all of the positions. Recruitment flexibility allows the positions to be offered to a candidate at a salary rate within the designated pay range which is higher than the starting minimum rate. It is recommended that the reports be submitted with a footnote stating, "recruitment at any rate in the pay range with the approval of the DER Director and the Chair of the Finance and Personnel Committee." Ms. Knickerbocker noted that all IT positions city-wide will be studied in the near future, so the pay ranges may be adjusted. Commissioner O'Hear moved approval of the report, seconded by Commissioner Wilson. The motion carried unanimously.

b) The Director introduced Professor Steven G. Brandl of UWM-Milwaukee, who presented the 2014 Use of Force report. This is the sixth year that this report has been prepared and presented. The report provides the number and nature of use of force incidents in the Milwaukee Police Department (MPD) from January 1 through December 31, 2014. The data is based on MPD's use of force reports which are entered into the department's Administrative Investigation Management database system, the AIM system.

Professor Brandl highlighted the significant findings of the report.

Professor Brandl indicated that seven base line measures of force have been calculated, and other situational characteristics as obtained from use of force report narratives have been used, to monitor changes in patterns, trends and frequency of use of force incidents, and where appropriate, compared with data from previous years. He explained that a use of force report is prepared every time an officer uses a firearm, uses a baton, discharges an irritant, deploys an Electronic Control Device, uses bodily force, or when there is a forcible blood draw or a Department canine bites a person. It is important to note that prior to

2013, incidents which involved bodily force but resulted in no injury were not reported. Since then all uses of bodily force have been documented, whether an injury resulted or not. Thus, this is the first year that data can be compared for the use of "bodily force" since the reporting requirement was changed in 2013. This also means that any comparisons of data regarding the use of bodily force in 2013 and 2014, to data collected prior to 2013 are not valid.

There were 728 use of force incidents recorded in 2014; of which 22 involved euthanizing an injured animal and 6 were accidental. Therefore, 700 incidents were analyzed in this report, compared to 895 incidents in 2013, which is a 21.8% decline. In 2014, the MPD recorded 25,193 arrests, 656 of which involved the use of force, meaning that overall, 2.60% of all arrests involved the use of force (compared to 2.79% in 2013). The 700 use of force incidents involved 436 different MPD officers. Approximately 64% of these officers were involved in only one incident; and 77% of all sworn officers were not involved in any use of force incidents in 2014.

The breakdown of the type of force used in the 700 incidents is: 69.6% involved bodily force only (487); 6.6% involved an ECD only (46); 4.3% involved a chemical agent (30); 3.7% involved a firearm only (26); 5.9% involved bodily force and a chemical agent (41); 3.3% involved bodily force and an ECD (23); 0.6% involved a firearm and other force (4); and 6.1% involved other force (43). The number of uses of force by firearms, ECD and OC were the fewest in all prior recordings of this data from 2009 through 2014.

With regard to the 30 incidents that involved the use of force with a firearm: 8 involved a person (2 fatal, 1 non-fatal, 5 no injuries); and 22 incidents involved 24 dogs (16 fatal, 7 non-fatal, 1 dog shot at but not struck, and 2 incidents involving 2 dogs). Again, the frequency of the use of a firearm was the fewest in all prior iterations of this report since 2009. The largest proportion of use of force incidents in 2014 occurred in Police District 7. There were 162 incidents of use of force in District 7 in 2014, as compared to 242 incidents in 2013, resulting in a 33.1% decline in 2014.

Commissioner Wilson wanted to know how many of the officers were involved in more than one incident of use of force. Professor Brandl explained that of the 436 officers involved in a use of force incident, 157 officers or 36% were involved in more than one incident. Professor Brandl directed Commissioner Wilson to page 12 of the Use of Force report, which showed the breakdown of the number of officers involved in more than one incident. Commissioner Wilson wanted to know what type of force was used in the specific incidents involving officers with more than one incident of force. Professor Brandl explained that this is a summary report and the minutia of data that Commissioner Wilson is requesting could be analyzed but he would need additional information and data from the Police Department. Professor Brandl indicated that the 700 use of force incidents produced over a thousand pages of narrative which he has reviewed. In order to perform the analysis of individual officers' use of force, additional information would need to be coded into the AIM system. Commissioner Cabrera could not understand why a subject's past criminal record was included as part of the report and thought it showed bias. Professor Brandl explained that it was a straight-forward variable included in the AIM system and he reported it. The Director indicated that the Commission was hiring a research policy analyst and that person could investigate further and analyze additional information for these type of specific questions which are not part of Professor Brandl's annual benchmark summaries.

Commissioner O'Hear requested a presentation from the Police Department on the AIM system so that the Commissioners are familiar with what data is collected by the Department and what information may be available for analysis. Commissioner DeVougas asked what the current procedure is when there is a use of force by a department member. Chief Flynn explained the procedure varied depending on the circumstances. For example, all uses of a firearm are treated as a critical incident and the member is subject to a thorough debriefing and an independent investigation. The use of bodily force pursuant to a lawful arrest is reviewed in the context of the reports that exist, in addition to any citizen complaints that may have been filed regarding the matter. Chief Flynn confirmed that all uses of force are documented in a use of force report and evaluated. Commissioner Cabrera expressed concern about the individual who had seven uses

of force. Chief Flynn pointed out that there may be variables involved that result in officers having more frequencies of use of force; such as an officer who is trained in the use of a TASER and is called to many scenes in which the use of a TASER is required and necessary to control someone. Members who are trained in the use of an ECD may have uses of force that are disconnected with anything that they are individually doing, but are a result of the specialty they are trained in. The best predictor of the number of uses of force by an officer is the number of arrests they make. As a routine part of business, the Department does keep an eye out for outliers. If anyone appears to be beyond the norm, the Department conducts a separate examination of the individual's use of force to detect if there is a pattern of concern. Internal Affairs routinely evaluates outliers as part of risk management.

When asked by Commissioner Hein, Professor Brandl indicated that what stands out significantly for him in this year's report is the total number of decline in the number of uses of force, and in particular the decline in the use of force in District 7. He confirms that 86% of the subjects arrested were reported to have resisted arrest. This is a "yes/no" variable in the Use of Force reporting form. Professor Brandl confirms that the charging information for an individual arrest is included in the AIM system, but the difficulty in analyzing that information is out of 700 incidents of arrest, there are probably 600 different variations of arrest charges. The data is very unruly to work with, manage, and to make sense out of it. Because of this format, Professor Brandl has not paid attention to the actual charges since he began preparing these reports in 2009. He might be able to make a meaningful summary of this information if the charges were just grouped as ordinance, misdemeanor and felony violations. Professor Brandl recommends that additional fields be included in the AIM system, such as whether an officer was assaulted, did the officer incur any injuries, was medical treatment received and when. He pointed out that the AIM system is not particularly suited for analyzing data. The data is taken from the AIM system, converted into an Excel file and then converted into a statistical package that can be analyzed. This a very labor intensive and time consuming process.

Chief Flynn acknowledged that the Police Department has had a sub-standard records management system since he arrived in Milwaukee when the system did not work at all. The system was obsolescent since the day the Department got it to work. He stated that they have labored mightily and improved the system every year. He indicated that they are in the process of a multi-million dollar selection process to replace the RMS system and believes a contract will be awarded fairly soon. Ideally, the new system will be more amendable to data analysis because the Department does a tremendous amount of analysis itself.

The Director reminded everyone that there is still a link on the FPC web site for people to submit questions regarding the 2014 Use of Force annual report.

2. EXAMINATIONS:

a) The Director presented for adoption an eligible list for the position of Property Control Manager in the Milwaukee Police Department. A presentation was made by Jeff Harvey, Department of Employee Relations Staffing Services. The Property Control Manager is responsible for supervising and coordinating the property of evidence operations in the Milwaukee Police Department. There is only one vacancy in the Department at this time. There were a total of 21 applicants, of which 15 were rejected for not meeting the minimum requirements. An oral board examination was conducted in which one candidate failed, resulting in an eligibility list of four individuals. Commissioner Wilson moved approval of the list, seconded by Commissioner O'Hear. The motion carried unanimously.

b) The Director presented for approval an examination announcement bulletin for the position of Community Service Officer (CSO) in the Milwaukee Police Department. FPC Human Resources Representative Toni Vanderboom made a presentation. The position is exempt from Civil Service. A CSO is a civilian employee who supports basic police operations by performing a variety of duties that do not require the attention of sworn personnel. The minimum requirements for the position are for the candidate to be 20 years of age by the end of the application period, to have a valid Wisconsin driver's license, and at least two years of experience performing work related to the position, such as providing security, conducting

investigations or working as a claims adjuster. Field work experience is preferred such as interviewing witnesses and gathering evidence. The annual salary is \$39,500 for City of Milwaukee residents.

Applications will be accepted online beginning November 9, 2015 and closing on December 4, 2015.

Commissioner O'Hear moved approval of the bulletin, seconded by Commissioner Hein. The motion carried unanimously.

c) The Director presented for approval a Database Analyst examination announcement bulletin. Mr. Harvey stated this position is a new Civil Service position in the Milwaukee Police Department to support the records management system. This individual is responsible for designing, installing, monitoring, maintaining and performance-tuning production databases, along with backup and training personnel. The minimum requirements are a bachelor's degree in computer science, four years of related professional experience in database creation, maintenance and management. Commissioner Wilson moved approval of the bulletin, seconded by Commissioner O'Hear. The motion carried unanimously.

d) The Director presented for approval the examination announcement bulletin for the IT Support Specialist-Senior. Mr. Harvey stated this is another new position in support of the records management system in the Police Department. There are two positions available. The role of the IT Specialist-Senior is to deliver support to end users in the organization for various types of software programs and for reviewing, analyzing and modifying programming systems including encoding, testing and debugging application systems. The minimum requirement is a bachelor's degree in computer science or information systems, and two years of professional systems analysis experience, preferably involving enterprise application support or development. Commissioner Wilson moved approval of the bulletin, seconded by Commissioner O'Hear. The motion carried unanimously.

e) The last announcement bulletin presented by the Director was for Programmer Analyst, an existing position in the Police Department. Mr. Harvey stated this position is part of a team that researches, defines, designs, develops, documents, analyzes and troubleshoots computer systems and software applications throughout the Police Department. The minimum requirements are a bachelor's degree in Information Management, Computer Science, Mathematics or Business Administration, and two years of professional systems analysis experience preferably involving Oracle database administration and experience with UNIX and XML. Commissioner Wilson moved approval of the bulletin, seconded by Commissioner O'Hear. The motion carried unanimously.

3. FIRE DEPARTMENT:

a) The following promotions, as presented by Chief Rohlfing, were approved by the Board:

TO FIRE CAPTAIN, on a waiver basis, from eligible list established December 19, 2013, contingent upon successful completion of a drug screening, effective November 8, 2015:

#19 – DANIEL C. RODE.

TO FIRE LIEUTENANT, on a waiver basis, from eligible list established December 19, 2013, effective November 8, 2015:

#50 – PETER J. ANDERSON.*

*Note: Previously appointed to Fire Lieutenant on February 6, 2011, through the Fire Lieutenant Paramedic special promotion process.

TO FIRE LIEUTENANT, on a waiver basis, from eligible list established December 19, 2013, contingent upon successful completion of a drug screening, effective November 8, 2015:

#51 – AARON M. KREIL.

TO HEAVY EQUIPMENT OPERATOR, on a waiver basis, from eligible list established July 27, 2014, contingent upon successful completion of a drug screening, effective November 8, 2015:

#20 – LLOYD D. ELLIS.

b) The following appointments, as presented by Chief Rohlfing, were approved by the Board:

TO FIRE EQUIPMENT REPAIRER II, from eligible list established September 3, 2015, effective November 9, 2015:

#2 – ANN M. MUELLER.

c) The Director presented a letter dated October 12, 2015, from Chief Mark Rohlfing, requesting the appointment of #1 – Adam L. Nisiewicz to Fire Equipment Repairer II, approved at the October 1, 2015 Board meeting, be rescinded as Mr. Nisiewicz withdrew his name for consideration for the position on October 7, 2015. Commissioner O’Hear moved to rescind the appointment, seconded by Commissioner Hein. The motion carried unanimously.

4. POLICE DEPARTMENT:

a) The Director presented a letter dated November 2, 2015, from Chief Edward Flynn, wherein he nominates Police Lieutenant Heather M. Wurth to the exempt position of Captain of Police, to be effective November 22, 2015. Pursuant to the Rules of the Board, final action on this nomination was laid over to permit the nominee to be interviewed at the next Regular Meeting of the Board.

The following promotion, as presented by Chief Flynn, was approved by the Board:

TO DETECTIVE, on a waiver basis, from eligible list established December 19, 2013, contingent upon successful completion of a drug screening, effective November 22, 2015:

#70 – JONATHAN MEJIAS-RIVERA.

b) The following appointments, as presented by Chief Flynn, were approved by the Board:

TO POLICE OFFICER, from Police Aide, contingent upon successful completion of a pre-employment medical examination, drug screening, psychological evaluation, and background update, effective December 6, 2015:

RICHARD S. AVILA, DONALD J. GAGLIONE, JR, and JORDAN J. HEMMINGS.

Police Aide Jordan J. Hemmings gave a presentation to the Board thanking them for the opportunity to be a part of the Police Aide Program. He indicated that the Police Aides are a diverse group, with different ethnicities, educational and social backgrounds; however, all share a common goal to become police officers for the City of Milwaukee. During their training, the aides received insight into the law enforcement world. All of them were given a variety of duties and responsibilities from straight clerical duties to traffic and crowd control during Summerfest, to assisting with recruitment and training, and ultimately to booking prisoners. This last responsibility allowed the Police Aides to use the verbal communication and tactical skills they learned throughout the Police Aide program and from booker training. The Police Aides were taught to be

physically fit and to follow a Code of Conduct. They were provided with and expected to maintain educational standards as they progressed through the program. The aides were provided with opportunities to experience different work shifts and work at different locations throughout the city and participate in the ride-along program. The aides thanked the coordinators and instructors who dedicated their time and effort to make sure the aides achieved their educational and fitness standards and continued to progress in their professional and personal development. The aides thanked the Board for allowing them to start the next chapter in their lives, and assured them that it would be taken with the utmost seriousness as they transcend into the role of police officer.

TO DATA COMMUNICATIONS SPECIALIST, contingent upon successful completion of a background investigation, medical examination and drug screening, effective November 9, 2015:

HEIDI L. WOLFGRAM.

TO POLICE DISPATCHER, from eligible list established January 8, 2015, contingent upon successful completion of a background investigation, psychological test, medical examination and drug screening, effective November 8, 2015:

#23 – DAVID J. LUSSIER; #25 – TIFFANY N. BROWN; #30 – LAUREN N. JONES; and #34 – SARAH A. STOCK.

TO EMERGENCY VEHICLE EQUIPMENT INSTALLER, from eligible list established April 2, 2015, contingent upon successful completion of a medical examination and drug screening, effective November 9, 2015:

#4 - THOMAS E. POTRATZ.

c) The Director presented a letter dated October 13, 2015, from Chief Flynn, wherein he notifies the Board that Police Officer Angela A. Phillips has been discharged from the department for violation of Department Core Values under Personnel Order 2015-121 dated October 13, 2015.

d) The Director presented Personnel Order No. 2015-122 dated October 14, 2015, from Chief Flynn, wherein he notifies the Board that Police Aide Quinton A. Miller was terminated from the department pursuant to Core Value 1.00 – Competence; Guiding Principle 1.01, effective October 14, 2015.

e) The Director presented a letter dated November 3, 2015, from Chief Flynn, wherein he requests a market study and reclassification for the position of Administrative Services Specialist in the Police Department. The Chair referred the request to the Department of Employee Relations for study and report.

f) The Director presented a letter dated October 29, 2015, from Chief Flynn, wherein he requests a reclassification for the positions of Police Budget and Administration Manager, and Accountant III in the Police Department. The Chair referred the request to the Department of Employee Relations for study and report.

g) The Director presented a letter dated October 19, 2015, from Chief Flynn, wherein he requests that an examination be conducted for the positions of Application Support Analyst and Database Administrator as soon as possible, as capital funding for the Records Management System project is scheduled to begin on January 1, 2016, and the positions are necessary to staff the project. The Chair referred the request to the Department of Employee Relations for implementation.

5. PUBLIC COMMENT:

Commissioner Wilson urged that there be a discussion about public comment in the near future. The Chair indicated that this could be done in closed session or when they re-draft the rules. Each of the Commissioners will have input on how they want public comment to flow.

The Chair opened the floor to public comment, indicating that there is a two-minute limit for comments. He requested the public to address their comments to the Commissioners and not to anyone else. He reminded everyone that by law the Commissioners are not allowed to respond to comments and they are not trying to be rude or disrespectful when they do not respond. He further reminded commentators to be respectful of their fellow citizens who also wish to speak. He encouraged anyone who feels limited by the two-minute time limit to submit their comments by e-mail or by phone to the FPC office, or by any other appropriate means, and to do that also for any comments or questions they may have regarding the 2014 Use of Force report. The Use of Force questions will then be forwarded to Professor Brandl and responded to accordingly.

Ms. Mary Watkins states that her biggest concern about the Use of Force report is that it is from 2014. She believes the report is very dated. She complains that the data in the report is from 2014 and we are now almost in 2016. It is her understanding that the reason for the delays in the report is because the FPC is seeking a policy research analyst. She is hoping that will be done sooner rather than later, and the priority will be to report on 2015 data. She thinks that not having any reports on 2015 data is a tremendous disservice to the public. She also does not see what good this information is if "we don't act on it". She believes that the one officer involved in seven uses of force, and the dozens of officers involved in three incidents of use of force in a year is alarming. She believes that the data needs to be analyzed and acted on. She complains that Districts 3, 4, 5, & 7 have half the police citizen contacts, half the arrests, half the incidents of use of force, and does not understand why those districts are not audited because there is clearly a pattern there. She can't understand why the Commission is not being proactive on this because sooner or later, something horrible is going to happen and they are going to be in there with "pitchforks and torches asking for their heads".

Mr. Jarrett English of the ACLU of Wisconsin stated he is glad that the FPC has commissioned another report from Professor Brandl on MPD's use of force. He indicated the report sheds light on some aspects of officers' use of force; however, it is time to take that analysis forward. He complains the analysis is based on aggregate or district-level data from AIM, and that the narratives in the use of force reports have not been fully utilized. He points out that the number of pages of narrative regarding use of force has declined from 2,100 pages in 2013 to 1,329 pages in 2014, and wonders whether the Commissioners or MPD supervisors actually use the narrative to identify and evaluate potential problems. He notes that the Commissioners have now reviewed six years of these annual reports. He wants the FPC to do the following to take the analysis to the next level: 1) look at the narratives as if the supervisors are critiquing the officer's performance and identify trends that might require additional or different training; 2) review the narratives to learn how often officers attempt de-escalation before force is used; and 3) identify if bystanders are present or not when force is used, to identify if this has an impact on the use of force.

Mr. Nate Hamilton of the Coalition of Justice complained that the Commissioners sit down and do nothing. He complains that when excessive force is used it is because the Commissioners fail to use their pens. He accuses the Fire and Police Commission and the Police Chief of being very disrespectful to the community. He states that the people who come to the Commission meetings are trusted members of the community and that is why the same people appear at the meetings. It is not because they want to be here. They are trying to bring the concerns of the community forward to make sure their feelings are addressed. He accuses the Commissioners of sitting around, waiting, and not doing anything. He claims that no policies have been changed. He doesn't know when was the last time the FPC changed a policy of the police department or reviewed it to make sure it works properly. He asserts the FPC is failing as a system, and that it is showing nothing but corruption and an unsatisfactory level of disregard to what needs to be done.

Mr. Hamilton believes the Commissioners are just wasting tax payer money. He does not understand how Christopher Manney could have received duty disability since he was terminated. He believes that is a waste of taxpayer money. If the Commission does not do better, more of the community will be at Commission meetings and they will shut down the meeting. He declares that if the process does not change he will come back and affect this meeting so that it doesn't take place. He warns the Commissioners not to disregard them or for the Chief to "push them down". He implores the Chief to talk to them and sit with them and to do a panel with the community. He accuses the Chief of hiding behind his "protectors", the Fire and Police Commission. He urges the Chief to address the community or they will make sure he does.

Ms. Beth Meyer states that even though the Use of Force report by Professor Brandl indicates that the number of incidents of use of force went down, there were still 700 incidents in 2014, and they involved real people with real families and real friends. She wonders how many people saw the video of the police officer in the United Kingdom who helped a mentally ill person get the medical attention he needed by de-escalating and not using force. She reminds the Commissioners that it is part of the charter of the Fire and Police Commission to set policy. She challenges the Commissioners to set a policy for the police department that will lead them to de-escalate in these kinds of situations. She hopes that the next time she sees a video of an officer doing a great job of de-escalating, it could be a Milwaukee police officer, and Milwaukee could be known for having a "good" police department.

Mr. James Method claims he stands with the public in frustration. He claims there is still no accountability by the Police Department. He claims the 2014 Use of Force report does not lend evidence that things have changed. He believes that it is very important for everyone to be their "best selves" for the City of Milwaukee. He states the public is struggling with accountability and connection to the police. He claims that young children tell him that the police are "bad guys". He wants the FPC to work as hard as they can because everyone is being affected by what they and the Police Department are doing.

Mr. Milagro Jones of Public Ally expressed his condolences to Mr. Hamilton on the death of his brother. He thanked the FPC for the report and being transparent about its work. He also thanked Chief Flynn for the great work he has done and is doing. He has seen huge improvements on the north side of Milwaukee since he moved to the City in 2005, especially with gang and drug problems. He knows the police have done an enormous amount of positive work and he does not want that taken away from them by anyone in the community or the public. He believes the police have done a huge amount of tremendous work to make it possible for individuals like him to be alive. He does not know what the Commissioners know about the violence there is in his community, of young men against one another, and how difficult it is to just survive and reach the age of 25. He thanked the Police Department again and congratulated the young men who were going to become police officers.

Ms. Cynthia Greenwood does not believe this is a "good evening". She states she is in tears because of the death of a young man who was thrown from a vehicle. She states the individual had a good job and got caught up in the wrong place at the wrong time. Ms. Greenwood is sick and tired of watching what is going on in the city. She cannot fathom why the police have to use bodily force. She claims that citizens are afraid of the police, don't like the police, and don't trust the police. She cannot understand how someone with seven counts of bodily force can still be on the police department. She believes that is unreal. She asserts the police are supposed to protect and help the citizens. She states it is no wonder the young men are going to jail and being involved in these types of crimes. She claims that whether the people should or should not be doing what they are doing is beside the point. The citizens should be protected. She contends the police force is not "getting it". She too asserts the old and young people don't trust the police and don't like the police.

Mr. Marty Wall expressed his appreciation to the Police Department for some of the recent arrests. However, the traffic situation is "off the chart". He recounted an incident on Wisconsin Avenue in which a pedestrian was struck by someone going through a red light, recent hit-and-run deaths, and of individuals speeding 60 mph on 76th & Burleigh during rush traffic. He believes all of this could be avoided if traffic was

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handled better. He believes that if the Chief made traffic a priority, all of this could be addressed in a matter of weeks.

6. ADJOURNMENT:

Commissioner O'Hear moved to adjourn the meeting, seconded by Commissioner Crouther. The motion carried unanimously.

The meeting concluded at 7:05 P.M.

Respectfully submitted,



MaryNell Regan
Executive Director

MNR:JS:jcs