

**MINUTES OF WORK SESSION
OF THE NEWPORT NEWS CITY COUNCIL
AND THE NEWPORT NEWS SCHOOL BOARD
HELD IN THE DOWNING-GROSS CULTURAL ARTS CENTER – BANQUET ROOM
12410 WICKHAM AVENUE
January 22, 2019
2:55 p.m.**

PRESENT: McKinley L. Price, DDS; Sharon P. Scott, MPA; Tina L. Vick; Patricia P. Woodbury; Saundra N. Cherry, D. Min; Marcellus L. Harris III; and David H. Jenkins-----7

ABSENT: -----0

OTHERS PRESENT: Cynthia Rohlf; Collins L. Owens; Mabel Washington Jenkins; Joye Thompkins; Darlene Bradberry; Shelia McAllister; Lisa Cipriano; Cory Cloud; Constantinos Velissarios; Maria Abilar; Susan Goodwin; Florence Kingston; Venerria Thomas; Everett Skipper; Louis Martinez; Frank James; Sonia Alcantara-Antoine; Chief Steve Drew; Janice Roach; Jeffrey Nelson; MaRhonda Echols; Dale Goode; Erica Woods-Warrior; Mike Nichols; Alan Archer; David Freeman; Kim Lee; Eoghan Miller; Clara O’Connell; Joye Thompkins; Zina Middleton; and Josh Reyes

I. Bond Sale Update

City Manager Rohlf stated she wanted to share the good news pertaining to the City’s bond ratings. She introduced Ms. Lisa Cipriano, Director, Department of Budget & Evaluation, to share information on the Bond Sale (a copy of the presentation, “Bond Sale”, is attached and made a part of these minutes).

Ms. Cipriano stated “The Good News” was that Moody’s affirmed that the City’s General Obligation Bond rating was Aa1, and the S&P rating was AA+. She noted with S&P the City had an outlook that was rated as stable, and had gotten an indication that the City would be upgraded from stable to positive. The rating would last two years, provided no down turns in the economy.

Ms. Cipriano advised the City’s General Obligation Bond issue:

- Sale of \$85,795 million of new money
 - January 15, 2019
 - A Competitive Sale, 20-Year Bonds (General CIP Projects and Fourth Parking faculty Infracstruture)

- High Attention to this sale
 - 12 Bidders – highest ever
- True Interest Cost (TIC) – 2.9515%
- Premium of \$7,656,995

Ms. Cipriano noted comparison to the last City General Obligation Bond:

- Last Bond Sale – May 2017
- Sold \$59.455 million
- Competitive Bond Sale, 20-year bonds
- 8 Bidders
- True Interest Cost (TIC) – 2.6021%
- Premium - \$7,415,896

Ms. Cipriano noted what the Bond rating agencies said about the City's General Obligation Bond debt:

- Moody's
 - Strengths
 - Sizeable and Growing Tax Base, Stable Military Presence
 - Strong Financial Management, Stable Multi-year Reserves
 - Challenges
 - Resident income below other Aa1 cities nationally
 - Elevated debt and pension burden compared to other median Aa1 cities
- S&P
 - Strengths
 - Very strong management, strong financial policies and practices
 - Very strong budgetary performance, flexibility and liquidity
 - Strong debt and contingent liability
 - Challenges
 - Improve increased income and wealth levels
 - Some economic concentration in federal and manufacturing sectors, with minor negative impact

Ms. Cipriano advised that the City's Financial Manager watched the markets very closely. She stated the sales would be postponed should anything change. Staff did not anticipate any problems with the sales.

Councilwoman Cherry inquired of comparable which Cities "below resident income" was and their population. This appeared to be a challenge for the City each time there was a bond rating. She stated, if the City was not moving beyond this same challenge, it may eventually cause a problem. Ms. Cipriano replied that the rating agencies compared the City to the State of Virginia and other localities with the same type of ratings. She advised that the City of Norfolk would go to the bond market the week of January 28, 2019. She indicated S&P ranked their score card at 82%, the City needed to get an 85% or higher to be more positive on the income loan to get to the next rating. Councilwoman Cherry questioned the score card for Moody's. Ms. Cipriano replied Moody's did not have a range. Councilwoman Cherry stated she was glad the City did well, but every time the City received a report, the challenges remained the same of "resident income below" other Aa1 cities. And if size did not matter; how one managed its finances was the true key to the ratings.

City Manager Rohlf advised that the City was upfront with the bond agencies about what was going on in the Southeast Community, redevelopment, CNI projects, revitalization, and investment efforts. Those were the type of items the bond agencies were looking at and they were pleased that the City made that information known. She stated there were other influencing factors, there were things that needed to be done in the City and community to ensure those numbers changed. Vice Mayor Vick indicated she was surprised that the City of Newport News, with a population of 180,000, was compared to the City of Norfolk whose population was 230,000. Ms. Cipriano replied that was how they created the score card, regardless of the population, the rating was also based credit. City Manager Rohlf replied it was not based on population but based on cities in the same categories and with other cities with the same rating. Ms. Cipriano shared the difference between the City of Newport News and the City of Norfolk was that Norfolk was AA+ and the Newport News was at AA Stable.

II. Youth & Gang Program Briefing

City Manager Rohlf introduced Mr. Alan Archer, Assistant City Manager, to provide an overview of the Comprehensive Strategic Plan for Violence Prevention and Response (a copy of the presentation, "Building Better Futures, City of Newport News Youth and Gang Violence Prevention Initiative 2019 - 2021", is attached and made a part of these minutes).

Mr. Archer shared that in FY 2014, the City Council dedicated \$1.1 million in local general fund tax dollars to fund the Youth and Gang Violence Prevention Initiative to

prevent further gang involvement and other at-risk behavior for youth and young adults between 16 and 24 years of age. The National Gang Center provided initial technical support to help the City identify and implement best practices to start-up the Office on Youth and Gang Violence Prevention.

Mr. Archer advised as part of this initiative which was known today as Building Better Futures, juvenile justice, public safety agencies, and stakeholders discussed intervention strategies to engage the youth and young adult population. The agencies involved included representatives from Youth and Gang Violence Prevention, Police, Department of Juvenile Services, Human Services, Court Services, Sheriff's Office, Commonwealth Attorney's Office, Adult Probation, and Newport News Public Schools.

Mr. Archer noted during subsequent years, a growing emphasis was placed on providing summer employment opportunities for youth and young adults through the Summer Training and Enrichment Program (STEP). The STEP program received recognition by Federal and State Legislators, the Virginia Municipal League, and the Peninsula Workforce Development Board.

Mr. Archer indicated, as the City Manager's Office looked forward to enhance the work the City began five-years ago, the City understood it was necessary to re-engage stakeholders and the community in a new comprehensive strategic planning process to reduce community violence.

Mr. Archer stated in accordance with public procurement, Carrington Consulting, LLC, was selected through a competitive Request for Proposal (RFP) process and retained on March 6, 2018, to lead a strategic planning engagement with technical support from Cities United.

Mr. Archer advised, over a six-month period of time, the Strategic Planning Steering Committee participated in structured exercises to construct a collaborative blueprint for change. The meetings, included cursory reviews of organizational capacity and agency culture, a preliminary environmental scan, the collection of primary qualitative data, and strategy sessions with City representatives and stakeholders. In addition to the meetings previously mentioned, Carrington Consulting, LLC continued as follows:

- Engaged over 200 community stakeholders to address strategies to prevent violence in the City of Newport News.
- Held 3 citywide meetings, 2 public community meetings, 6 stakeholder planning meetings, 5 agency-specific field interviews, and 18 focus groups.

Mr. Archer shared results, the Comprehensive Strategic Plan for Violence Prevention and Response positioned the City to be widely recognized as one of the safest and most livable cities in the state. This would be accomplished as follows:

- Realigning the City's organizational structure that included the Street Outreach Team under the newly established Community and Youth Outreach Division in the Newport News Police Department.
- Improving the quality of life for youth and families in the City of Newport News by aligning 6 strategic goals with the Prevention, Intervention, Enforcement, and Reentry Model.
- Focusing violence reduction activities in neighborhoods where crime remains a problem. Those neighborhoods included Ridley Circle, Marshall Courts, and Courthouse/Beechmont areas.

Mr. Archer shared the new vision of Building Better Futures was to inspire hope and improve the quality of life for youth and families in the City of Newport News. He stated most importantly, this vision transitioned the City's existing program-oriented framework to a systemic prioritization of violence reduction activities in which sustainable collaboration occurred across agencies to provide greater accountability and focus through the use of performance metrics.

Mr. Archer noted the City's objective was to review the "draft plan" with City Council and respond to any questions prior to implementation. He introduced the presenters, Dr. Erica Woods-Warrior with Carrington Consulting, LLC and Newport News Chief of Police Steve Drew.

Dr. Woods-Warrior advised that some of the challenges of community violence in Newport News were as follows:

- 1 in 28 people were victims to either violent or property crime
- Higher crime rate than 94% of the State of Virginia's cities and towns
- Best Places (2018) and Movoto (2018) have suggested that Newport News was among the most dangerous places to live in the Commonwealth of Virginia based upon the FBI Uniform Crime Report

- When ranking crime on a scale of 1 (low crime score) to 100 (high crime score), Newport News received a violent crime score of 38.2 and property crime score was 44.7

Chief Drew shared that there had been some restructuring and reorganization within the Police Department. In January – June 2018, there were 16 homicides in the City, and from July – December 2018 there were 8 homicides, which was a 50% decrease. Chief Drew indicated 22 days into January 2019, the City was at a 21% reduction in violent crime. In the month of January 2018 there were 13 shootings, and only two (2) shootings in January 2019 with a lot of momentum moving forward. He advised, with increased Polices presence in the community and transparency, the community was more engaged. There were three (3) targeted areas in the City which included:

1. Ridley Circle
2. Marshall Courts
3. Courthouse Green/Beechmont

Dr. Woods-Warrior indicated that the hope was to focus on the targeted communities and to see a positive impact, and weaving throughout the entire City. It was not about piloting a project but a systemic type episode while touching every age of the City with youth programs and community involvement. The newly established mission of the Building Better Futures Initiative (BBFI) was to reduce violence and inspire hope to improve the quality of life for youth and families in the City of Newport News. BBFI was final integration and branding of once what was known as the Youth and Gang Violence Prevention efforts.

Chief Drew indicated the measures and outcome for BBFI were shown. Implementation began in October 2018, the out staffing presentations with Precinct Captains to understand and gather information on what was happening in the neighborhood, what street, what house, what hotel, what street corner, what convenience store were the problems occurring. Chief Drew noted the high crime rates were in the Ridley Circle, Marshall Courts, and Courthouse Green/Beechmont areas. If Council looked at information and stats from 2018, the same three areas were high crime areas. During the Intel meetings, he wanted to see a decrease in crime in those three areas. He shared that every Thursday the NNPD reviewed crime stats, trends, strategies, and goals. The NNPD had to talk about responsibility, accountability and ownership to ensure everyone was on the same page.

Vice Mayor Vick indicated, while discussing accountability, the biggest piece sounded very small; however, could create dividends and make people responsible. She stated she walked in different neighborhoods in the Southeast Community and those residents in the Ridley Circle and Marshall Courts neighborhoods had not been involved with trash pick-up in their own yards, and she believed that management should encourage residents to keep the property clean.

Just because the residents rent was subsidized did not mean the residents should not be held accountable for the upkeep of the property. She further believed that the Newport News Redevelopment and Housing Authority (NNRHA) had to enforce those rules and be more involved in those communities. Chief Drew agreed. The NNPD would meet with the apartment manager and discussed having Community Days to include different City resource vendor tables, and have hot dogs and hamburgers available, to get residents involved, to discuss issues and concerns and inform residents to take ownership of their community. Building maintenance and management all played a vital role. Chief Drew indicated, conduct a follow up would be done to see what was happening in the neighborhood and whether that community was taking ownership and responsibility of their neighborhood. Everyone needed to take ownership, NNRHA, management, and residents. Vice Mayor Vick shared that over the years, residents complained about getting building maintenance issues resolved, but the maintenance staff was cleaning the property. That taught the residents and young people that you can litter and someone else would be responsible for the clean-up, which sent the wrong message. Councilwoman Scott agreed, but said unfortunately, in a community like Courthouse Green where it was under an association. At first, there was a homeowners association but now a lot of the properties were rentals. Moving forward, the City had to see how to get the community engaged, to try to get the community to want to do something to get involved. Chief Drew replied that was correct, the North Precinct Captain met with a group of five or six residents at Courthouse Green. The North Precinct Captain informed the group that she and Chief Drew would return in two weeks and he expected to see a better turn out. He stated approximately 35 residents showed at the next meeting and had a lot of issues and concerns. He requested that the residents pick three concerns from their list to focus on and at the next monthly meeting, there would be some results. The residents selected three apartments, where one had a mental illness issue that was not being addressed, and two had substance abuse concerns. He explained when the NNPD came back to do the community clean-up, he expected to see those 35 residents to be involved. When people saw community members, they wanted to be involved. When residents saw City agencies, they hoped to see people galvanize, build trust and provide commitment because most people want to see their community better. Councilwoman Scott indicated they did not want to get involved unless others were participating. She stated she was glad that the lighting concerns were being addressed, which was a major complaint along with vehicles blocking turn lanes.

Dr. Woods-Warrior indicated the process began with agency and community stakeholders and so everyone's voice could be included. There were 104 attendees at the first focus group meeting and 113 attendees at the second focus group meeting, so the engagement was there, people were seeing the urgency of community violence and other community concerns. After meeting with stakeholders, they were challenged to think about what could be done differently. Input and feedback was received from Juvenile Services, the Street Outreach Team, every agency in the City, faith-based leaders, young people and other grassroots and non-profits across the City. Data had been collected; however, there was an absence of quality data needed to

make the process successful. Agencies needed to be able to collect data with the ability to share that data across agencies and know how young people end up once they were judged or show the need for services, so our young people do not fall through the cracks. There were a lot of overlap in services and programs that were provided because agencies did not share the data and services needed by their clients (example: in September/October 2018, students who needed school supplies -- there were 25 City agencies and all of whom should have worked together to be more impactful). She shared the Strategic Planning Process Synopsis:

- BBFI engaged over 200 community stakeholders to address strategies to prevent violence in the City
- Three citywide meetings, two public community meetings, six stakeholder planning meetings, five agency-specific field interviews, and eighteen focus groups were held
- Data was collected from city staff, elected officials, non-profit leaders, business partners faith leaders, inmates, residents, etc.

Dr. Woods-Warrior noted that local data included information on:

- Homicide rates
- Non-violent and violent crime statistics
- Agency profile information
- School retention and graduation rates
- Offender recidivism
- Program completion rates

Dr. Woods-Warrior shared the Governance Structure and noted that the City Manager was at the head in Tier 1 over the Youth and Gang Violence Prevention and Reduction Plan for the City. The Building Better Futures Initiative would be realigned to support the strategic plan goals and would include 3 targeted governance teams:

- A Director/Lead and the BBFI Advisory Team: an individual to guide the collaborative implementation process and a subset of steering team stakeholders
- A BBFI Work Group: a collaborative subset of multi-sector BBFI agency leaders who would exchange crime reduction information on a biweekly basis under the joint guidance of the NNPD and Department of Human Services
- A BBFI Implementation Team to monitor assessment and goal achievement

Councilwoman Cherry inquired about the BBFI Advisory Team and the Steering Team. Dr. Woods-Warrior replied that the Steering Team provided guidance for strategic planning, once the plan was put into place, some of those members would be selected to stay on board in a major role to advise of proper implementation and of the plan itself. The Advisory Team had members from every agency in the City meeting regularly to ensure implementation would happen inside each of the agencies. The Advisory Team consisted of some of the Steering Team included members that consisted of Agency Directors (i.e. Commonwealth Attorney's Office, Juvenile Services, NNPD, Sheriff's Office, Newport News Redevelopment and Housing Authority, and other agencies). The Advisory Team also had subcommittees that were necessary moving forward to include a Policy and Procedure Team that would assist with data collection and a Case Management Team to keep track of the young people. The Implementation Team would be on a rolling basis and would serve two-year terms to consist of community members, young people, and others to ensure the objectives were reached.

Mr. Archer made points about the true value of the BBFI structures. The two subcommittees had met to discuss data collection and case management practices and could be added as BBFI moved forward. Ms. Woods-Warrior agreed, as the governance structure was brand new.

Councilwoman Cherry inquired about the Memorandum of Understanding (MOU) created in October 2018, so the interagency organizations were within the City or people/agencies outside the City. She also inquired about the cost. Mr. Archer replied the cost for the Strategic Plan, as present, had not been factored to-date. The MOU was a standard document to provide clarification around the roles that partners on the Steering Committee were asked to play moving the initiative forward. Agency Directors signed off to endorse their support as the City worked through the initial phases of the plan. Councilwoman Cherry indicated moving forward the questions about resources and funding would change. Mr. Archer replied yes, the MOU was to have the support of agencies as the plan moved forward.

Chief Drew shared there were challenges and issues about communication between what the schools, police, and juvenile justice could/could not release on juveniles. The BBFI had to create an atmosphere to eliminate some of those variables. He indicated that BBFI was not asking schools and juvenile justice to give a full report, but needed those agencies at the table and to get an understanding of what information was needed to assist young people who may be in the need of services all were City agencies and could be processed internally. The agencies needed to trust one other; however, because of strict guidelines, information could not be shared and some agencies were overly protective of the information. He noted, until all of the agencies got to a point where they trusted one another, while working for the best interest, those were real barriers. BBFI may not need all of the information, but some of the information was needed to better assist young people (i.e. behavior issues in school, activities they participate in the neighborhood, were

those young people in the juvenile justice system, etc.). Information that would violate ethics was not needed, but agencies needed to work together in order for young people to get the help needed.

Councilman Harris reminded, in 2018, City Council discussed the Serious or Habitual Offender Comprehensive Action Program (SHOCAP), which was a program to have information available and beneficial to a young person/young adult in need of services. He believed that the SHOCAP would have been a good resource, but was informed that the program was not ready to move forward. Ms. Woods-Warrior replied the MOU had been signed to participate in SHOCAP. There were two very different types of data. The SHOCAP data included young people that were serious habitual offenders whose offenses had gotten increasingly worse, and now that information could be shared with State approval. Maybe a young person had not been adjudicated and entered the system, but did not get incarcerated, which was outside of SHOCAP exchange data. What should happen would be to have the BBFI Advisory Team, Collaborative Work Group, and other stakeholders meet twice monthly to discuss and share the relevant data. Councilwoman Cherry indicated agencies were unable to share data in the past but are able to share due to State approval. Ms. Woods-Warrior replied the general concerns were about privacy and what could be shared about a adjudicated young person from one agency to another. There was information within Court Services and Juvenile Services that, by-law, agencies should not be privy to, which was both Federal and State. The difficulty was if a city-wide database had every piece of information that was in a young person's social history, of matters that were adjudicated, she questioned had Federal or State laws been violated. BBFI did not want to be put at risk due to liability and privacy issues. The MOU provided the opportunity to hire a consultant to perform the technology piece with the State Department of Juvenile Justice.

Mr. Archer noted that the State Department of Juvenile Justice was committed to work with BBFI on SHOCAP. Unfortunately there were some concerns as the database would be created, because of a misunderstanding of how the information would be used. He said the discussions would be more productive and meaningful once the database was developed, but has been met with some resistance.

Dr. Woods-Warrior shared the Revised Street Outreach Structure:

- Police Department (Direct Oversight)
 - BBFI Collaborative Work Group with Co-Chairs (Police and Human Services)
 - Youth Outreach (Case Manager)
 - Juvenile Services
 - Sheriff's Office
 - Human Services

- Data Analyst
- Court Services

Councilwoman Cherry advised that she had a number of questions for the group. City Manager Rohlf replied staff could review her questions and provide her with answers.

Chief Drew indicated that Street Outreach workers would be incorporated under the team of Captain Morgan, Assistant Chief Randall, and himself. The Street Outreach workers would be divided into three teams of two to cover the three neighborhoods of Ridley Circle, Marshall Courts and Courthouse Green/Beechmont. The Strategic Goals were as follows:

1. To increase the communication and coordination of services among agencies to serve gang involved youth more effectively
2. To reduce the number of violent incidents and improve community safety in targeted neighborhoods
3. To reduce the number of barriers of youth and young adults returning to the community
4. To equip school based staff with tools to meet the needs of gang-involved and violence-involved youth and young adults
5. To increase community awareness and participation in gang and youth violence prevention strategies and awareness
6. To engage members of the faith community as a partner in the Initiative

Chief Drew noted in-house training would take place, so not to miss the benchmarks, to have great communication and have everyone on the same page.

Mr. Archer noted some of the Primary Strategies:

- Coordination of cross-sector services for offending and non-offending youth and young adults
- Reorganization of public safety activities and personnel
- Increase citizen engagement in prevention, intervention enforcement, and re-entry efforts
- Improved training and coordination of services to include cross-sector professional development
- Improving de-escalation and suppression strategies to ensure balance and build trust among residents

Mr. Archer shared some of the noteworthy achievements in violence, prevention, intervention, enforcement, and re-entry:

- 2-12% reduction in crime in target neighborhoods since planning began and 5% overall for 2018
- NNPD Community Youth and Outreach Division development and transition
- NNPD had distributed 3,398 gunlocks since partnering with Project Child Safe
- The Community Work Alternative Program (CWAP) Partnership (NNPD, Juvenile Court Services Unit, the Juvenile Detention Center, and Juvenile Court judges)
 - Allows alternatives to juvenile outreach sentencing
- Every 15 minutes program helps students understand substance abuse and personal safety
- Deputy Sheriffs provide 14 gang-reduction programs
- Establishment of Neighborhood Watch Groups, Citizen Police Academies, Standing Together Against Neighborhood Crime Everyday (STANCE), and Police Athletic League (PAL)

Mr. Archer briefly went over the PIER Approach:

- Prevention
 - Preventing youth from becoming involved in violent behavior and gangs.
 - Focus on utilizing existing programs at non-profit organizations, the local public and private schools; and the faith-based community.
- Intervention
 - Intervening in the lives of young people who have a high risk of involvement or are already involve with crime

Includes:

 - Job training and placement
 - Recreation at safe placement
 - Mobilization of neighborhood residents and police in identifying community resources that serve youth.
- Enforcement
 - Enforcement from police, probation personnel, prosecutors schools, and court services.
 - Sharing of information with the community about gang activity.
 - Diffuse crises that arise from gang conflict.
 - Refer at-risk youth to community-based services.
- Re-entry
 - Re-entry strategies for assisting young adults in making an effective transition upon return to the community after incarceration.

- Example: Integrative probation and parole services that focus on job training, education, placement, and employment, housing assistance create methods to encourage non-violent gang members to re-enter their communities upon release

Mr. Archer stated the BBFI Five Priorities were as follows:

1. Use data consistently to inform responsive internal systems and external activities.
 - Ensure timely and consistent use and sharing of relevant data and data system to improve efficiency, effectiveness, and responsiveness in all service areas.
2. Target effort toward family and youth programming to ensure healthy and safe communities.
 - Redefine the outreach mission as public engagement and impact, and develop approaches to improve communication, participation and use of services.
3. Maintain a competent and valued workforce through targeted workforce review, ongoing training, and program assessment.
 - Improve assessments of staff and emphasize the importance of service excellence through the allocation of training and support to departments and programs. Identify supporting established benchmarks to assess and improve program and staff outcomes.
4. Emphasize policies and practices that reflect innovative trauma-informed violence reduction across all PIER strategies.
 - Become a trauma-informed city and implement appropriate practices and integrated services throughout all City divisions.
5. Leverage internal/external communication and branding to increase awareness and expand collaboration.
 - Develop both internal and external communication strategies that included the use of a standardized brand to illustrate the distinctive character and services of BBFI and the City of Newport News.

Mr. Archer noted the recent improvements and an overall crime reduction of 5.1 percent. He thanked Chief Drew for the press conference held January 15, 2018 at NNPD Headquarter Community Room (9710 Jefferson Avenue) and all of the information shared and being transparent. He shared the CORE Changes that would make BBFI successful:

- Reorganization of NNPD
- Citywide focus on three (3) specific priority neighborhoods correlated with high violent crime

- Mandatory routine data collection
- Ongoing evaluation of policies and programs to reduce costs and increase effectiveness
- Redesign of STEP
- Reorganization of street outreach
- New Governance structure
 - Office of the City Manager provided oversight only
 - 3 Tiers of Governance
 - Implementation and evaluation support

Mr. Archer indicated the fiscal consideration shown as follows:

- Potential Cost Savings:
 - Street Outreach reorganization
 - STEP Redesign
 - Police Department reorganization
- Short-Term Expenses
 - Additional public safety Officers and NNPD Infrastructure Support
 - Strategic Plan Campaign
 - Implementation and Evaluation Lead (2 – 3 Years)

Mr. Archer shared the BBFI Strategic Communication Plan objectives included the following:

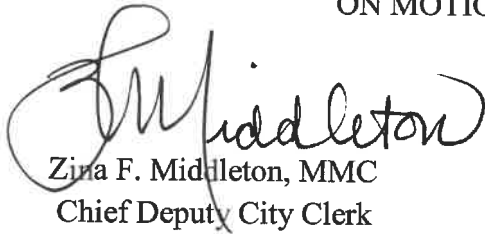
- To gain and maintain public trust and active support of BBFI violence reduction activities
- To restore balance and establish conditions for collaboration among residents, city agencies, schools, and partners
- To attract, retain, and sustain a quality force of volunteers to enhance violence reduction efforts
- To increase awareness of accurate crime occurrence and prevention information
- To increase access to City resource.

City Manager Rohlf thanked Dr. Woods-Warrior, Chief Steve Drew, Assistant City Manager Alan Archer, City staff and all involved. She indicated a lot of work went into the BBFI Comprehensive Strategic Plan presented. The group could come back to a future Work Session to answer questions.

III. Comments / Ideas / Suggestions

Mayor Price stated for the sake of time, he requested that City Council direct any comments to the City Manager.

THERE BEING NO FURTHER BUSINESS
ON MOTION, COUNCIL ADJOURNED 4:05 P.M.



Zina F. Middleton, MMC
Chief Deputy City Clerk

McKinley L. Price
Mayor
Presiding Officer

A true copy, teste:

City Clerk