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// A special Joint City Council and School Board Retreat meeting of the City of Lynchburg was held on the 30th day of October, 2018, at 4:00 P.M. in the Marie Waller Lecture Hall at E.C. Glass High School,

Treney Tweedy, President, presiding. The following Members were present:

Present: MaryJane Dolan, Jeff S. Helgeson, J. Randy Nelson, E. J. Turner Perrow,	
Sterling A. Wilder, Beau Wright, Treney Tweedy	7
Absent:	0

School Board Members

Present: Robert O. Brennan, Sharon Y. Carter, James E. Coleman, Belle H. Evans,	
Atul Gupta, Charleta F. Mason, Michael J. Niles, Kimberly A. Sinha, Susan D. Morrison	9
Absent:	0

// Mayor Tweedy and School Board Chair Morrison welcomed everyone to City Council and City School Board retreat joint meeting.

// Mayor Tweedy gave a brief overview of the Agenda, anticipated outcomes, reflection questions, and brief report outs which will consist of group work facilitated by Superintendent Crystal Edwards and City Manager Bonnie Svrcek. She also mentioned a recap of City Council/School Board Work Session on February 7, 2017.

// Superintendent Crystal Edwards and City Manager Bonnie Svrcek facilitated the Reflection Questions and Brief Reports Outs (Group Work). The three proposed questions are as follows:

1. What are three (3) characteristics of an excellent school system?
2. What are two (2) major priorities facing our schools?
3. How can we work together to advance the City's legislative priority to "fully fund the Standards of Quality (SOQ), including support staff costs and categorical incentive funds for At-Risk students and restore funding from cuts to education over the last biennium?"

Dr. Edwards gave points regarding the Council/School Board Retreat to follow during group work:

- Have an Open Mind
- Stay on Topic
- Take Turns
- Listen for Understanding
- Be Mindful of Time

// Superintendent Crystal Edwards and City Manager Bonnie Svrcek facilitated reflection questions and brief reports out which consist of four (4) groups:

<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>
S. Morrison	J. Coleman	C. Mason	T. Perrow
R. Brennan	S. Wilder	MJ. Dolan	K. Sinha
M. Niles	T. Tweedy	A. Gupta	S. Carter
J. Helgeson	B. Evans	B. Wright	R. Nelson

The first proposed question:

1. What are three (3) characteristics of an excellent school system?

Groups 1 and 2 – School Member Niles listed some of the characteristics that were mentioned from the groups:

- Safety in Schools
- Kids learning
- Happy
- High achievements for all students (include scholastic and athletics for all students)
- Engage Staff operating efficiency
- Success academy for all students
- High achievements for all students
- Safe school facilities
- Strong parental, community engagement, and investment
- Achieving accreditation for all schools demographics
- Getting into high paying careers
- Post-Secondary education
- Dual demography
- Stellar programs that leads to students graduating
- Graduating into high paying careers
- Teaching to lead students after graduation
- All schools accredited
- Great modern facilities
- Accepting culture that embraces all students
- All students' needs are met
- Accepting culture that embraces all learners
- Building Administrative receiving excellence
- All students receiving excellence
- Students and all staff feel safe and secure
- A chance for all students to be successful regardless of the path
- All students and staff feel valued

School Member Coleman stated that it was interesting that the two Council members in Group 2 was concerned with accreditation and other supporting things that will result in seeing the same thoughts being reflected. School Member Morrison stated for anything to happen in the schools the students and staff

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must feel safe and have a safe place to learn and work that includes facilities that are suitable and equitable to meet the needs for students and teachers. School Member Brennan stated there must be high satisfaction among all different partners which are the students, families, and staff that are supported in the system and they are satisfied with that system which is a high rank in the system. School Member Carter concern was strong parental and community engagement that is essential for students.

Groups 3 and 4 characteristics - Council Member Wright

- 100% accredited, no gaps
- State of the art facilities
- High performing student
- A system that embrace diversity
- Expect the best for all kids
- Support the public schools
- Teachers ability to demonstrate Math and they should be highly motivated
- Council and School Board work together to support the Public Schools
- Maintain high qualified staff
- Intense parental and community engagement

Council Member Wright noted some of the same items were captured in both sessions such as accreditation, good school facilities, culture and diversity. School Member Carter stated we should try to match the funds, resources and teachers to the students that are having difficulties to determine the best practice and best solutions to eliminate those gaps. She went on to say we are not just talking about it, but actively pursuing it as well. School Member Gupta stated once we eliminate these gaps we are expected to achieve higher learning like other school systems. Council Member Nelson noted one observation that many things are similar such as high quality, excellence, continuation of high performing staff, teachers and excellent facilities. One obvious element that was not on the list was funding. Council Member Helgeson stated that a lot of their discussion in the group was around big picture things as opposed to the metric. What we need is for students to learn and think. What makes a great school system are the big things, including school safety and happy teachers. School Member Brennan stated a high performance school board is necessary to have high performance schools. What happens in the schools has a lot to do with what the school board does and it extends to City Council's leadership to have high achieving scores.

Dr. Edwards changed the groups with the second proposed question:

2. What are two major priorities facing our schools? Each person was asked to write down two major priorities facing our school system, not as a group but individually.

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<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>
S. Morrison	R. Brennan	M. Niles	J. Helgeson
S. Sterling	J. Coleman	B. Evans	K. Sinha
MJ. Dolan	B. Wright	A. Gupta	S. Carter
K. Sinha	R. Nelson	T. Perrow	T. Tweedy

Group 4 - Questions #2

T. Tweedy questions and comments

- Increasing staff salaries. We would like to increase staff and teachers salary bringing it up to the minimum where they need to be and beyond. What do we do to continue to be efficient and successful by meeting all the needs?
- Achievement Gap- I agree with School Member Gupta statement we need to limit all the achievement gaps where ever they are.

C. Mason questions and comments

- Parent Involvement – When our parents are involved our students win. Find innovate and creative ways to engage our parents and families.
- Gap between Students and sub-group. I agree we need to work diligently to limit sub-groups and limit gaps between sub-groups, to get to the point where gaps and disparity are unacceptable. We should not be talking about the scores for black students, Hispanic students and white students. We don't lower the bar for sub-groups; we lift our students to reach the bar.

S. Carter questions and comments

- Operating within your means – Budgets do not mean we are not going to locate other funds and revenue opportunities to accomplish goals, but we must also recognize some cuts will be necessary.
- Parental Involvement Pre-K through high school – Parents send their children to school and they want them to be productive and have a good day. They may need other services to help them and some may not. Parents are doing the best they can and we need to continue to encourage parental involvement.

J. Helgeson questions and comments

- Salaries and Compensation – It is definitely a function of the school board who really have a say. Over the last several years there were hundreds of extra employees that were added in spite of having fewer students.
- Salaries plus a new elementary building – That is a priority, but given the high debit service capacity we need to work very closely as a team. When the superintendent came before Council she realized that the schools are part of the City. We have challenges as a City from the hurricanes, floods, heavy rains and working together would be best.

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Group 3 – Questions #2

T. Perrow – questions

- Quit having excuses and have accountability and demand results – The Lynchburg City Schools have the highest cost per student in the Commonwealth except Charlottesville and Fairfax. We are not having the results Fairfax is having. If we are paying full value there is an expectation we should receive full value. We are seeing improvement, but the price we are paying per student should have better results than we are having.
- Competition with private schools – My children attend private school and I don't want them to learn by the SOL, I want them to be free thinkers, and for teachers to be able to teach and not teach to a particular format (like one size fits all). I want the teachers to be able to do what they do and that is why I choose to send my children to private schools.

A. Gupta questions and comments

- Excellence and closing the Achievement Gap – I agree that we need excellent education for all students. Our goal to reduce the achievement gap is a priority.
- Preparing Students for Workforce – I agree we have to train our students for the workforce because if we don't, we are not doing our job well. Our foundation is building from elementary school to middle school then high school. We need to build that foundation for high tech education for those students and for our future generation.

B. Evans - questions and comments

- Facilities – old buildings, small schools, bus routes are complicated - Facilities are a big issue. We have a lot of buildings that are old, and need work. The idea of a new elementary school – the bigger issue comes down to funding and figuring how to pay for the new elementary school. A big problem coming up for the school board, what comes first and how do we prioritize what is most important for the schools.
- Curriculum that is comprehensive and inclusive around race in all subjects – It deals with the achievement gap and what we have been talking about to get rid of the achievement gap between subjects.

M. Niles – questions and comments:

- Funding teachers' salaries and maintain high quality staff – It is a priority for the school board this year and a lot of serious effort has been devoted to try and improve teachers' salaries and provide them some confidence in future increases. It reflects on everything we are trying to do. If we have a high turnover in staff it is hard on everyone including students, schools, and principals, which relates to the new elementary school facilities.
- Operational - The school division has a lot of older buildings, small schools, very complicated bus routes and scheduling issues. It would take an investment to be able to consolidate the schools,

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bus routes, and scheduling operational efficiencies. We have a lot of expectations on the school system, everyone has opinions about education.

B. Wright – questions and comments

- Staff Salaries – Plays a large role in recruitment, retention, and turnover. It would be really interested to know, “what is the number one cost of turnover”, we need to think strategically about how we hire, how would you expect teachers to come in every single day to stay motivated for years on end without some sort of expectations that they would be modestly rewarded for their efforts. To know our teachers have not received wage increases for many years, talked with a 20 year veteran with the school system who is making \$50,000, which is shocking and not appropriate of what we expect of our teachers. I think teachers' salary is huge and need to be addressed.
- Facilities – Like the teachers' salaries, the staff, teachers, and students need to come to school in the best facilities we can provide. I am not saying it is going to be perfect it will require a lot of work and sacrifice but we should give them every opportunity to do their best work.

J. Coleman – questions and comments

- Diverse Facility and Teachers shortage – Governor Northam has acknowledged there is a teacher shortage in the Commonwealth of Virginia. I agree we need to take a hard look at diverse facility and teacher shortages, changing teacher licensing processes dealing with giving local school boards and superintendents the opportunity to waive certain licenses for individuals who hold provisional licenses. We are going to have to be creative, innovate, and sensitive. In some of our core areas we really need teachers. Finally a debate on whether or not we have to put in front of the students someone who looks like them before they can learn. I reject that notion, I do not necessarily believe that the student should see someone in front of him or her that looks like the student. The teacher certainly has to relate, however I do believe when we talk about diverse teachers there is a great need for us to look at that because maybe there are teachers in other places in our country that could come and help us. This is a real issue that has to be talked about and when you talk about it you cannot label the messenger as being one way or the other. We have a problem with diverse teachers, it is hard to get men in the classroom, and we need more African Americans in the classroom. We need to start legislatively working a little harder taking some voting initiatives in that area.
- State of the Art Buildings – I agree with bringing the school buildings up to date.

R. Brennan – questions and comments

- Salaries – Since I have been on the school board for one year, I am impressed by the enthusiastic, giving and amazing staffs. When you go into the schools, you see how the teachers and staff are so kind and challenging to the students. To maintain that level in our schools, I do

think we need to pay our teachers to recognize the challenges they are facing. We are in an urban school system different from our surrounding counties. Put the teachers in a range where we recognize that you are doing a great job. The school board continues to talk about the teachers are on a lower scale in surrounding counties, but so is our support staff. Our bus drivers are below the poverty level in their salaries. We are also talking about our staff and bus drivers under the poverty level. If we are going to have success in schools, and teachers that will be committed and stay so we don't have to continue training them, we need to compensate them in an equitable manner. One final comment on the percentage per student in our school system if you look at similar cities like Roanoke, Harrisonburg and Winchester is that we all spend about \$12,000 per student per year; while Charlottesville spends \$16,000; they get less State funding and more City funding because they are in that situation where their City can afford that.

- Creating, Innovating, and Education for the desire of future funding - How can we do funding differently? The pool of funding from the city is small and there are other challenges of the city. What ways can we come up with that would be innovative and ways we can do it in the city schools? We want to watch our budget, and we need more partnerships with private organizations and corporations that are willing to fund our educational systems. New ways of funding is very important for us so we will keep working on that.

R. Nelson- questions and comments

- Our dire school facility need.- We have some modern technologically advanced buildings and facilities, but we also have some debilitated buildings that have been here for a good part of the 20th century. That can translate into unequal educational opportunities for the students that have the best of the best and students that are learning in older facilities. It impacts the quality and quantity of our education, and our budget because it costs more to maintain and operate an older building and facilities than it does to operate a state of the art building. Having these challenges not only creates the inequality of education, but puts strain on our budget if we could afford to upgrade appropriately.
- Achievement Gaps – We have addressed that but clearly there are reasons for achievement gaps and everyone wants to focus on their favorite target, but the first thing we do need to deal with is what happens or did not happen to the student before coming to Kindergarten. The pre-school readiness is essential to every student for success and some students are blessed with warm encouraging enriched educational structure in their homes, communities, and church groups. Other children don't have those opportunities and benefits. I am not sure the school division can do a lot about that but I hope the Bridges to Poverty Initiatives will in some sufficient way make an impact on all our children who come to Kindergarten, ready, willing and able to learn and make the most the school division has to offer the students and their families. Another issue is Parental Engagement; if we had community groups involved in our schools that translate into education

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being valued and important. Everyone has a role model whether it is good or negative role models an example for how one should behave and how to inspire children. The last element of the achievement gap pertains to instruction. Some teachers are outstanding and master of their subject matter who can effectively motivate and manage classrooms. Other teachers lack the same experience, which impacts students learning. Teachers will improve as they gain additional experience, which will directly impact the achievement gap.

K. Sinha – questions and comments

- Raising Staff and Facility Salaries – To bring the salaries to market rate for recruitment and retention. There should be some way to award merit and high performance for instructors to retain them.
- Increased focus on vocational and trade for students not college bound – This should go for every student to develop practical life skills for the person to gain the ability to do simple things. I like the opportunity for vocational and trade school and never lose sight because it is an important component for cultural and practical things.

MJ. Dolan – questions and comments

- Facility – I do know that we have some challenges in this area. We need to look at it very seriously and start addressing the issue.
- Behavior – I hear about teachers having so many behavioral issues in the classrooms. I think this is way we have to increase cost per student because we have to hire special people to come in and work through some of these behaviors. Behavior is a big issue and we need to figure out how we are going to address the behavioral issues in the classroom more efficiently.

S. Wilder – questions and comments

- Accreditation for all schools – It is an important area and we need to work together to make this happen.
- Prepare all Students for graduation and Beyond... Workforce readiness is so critical. Council is always looking at Economic Development when businesses are relocating to the City. When businesses are looking to locate to the City they are looking for business workforce opportunities and schools that are accredited.

S. Morrison – questions and comments

- Salary Compensation – It has been addressed several times already but we also need to find the compensation for employees as a school board and prioritize what our goals are and willing to make those tough decisions.
- The opportunity to advocate for ourselves with our Legislators – There are funds out there for our schools. As a group (city leaders and school board members) will travel to Richmond to meet with our Legislators to advocate for our schools. I think what happens after school is our biggest challenge because we have the students for a limited time during the day. We have to address those hours outside of school as the biggest challenge to make our students successful when the students are outside the classroom. How to ask for funds and use the funds differently.

City Manager Bonnie Svrcek presented the third question for the group:

3. How can we work together to advance the City's legislative priority to "fully fund the Standards of Quality (SOQ), including support staff costs and categorical incentive funds for At-Risk students and restore funding from cuts to education over the last biennium?"

Each group presented their thoughts and concerns on the question. One person from each group reported on the group discussed.

Group 1 – S. Morrison

- Go as a group to meet with Legislators
- Go to the Committees that can give money and state what money you need
- Advocate how to use the money differently (like the lottery money, not sure we are getting as much as we should or could be used in different ways)

Group 2 – J. Coleman

- The need for transparency to take place which will require conversation
- Recommend a sub-committee with School Board and Council Members to discuss issues around business development in Virginia

Group 3 – T. Perrow

- Economic
- Governor suggested an increase for teachers
- General Assembly pushing back in our spending to raise the Standard deduction to match the Federal Government, it will not be possible until next year, increase the spending with a presentation to the Finance Committee

Group 4 – T. Tweedy

- Lynchburg City is going to the Capital
- Meet in Lynchburg with our legislators
- Take business leaders with us to Richmond as the State is making significant investment two fold with our workforce and training process. It has to start back in elementary, middle and high schools and make significant progress with our workforce and training process
- Talk with our Leaders but also there are other Leaders that can hear our voices
- Keeping businesses involved, better partners and invest with them in this mission
- Has SOQ keep up with the reality of schools

// City Manager Bonnie Svrcek recapped the priorities that was discussed at the February 7, 2017 joint City Council and School Board Retreat. The four (4) priorities and ideas that were created at that work session with the focus on identification of concrete ideas to help accelerate the narrowing of the Achievement Gap included the following:

Priority Idea #1 - Culturally Competent Teacher's Program

- Culturally Competent Early Childhood Program
- Early Childhood Education
- Personal Interventions, Students, Teachers, Volunteers
- Minimizing discipline problems
- Cross-cultural awareness
- Offering wrap-round services to families of low achieving students
- Identify families who need support
- Erase digital divide

Priority Idea #2 – Family Support

- Focus on Family Support
- Root Causes
- Community/Partnership
- Professional Development

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- Motivation
- Opportunities/Mentoring

Priority Idea #3 – Instill a culture of Accountability at levels: Administration, Staff, Teachers and Students

- Expect accountability at all levels
- Treat students as individuals – (not as a member of a group)
- Focus on education for all
- Engagement
- Identify Needs
- Being Consistency in teaching subjects
- Strong Discipline

Priority Idea #4 – Community Engagement

- Engaging the Community (find innovative way to inspire students)
- Parental Support
- Teacher Training

// Superintendent Dr. Edwards provided information on Goal #4 from the meeting in February 2017

meeting with City Council and School Board regarding Goals for Family Support and Community

Engagement. The following are the concerns on Goals for Family Support and Community Engagement:

Priority Idea #4 – Community Engagement

- Engaging the Community (find innovative way to inspire students)
- Parental Support
- Teacher Training

Goal 1: - Student Growth, Development and Success

- Meet each student by need whatever that need is for that student to succeed
- Success for students after leaving Lynchburg City Schools

Goal 2 - Personnel Growth, Development and Success

- Human capital development and retention through a sound fiscal strategy
- Look beyond Schools of Education
- Accountability for what we expect
- Model what is expected
- Good customer services

Goal 3 – Fiscal Responsibility

- How we manage our funds
- Long range plans for our facilities

Goal 4 – Community Engagement and Involvement

- How do we identify our communities
- Provide parent/community learning
- Resources seeking more grants, partnership with businesses and colleges
- Life of a child during school year (7 hours in school; 8 hours sleep and 9 hours with family, we have to help all students)
- Opportunity Gaps (what can we do to reduce the opportunity gaps)
- What type of services can we offer to students that want to enter the workforce – what is out there and what can the City work with us on; how can we partner and able to look at those challenges in a different light
- Transportation

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A discussion in the groups about what resources are available for our students (looking at the workforce piece) and resources are available for our Families (different types of support is available).

Group 4 – S. Wilder

Services for Students

- Connect to various community centers – critical communication with the teachers/schools
- Career tech – offer to all without profiling
- Professional development for teachers/schools to understand what community (centers) can offer – different for each school – mapping of community resources

Services for Families

- Awareness of area resources for families
- Teachers' awareness of needs for families
- Business
- Connect with Bridges to Progress Initiatives
- Contiguity of communication families, teachers – (families centers)
- Accessible transportation options via a centralized platform (example; Dr. John Salman mobile app)

Group 3 – B. Wright

Services for Students

- Mentoring program from Pre-K through 12th Grade similar to the Portland, OR initiative called "Friends of the Children" which is a nonprofit organization dedicated breaking the cycle of poverty

Services for Families

- Centralize transportation hub for community. A centralized no cost transportation that families and students can use.

Council Member Wright mentioned a "centralized transportation hub for the community" like Dr. John Salmon's MoveUp ridesharing app that is being created to connect drivers and riders throughout Lynchburg.

Group 2 – K. Sinha

Services for Students

- Workforce readiness, learning the soft skills that are required for work. You can hire a worker but you have to teach a skill. What is available to help with that job readiness for high school students? Need programs for character building, skill building and achievement which would be part of their process. This would help for time when students are not in school, give them places to go and productive things to do. For students to think forward and think about their future. Perhaps if there were job fairs, internships or some type of mentor programs it might expose them to more opportunities. This would have to be a business partnership with businesses. School Member Sinha said her group focused on work readiness and the need for soft skills like character building for high school students. Ms. Sinha suggested having students be involved in

programs such as Boy Scouts, Big Brothers and Big Sisters and other groups to promote internships and apprenticeships to prepare students for life after graduation.

Group 1 – R. Nelson
Services for Students

- For high school students that are not persuading college bound curricular probably don't feel the same type of pride and value as students that are pursuing college curricular. More value on the general degree particularly students that are pursuing vocational training. Place a value and significance on that general degree in vocational trade skills. Placing a higher value on the general degree.
- The career tech side for services for students. Is there a good connection with Tech Hire career teachers and staff with a link with local businesses? Don't know how well we are doing in that area, so we need to do something so students can see what jobs are available. For instance certification programs that lead to opportunities. The area we need to emphasize more is work with local businesses. Talking with local businesses it is not the skills, but the work ethic for persons to show up on time and work the required time.

Services for Families

- There are a lot of services in Lynchburg that are available for families that need to be coordinated by getting the word out that this is available. Families and students will have to get there. Transportation is a big issue depending on where people live.
- Businesses and community outreach allows for vocational students to find a reality with employment. Students can visualize the building that they might work in one day and the type of things they will be doing.

Council Member Nelson mentioned students are given the opportunity to visit colleges or universities to envision their future, students pursuing a vocational education can visit businesses they might work in after graduation. School Member Morrison suggested the school division have a celebration similar to career or athletic signing day for students who enter into the workforce after graduation.

After all the groups reported, Dr. Edwards stated the next steps we should take for these concepts discussed and put them into action. The school board should collect these concepts, put into place or an action plan that is easy to follow. I like the idea of seeing yourself in the business concept by visiting a business that students might want to work for the same way as college bound students visit the colleges and universities they are interested in attending. We talked about the soft skills and how do we not wait until students have graduated from high school to implement these skills. School Member Coleman mentioned as we talk out all these concepts and soft skills, he was wondering whether the City vision a

great place to live, work and play, could add “learn” to that statement. If you are interested in connecting all those dots, learning is essential (parking lot item).

// Deputy Superintendent Ben Copeland gave an overview of the Long Range/Facilities Plan for Lynchburg Public Schools. From a facilities perspective there are three items to consider:

- Renewal
- Renovation
- Replacement
 - o Avoid the practice of running your equipment until it fails
 - o Fix and replace equipment in major system before it reaches life expectancy
 - o Provide the best educational facilities for students

Dr. Copeland provided a report on the replacement of Sandusky Elementary School. The current building has 47,000 square feet with 350 students and the new proposal is for 90,000 square feet to accommodate 600 students. Look at the best instructional practices used and design into the building. We are at this point with Sandusky Elementary School and I hope to get the support for replacement of that building. A new building is crucial so the students that attend Sandusky Elementary will have a building that meets the educational needs of this century. We have to provide more resources, which is space that provides educational facilities to help with the growing needs. It would be some saving in consolidation. Efficiency and consolidation comes from the principal position, the nurse, and guidance counselor. The teachers are really needed because we are picking up students and moving them somewhere else. We will be looking at school zones and possibly the consolidation of a smaller school.

// School Board Chair Morrison thanked everyone for attending and stated she received great ideas and encouraged dialogue among everyone. She appreciates the work of the staff and looks forward for our next steps for participating and coming up with good ideas. Everyone here wants what is best for kids and it is encouraging to have this type of dialogue. Mayor Tweedy also thanked everyone and stated that time was well spent discussing the future of the City and Schools. We spent the time to listen, talk and to brain storm. Mayor Tweedy shared the following additional comments:

- We are more alike in our thinking than we are different
- We all want what is best for our students, families, residents and constituents. The educational system and the success affect us all.
- Strong success of education that serves drivers for our City (success and equal line driven for our City).
- Wants responsible fiscal investment (our schools are an investment)
- Striving City that supports long term vision (live, work, play and learn)
- Propensity for our community
- New expectations and standards for a new path way going forward
- Creating new expectations of educational standards
- Economic drivers for the City

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- We have to invest in our education and in our buildings
- We are responsible for creating the vision and narrative for our neighborhoods to make the hard decisions and find the steps towards solutions
- How do we develop our own talent pool like salaries
- Our human capital in the City is very important
- Poverty among our students, families, neighborhoods and staff is very real
- Outcome, Action, Collaboration, Vision, New Investment, New Partnerships, New Opportunities; I think the ideas of sub-committee are important, more work for people, but I think they are good. With that I leave all this with Superintendent Dr. Edwards and City Manager Bonnie Svrcek to figure out the details.

// The meeting was adjourned at 7:50 P.M.