

FERGUSON COMMISSION MEETING 11/9/2015

Page 1

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3 FERGUSON COMMISSION  
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5 RECORD OF PROCEEDINGS  
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7 NOVEMBER 9, 2015  
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12  
13 ST. LOUIS COMMUNITY COLLEGE-CORPORATE COLLEGE  
14 3221 McKelvey Road  
15 Bridgeton, MO 63044  
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21  
22 Reported by: Suzanne Benoist, RPR, CSR  
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Page 3

1 (Whereupon, the meeting began at 5:37 p.m.)  
2 MANAGING DIRECTOR JOHNSON-JAVOIS:  
3 Good evening everyone. This is the call and  
4 respond portion of the Ferguson Commission meeting,  
5 good evening. Thank you so much for coming this  
6 evening. As Commissioners are providing themselves  
7 with elbow room I would like to do the roll call.  
8 This is the 18th Ferguson Commission meeting, we  
9 are calling it to order now, November 9, 2015. We  
10 are here at St. Louis Community Corporate College  
11 located at 3221 McKelvey Road in Bridgeton.  
12 Commissioners in attendance tonight  
13 will you please state present as your name is  
14 called.  
15 Reverend Starsky Wilson.  
16 CO-CHAIRMAN WILSON: Present.  
17 MANAGING DIRECTOR JOHNSON-JAVOIS:  
18 Rich McClure.  
19 CO-CHAIRMAN MCCLURE: Present.  
20 MANAGING DIRECTOR JOHNSON-JAVOIS:  
21 Kevin Ahlbrand text to say that he would not be  
22 able to attend so he has an excused absence.  
23 Commissioner Rasheen Aldridge also  
24 has an excused absence.  
25 Pastor Traci Blackmon?

Page 2

1 APPEARANCES  
2  
3 CO-CHAIRS:  
4 Reverend Starsky Wilson  
5 Mr. Rich McClure  
6  
7 MANAGING DIRECTOR:  
8 Ms. Bethany Johnson-Javois  
9  
10 COMMISSION MEMBERS:  
11 Ms. Felicia Pulliam  
12 Ms. Becky James-Hatter  
13 Mr. T.R. Carr  
14 Ms. Brittany Packnett  
15 Mr. Byron Watson  
16 Ms. Rose Windmiller  
17 Mr. Scott Negwer  
18 Mr. Gabriel E. Gore  
19 Mr. Patrick Sly  
20 Rev. Traci Blackmon  
21  
22  
23  
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Page 4

1 COMMISSIONER BLACKMON: Present.  
2 MANAGING DIRECTOR JOHNSON-JAVOIS:  
3 T.R. Carr?  
4 COMMISSIONER CARR: Present.  
5 MANAGING DIRECTOR JOHNSON-JAVOIS:  
6 Gabe Gore.  
7 COMMISSIONER GORE: Present.  
8 MANAGING DIRECTOR JOHNSON-JAVOIS:  
9 Becky James-Hatter.  
10 COMMISSIONER JAMES-HATTER: Present.  
11 MANAGING DIRECTOR JOHNSON-JAVOIS:  
12 Daniel Isom.  
13 COMMISSIONER ISOM: Present.  
14 MANAGING DIRECTOR JOHNSON-JAVOIS:  
15 Scott Negwar.  
16 COMMISSIONER NEGWAR: Present.  
17 MANAGING DIRECTOR JOHNSON-JAVOIS:  
18 Brittany Packnett.  
19 COMMISSIONER PACKNETT: Present.  
20 MANAGING DIRECTOR JOHNSON-JAVOIS:  
21 Felicia Pulliam.  
22 COMMISSIONER PULLIAM: Present.  
23 MANAGING DIRECTOR JOHNSON-JAVOIS:  
24 Pat Sly.  
25 COMMISSIONER SLY: Present.

FERGUSON COMMISSION MEETING 11/9/2015

Page 5

1                   MANAGING DIRECTOR JOHNSON-JAVOIS:  
2 Byron Watson.  
3                   COMMISSIONER WATSON: Present.  
4                   MANAGING DIRECTOR JOHNSON-JAVOIS:  
5 And Rose Windmiller.  
6                   COMMISSIONER WINDMILLER: Present.  
7                   MANAGING DIRECTOR JOHNSON-JAVOIS:  
8 Thank you very much.  
9                   I'd like to ask first that Reverend  
10 Traci Blackmon come to provide invocation followed  
11 by Kelly Desloge, are you in the room? We'll have  
12 the welcome by Kelly who will come, the manager of  
13 business, finance and technology support in that  
14 order. Thank you.  
15                   COMMISSIONER BLACKMON: Good evening.  
16 Let us pray.  
17                   God, open our eyes that we might see,  
18 open our ears that we might hear, open our hearts  
19 and our minds that we might be changed. Amen.  
20                   MS. DESLOGE: Good evening. I'm  
21 Kelly Desloge, manager of finance and technology  
22 support for St. Louis community College Work Forces  
23 Solutions Group. On behalf of our chancellor Dr.  
24 Jeff Pitman and our associate vice chancellor Steve  
25 Long we want to welcome you to St. Louis Community

Page 6

1 College's Corporate College. They were unable to  
2 attend due to prior commitments.  
3                   At this location is Work Force  
4 Solutions Services. We offer programs and services  
5 designed to advance people, businesses and  
6 communities. The operating units of this division  
7 includes corporate services, continuing education  
8 and community services. At this site we have a  
9 testing and assessment center that hosts several  
10 certification tests for individuals and  
11 pre-employment assessments for corporate and  
12 government employers. We also have two high  
13 performance computer classrooms, training rooms and  
14 conference rooms that we do rent out for business  
15 events, classrooms and training sessions. Under  
16 the community services unit we partner with  
17 employers, community organizations, education and  
18 the government to create job opportunities for  
19 residents. We offer accelerated job training  
20 programs to help train adults for in-demand  
21 occupations. Some of those programs are grant  
22 funded and are offered at one of our campuses or at  
23 the MET center. There's a table outside the room  
24 where we have information about our programs and  
25 I've also left my business cards and other

Page 7

1 manager's business cards if any of you have any  
2 questions about our programs.  
3                   Again thank you and welcome.  
4                   CO-CHAIRMAN WILSON: Good evening.  
5 My name is Starsky Wilson, I'm pleased to stand as  
6 co-chair of the Commission with my friend Rich  
7 McClure. Glad to see all of you out on tonight.  
8 My job right now is just to frame a little bit  
9 about what we are going to be doing in tonight's  
10 meeting. We are pleased now, we note this is the  
11 first meeting since the Commission's report came  
12 out, the Forward Through Ferguson report was  
13 released at forwardthroughferguson.org on September  
14 14th. We have noted in just our gathering time  
15 that it may not be a good idea to give these guys  
16 too much time off because they come back kind of  
17 frisky and fun but we're pleased to be back  
18 together for this work and to continue to advance  
19 it forward.  
20                   We have been pleased in this time  
21 together since the release of the report to see  
22 responses from the community at various levels. We  
23 have been pleased to see the continued movement at  
24 the state level of members of the POST Commission  
25 as they consider the recommendations that were made

Page 8

1 by this body back in April, they began to respond  
2 to them in August as newly commissioned  
3 commissioners for that body gathered together and  
4 were given instruction to follow the direction of  
5 our groups that were gathered here and the citizens  
6 who engaged in this process to increase police  
7 standards in areas of use of force and anti-bias  
8 policing and in officer wellness. We've been  
9 pleased to see the continued movement through the  
10 Missouri Supreme Court and their municipal courts  
11 panel, the co-chairs that are there assembled and  
12 the working groups that they have established that  
13 align also with priorities that have been laid out  
14 on, in the Commission's report and their findings.  
15 We look forward to the responses that we see from  
16 both of those groups from the POST Commission on  
17 December 1st as they have a deadline then to come  
18 back with new regulations that align with  
19 Commission findings from the Governor and then also  
20 from the Missouri Supreme Court panel as they have  
21 direction to come back with some responses related  
22 to consolidation and in consideration of our board  
23 in March.  
24                   We've been most pleased quite  
25 frankly, we've been pleased to see some of the

FERGUSON COMMISSION MEETING 11/9/2015

Page 9

1 announcements that may align if aren't directly  
 2 connected as those in St. Louis County where the  
 3 county executive has made announcement and provided  
 4 some direction with input from folks like Chief  
 5 Isom related to police standards for the municipal  
 6 police departments in St. Louis County. We have  
 7 great appreciation for all of those office holders  
 8 who continued to respond to the report and to find  
 9 it valuable in their consideration, but most of all  
 10 to the citizens of the community who continue to  
 11 respond to this work, for the many folks who have  
 12 downloaded, who have read the report in their  
 13 public libraries which we encourage you to do if  
 14 you have not already, who have visited the some 50  
 15 plus stories of individuals in the community who  
 16 are impacted by the issues that are highlighted by  
 17 this report. We got a note last week, we were  
 18 asked at the report's release about putting  
 19 together an executive summary and we got a note  
 20 last week that a citizen actually put together  
 21 their own citizen's guide to reading the Forward  
 22 Through Ferguson report so we encourage you, there  
 23 are instructions there, if you only have five  
 24 minutes, if you've got 10 minutes, if you've got a  
 25 half hour or you've got lots of time on your hands

Page 10

1 and you need to get some sleep that there is a site  
 2 for you to link to, to respond to and to engage  
 3 with the report. We encourage, we continue to  
 4 encourage people to read the report, find your  
 5 place in it, find the things that align with your  
 6 respective community agendas in order to advance.  
 7 On tonight we go through this  
 8 important period of transition of the Commission  
 9 ownership of the report, to community ownership of  
 10 the report and a critical step there is a  
 11 transition to a core intermediary agency or  
 12 backbone support that will continue to define,  
 13 continue to gather, continue to host community  
 14 conversation, communication, evaluation and  
 15 measurement against the report's findings and our  
 16 progress to advance this work together. And so we  
 17 note that we need ownership from individuals, for  
 18 elected officials, CEOs, that we must all own this  
 19 work so tonight we'll have critical discussion  
 20 about an entity that will help us to move this work  
 21 forward and how we will orient that community  
 22 ownership and we invite your participation in such.  
 23 So welcome on behalf of the  
 24 Commissioners and my co-chair Rich McClure, we  
 25 thank you and invite you to join us in this work.

Page 11

1 I transition now to the leadership of  
 2 our dear sister Monique Thomas and the inspiration  
 3 that we have for continuing doing this work for the  
 4 next generation, she will come and give us guidance  
 5 on the next portion of our agenda.  
 6 MS. THOMAS: Good evening. So we are  
 7 going to go into our 18th polling session and so  
 8 don't worry if this is your first time, I'll walk  
 9 you through it. I see some new faces.  
 10 First just confirm, does everyone  
 11 have a keypad? Raise your hand if you don't have a  
 12 keypad but think you need a keypad.  
 13 All right. Okay. So it is our  
 14 tradition to get a sense of who's in the room  
 15 demographically and also because of some other work  
 16 we're doing around trauma informed communities also  
 17 get a sense of how you perceive that so your  
 18 answers are your own but first we're going to start  
 19 with a test question.  
 20 Okay. This is the famous one, this  
 21 will be our legacy if nothing else. What is your  
 22 favorite color? Okay. This is a test question so  
 23 I'm just going to let you know that polling is now  
 24 closed so if you indicated, you started, you're  
 25 wrong, when polling is open it will be green

Page 12

1 signaling it's open and I'll let you know it's open  
 2 and you can actually vote.  
 3 So what is your favorite color? I'll  
 4 read the responses. A, black; B, brown; C, blue;  
 5 D, green; E, orange; F, purple; G, red; H, yellow;  
 6 I, white; J, other, your color is not listed. And  
 7 if you look at the keypad, if you've never used the  
 8 keypad before you'll see that there are letters on  
 9 each button, those answers corresponding with some  
 10 of those responses I just read, okay? So if your  
 11 favorite color is not listed you put, what would  
 12 you press?  
 13 AUDIENCE: J.  
 14 MS. THOMAS: You guys are ready. So  
 15 let's open it. Polling is now open. About 20  
 16 seconds left.  
 17 Who would have thought, the favorite  
 18 color in this room is blue. Consistently the  
 19 favorite color has been blue, we do tend to select  
 20 people, attract people who favor blue.  
 21 Okay. So now we're going to go to  
 22 the real stuff, that was a test question, now we're  
 23 going into our demographic questions.  
 24 So in what geographic area is your  
 25 primary home or residence located? A, St. Louis

FERGUSON COMMISSION MEETING 11/9/2015

Page 13

1 City; B, St. Louis County; C, St. Charles County;  
 2 D, Jefferson County; E, Franklin County; F, St.  
 3 Clare County in Illinois; Madison County; G, H,  
 4 Monroe County; I, other. Polling is now open. You  
 5 have about 20 seconds. Five seconds.  
 6 Okay. About 70 percent are from St.  
 7 Charles County followed by St. Louis City. A  
 8 little bit of St. Charles action.  
 9 Next question.  
 10 CO-CHAIRMAN WILSON: St. Louis  
 11 County.  
 12 MS. THOMAS: St. Louis County, excuse  
 13 me.  
 14 In what geographic area is your  
 15 primary work and/or school? A, St. Louis City; B,  
 16 St. Louis County; C, St. Charles County; D,  
 17 Jefferson County; E, Franklin County; F, St. Clare  
 18 County; G, Madison County; H, Monroe County; I,  
 19 other. Polling is open.  
 20 It was only three percent for St.  
 21 Charles.  
 22 Okay. 51 percent work or go to  
 23 school in St. Louis City, 43 St. Louis County.  
 24 Some other.  
 25 Let's go to the next question. So

Page 14

1 with which gender do you identify? Please select  
 2 one. Your choices: A, female; B, male; C, other;  
 3 D, decline. All right? Polling is open.  
 4 Mostly female in here, 61 percent  
 5 followed by male at nearly 40.  
 6 Now this is a question that we just  
 7 like to remind people that we can't see who put  
 8 what so you can be honest, all right? In what age  
 9 group do you belong? All are welcome, please  
 10 select one. A, 21 and under; B, between 22 and 34  
 11 years old; C, 35 to 44 years; D, 45 to 54 years; E,  
 12 55 to 64 years; F, 65 and over; G, you politely  
 13 decline. Polling is open. 20 seconds.  
 14 Okay. About one-third between 22 and  
 15 34 years old, we have distribution throughout.  
 16 Let's go to the next one. I'm glad  
 17 to see some representation from 21 and under.  
 18 How would you describe your ethnicity  
 19 or race? A, white; B, Black/African American; C,  
 20 Hispanic, Latino or Spanish origin; D, Asian; E,  
 21 American Indian or Alaskan Native; F, Native  
 22 Hawaiian or Pacific Islander; G, other; H, decline.  
 23 Polling is open. About 15 seconds left.  
 24 Okay. About seven out of 10 of us  
 25 are white followed by African American.

Page 15

1 This is the 18th meeting of the  
 2 Ferguson Commission. How many previous meetings  
 3 have you attended? Here we note that we're  
 4 distinguishing between a full commission meeting  
 5 where all the commissioners are present or a quorum  
 6 of commissioners are present and the working group  
 7 meetings. So we're not counting the working group  
 8 meetings at this time. All right? So how many  
 9 previous meetings have you attended? A, none, this  
 10 is your first; B, one to two; C, three to four; D,  
 11 five to six; E, seven to eight; F, nine to 10; G,  
 12 11 to 12; H, 13 to 14; I, 15 or more, nearly all.  
 13 Polling is now open. Less than 10 seconds left.  
 14 Okay. Welcome, many of you this is  
 15 your first time, we'll be gentle. We have a  
 16 couple, no one has been to 15 or more, I'm a little  
 17 disappointed, but. Well thank you for joining us.  
 18 How did you learn about today's  
 19 meeting? Check all that apply. Okay? This means  
 20 indicate all that apply, I should have mentioned  
 21 this earlier but this is an opportunity for you to  
 22 select more than one so if you press multiple  
 23 buttons that will be fine, we'll capture them,  
 24 okay? So your options, how did you learn about  
 25 today's meeting? A, Facebook; B, Twitter; C,

Page 16

1 e-mail; D, newspaper; E, radio; F, word of mouth,  
 2 friends, a coworker, relative, et cetera; G,  
 3 Ferguson Commission website, also  
 4 stlpositivechange.org; H, other. Polling is open.  
 5 Have a little bit more time. About 15 seconds  
 6 left.  
 7 Okay. So even proportions of e-mail  
 8 and word of mouth, you have good friends and  
 9 coworkers who informed you, by the Commission  
 10 website.  
 11 Let's go to the next question. Now  
 12 this is content related so this is when we're going  
 13 more into the trauma informed questions. So I'll  
 14 first read the definition of trauma so we're on the  
 15 same page.  
 16 Have you experienced trauma or toxic  
 17 stress? This is described as one time or ongoing  
 18 deeply disturbing experiences often brought on by  
 19 physical, economic, cultural, emotional or  
 20 environmental assault.  
 21 Is everyone clear on that definition,  
 22 should I read it again? Okay. So have you  
 23 experienced trauma or toxic stress? A, yes; B, no;  
 24 C, I don't know; D, decline to respond. Polling is  
 25 open. About 20 seconds.

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| <p style="text-align: right;">Page 17</p> <p>1 63 percent have indicated yes.<br/>                 2 Next question. Do you think the<br/>                 3 community you live in has experienced trauma? I'll<br/>                 4 repeat. Do you think the community you live in has<br/>                 5 experienced trauma? A, yes; B, no; C, I don't<br/>                 6 know; D, decline to respond. Polling is open.<br/>                 7 About 10 seconds.<br/>                 8 About 75 percent indicate yes.<br/>                 9 Next. Do you believe someone can be<br/>                 10 traumatized by racism? A, yes; B, no; C, I don't<br/>                 11 know; D, decline to respond. Polling is open.<br/>                 12 About 10 seconds left.<br/>                 13 Okay. Nearly all of you with keypads<br/>                 14 have indicated that yes, you do believe someone can<br/>                 15 be traumatized by racism.<br/>                 16 Next question. Have you experienced<br/>                 17 any trauma due to racism? A, yes; B, no; C, I<br/>                 18 don't know; D, decline to respond. Polling is<br/>                 19 open.<br/>                 20 About half of us say yes, 43 percent<br/>                 21 say no, five percent I don't know.<br/>                 22 From your experience, how many people<br/>                 23 in your community are coping with past trauma or<br/>                 24 toxic stress? A, very few; B, some; C, a lot. All<br/>                 25 in your estimation. Polling is open. Less than 10</p>   | <p style="text-align: right;">Page 19</p> <p>1 to speak.<br/>                 2 Okay. Well we will go right along, I<br/>                 3 will hand the mic over to Bethany. Thank you all.<br/>                 4 MANAGING DIRECTOR JOHNSON-JAVOIS:<br/>                 5 Thank you very much. If I may I'd like to ask<br/>                 6 Commissioners because you'll be seeing two<br/>                 7 presentations back to back if you'd like to make<br/>                 8 yourself more comfortable by sitting in the<br/>                 9 audience or grabbing a seat you can do so at this<br/>                 10 time. We're going to be using the screen quite a<br/>                 11 bit.<br/>                 12 So what I'd like to do is to set a<br/>                 13 little bit of context for community and<br/>                 14 commissioners since our last convening together,<br/>                 15 I'm going to ask for a presentation to be pulled up<br/>                 16 if you will. I'd like to talk through the context<br/>                 17 and practice of what has happened since the release<br/>                 18 of the Commission's report.<br/>                 19 Are you all able to see in the back<br/>                 20 if I stand here?<br/>                 21 So tonight we're talking about<br/>                 22 sustaining change together. This visual that you<br/>                 23 see denotes the way that we envision the adoption<br/>                 24 of the calls to action and the work of the<br/>                 25 Commission moving forward beyond the sunset of the</p>   |
| <p style="text-align: right;">Page 18</p> <p>1 seconds.<br/>                 2 About half of us say yes, a lot.<br/>                 3 Please select the most applicable<br/>                 4 ending to this statement for you: Trauma and toxic<br/>                 5 stress are, A, just a part of life in my part of<br/>                 6 town. We deal with it; B, not that big of a deal.<br/>                 7 People need to deal with their own problems; C,<br/>                 8 keeping our community from thriving; D, keeping me<br/>                 9 from thriving. In this case you only select one.<br/>                 10 Okay. Polling is open. About 10 seconds left.<br/>                 11 Nearly 90 percent have finished the<br/>                 12 sentence trauma and toxic stress are keeping our<br/>                 13 community from thriving.<br/>                 14 That concludes polling. So now we're<br/>                 15 going to go into public open mic, I'm going to give<br/>                 16 it to Jerrica Franks and I'll be acting as the<br/>                 17 scribe of those who signed up.<br/>                 18 MS. FRANKS: Good evening everyone.<br/>                 19 Again I am Jerrica Franks, unfortunately we didn't<br/>                 20 have anyone sign up but I do want to open this<br/>                 21 opportunity up for anyone to speak. We do provide<br/>                 22 you with two minutes to give us any feedback,<br/>                 23 suggestions, comments that you may have on the<br/>                 24 progress as far as the Commission or just the<br/>                 25 community in itself. So again if anyone would like</p> | <p style="text-align: right;">Page 20</p> <p>1 Commission's actual time together through executive<br/>                 2 order which ends December 31st of 2015.<br/>                 3 So this is the time line for driving<br/>                 4 positive change, this should be a familiar slide to<br/>                 5 all. On the left-hand side you saw that we were<br/>                 6 focused on heavy community engagement with<br/>                 7 Commission leadership that got us to the point to<br/>                 8 be able to release the report that's on<br/>                 9 forwardthroughferguson.org through September 13th.<br/>                 10 We are now in the transition time line of which the<br/>                 11 co-chairs talked about earlier today, we're in the<br/>                 12 time frame of September 15 through December 31st<br/>                 13 which we're in the transition process going to<br/>                 14 community leadership with facilitation and support<br/>                 15 of the Ferguson Commission and its staff and<br/>                 16 consultants as well. So this evening there's a few<br/>                 17 things that are happening, early October we<br/>                 18 released an RFQ which were in your materials, if<br/>                 19 you need a copy of that we do have copies available<br/>                 20 to you, that we released asking for community to be<br/>                 21 able to respond to the need for a core intermediary<br/>                 22 or backbone approach to this work of which we<br/>                 23 received one application back. Second, we then<br/>                 24 went to an external review committee process that<br/>                 25 was a great combination of community members, some</p> |

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| <p style="text-align: right;">Page 21</p> <p>1 that participated within our working groups, some<br/>                 2 that were less active in the process but really<br/>                 3 wanted to invest within the conversation that<br/>                 4 convened later on in October with which information<br/>                 5 was provided and FOCUS St. Louis and its partners<br/>                 6 who are here today if you'd raise your hands for<br/>                 7 the audience to see are here to make the<br/>                 8 presentation to the public and for the Commission<br/>                 9 this evening.<br/>                 10 You'll see on this third box that<br/>                 11 implementation January 1 through generations is the<br/>                 12 shift with which community ownership happens. So<br/>                 13 during this time frame Commission staff will be<br/>                 14 working hard to ensure that the work is thought<br/>                 15 through, that we understand what the plan is<br/>                 16 especially before December 31, probably working<br/>                 17 through some of the holidays to make sure that we<br/>                 18 have an appropriate plan that is worthy of the work<br/>                 19 that we have released in terms of the report.<br/>                 20 And so here, this vision, racial<br/>                 21 equity, leadership circle at the top in purple, on<br/>                 22 the left-hand side is the core intermediary<br/>                 23 function and on the right-hand side is the<br/>                 24 evaluation and monitoring function. Again to your<br/>                 25 left you see that within leadership the focus or</p>                   | <p style="text-align: right;">Page 23</p> <p>1 neutral convener that will have dedicated staff,<br/>                 2 that will also promote aligned activities, common<br/>                 3 agenda, shared measurement and mobilized funding as<br/>                 4 a core function. And this line, evaluation and<br/>                 5 monitoring once the presentation has happened this<br/>                 6 afternoon we'll have Serena Muhammad who's in the<br/>                 7 room who has been able to help shepherd and design<br/>                 8 the process for the RFQ and to also think about the<br/>                 9 evaluation and monitoring function will come<br/>                 10 forward to also talk about an outline, what that<br/>                 11 process needs to look like after we're done.<br/>                 12 So I'm going to leave it back at this<br/>                 13 slide, well actually no, we're going to take away<br/>                 14 this slide deck and ask Rose Windmiller to come<br/>                 15 forward and present her remarks as well.<br/>                 16 COMMISSIONER WINDMILLER: I'm going<br/>                 17 to move over here, I don't like to have my back to<br/>                 18 anyone so I'm going to talk to the audience and the<br/>                 19 Commissioners from over here.<br/>                 20 So thank you for coming tonight. My<br/>                 21 name is Rose Windmiller, I'm one of the<br/>                 22 commissioners and I also chaired the review<br/>                 23 committee, the external review committee for the<br/>                 24 RFQ process for our core intermediary.<br/>                 25 First of all I'd like to thank all</p>   |
| <p style="text-align: right;">Page 22</p> <p>1 the calls to action within the signature priorities<br/>                 2 call for Justice For All, Youth At The Center and<br/>                 3 opportunities to thrive with racial equity being<br/>                 4 the overcharging goal of all of the nodes of work<br/>                 5 that will be happening. And the core intermediary<br/>                 6 I'll get to in a second but tonight really talks<br/>                 7 about that backbone function of what it is that<br/>                 8 we're looking for, the machine that drives the<br/>                 9 movement and the action to come with engagement and<br/>                 10 evaluation and monitoring, two functions, there's<br/>                 11 one internal within the core intermediary that is<br/>                 12 present tonight and there's also an accountability<br/>                 13 mechanism that is needed externally to ensure that<br/>                 14 there is someone that is evaluating the process and<br/>                 15 the progress of the report.<br/>                 16 So here with the core intermediary<br/>                 17 you see those functions.<br/>                 18 How many of you in the room are<br/>                 19 familiar with collective impact model? Great.<br/>                 20 Many of you had the opportunity to also go to the<br/>                 21 Policy Link conference I think last week, if you<br/>                 22 did if you can raise your hand. All right.<br/>                 23 There's a few in the room that did so as well. So<br/>                 24 a lot of this will be consistent information here.<br/>                 25 The functions of this core intermediary to be the</p> | <p style="text-align: right;">Page 24</p> <p>1 the members of the Commission and the external<br/>                 2 review committee, they worked very hard on a very<br/>                 3 tight time line and offered very thoughtful advice<br/>                 4 and guidance. They provided key expertise in areas<br/>                 5 including fund raising and development, community<br/>                 6 engagement and organizational structure. I'm very<br/>                 7 appreciative of their commitment and that of the<br/>                 8 Commission staff.<br/>                 9 The managing director Bethany<br/>                 10 Johnson-Javois has described the time line and the<br/>                 11 process for the RFQ which generated a single<br/>                 12 proposal. This proposal was reviewed by the<br/>                 13 external review committee at a public meeting on<br/>                 14 10/27, the committee discussed the critical tasks<br/>                 15 ahead and appropriately noted that FOCUS St. Louis,<br/>                 16 which was the only proposal received, the proposal<br/>                 17 itself was a very strong first step but additional<br/>                 18 details from the applicant were necessary.<br/>                 19 Reviewers were particularly interested in seeing<br/>                 20 more information about FOCUS's plans to mobilize<br/>                 21 funding, to actively engage with under represented<br/>                 22 and under-resourced community members and how they<br/>                 23 would actually move forward with social<br/>                 24 entrepreneurship efforts in the area and bring<br/>                 25 those to the forefront of the core intermediary's</p> |

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 25</p> <p>1 work. Reviewers acknowledged the need to bring<br/>                 2 multiple partners to the table because of the depth<br/>                 3 and the breadth of the qualifications we requested<br/>                 4 of the core intermediary, the review committee<br/>                 5 voted to move FOCUS St. Louis's proposal forward in<br/>                 6 our process and asked the staff and me as the chair<br/>                 7 of the committee to provide the applicant with the<br/>                 8 committee's feedback. Reviewer's comments were<br/>                 9 shared with FOCUS St. Louis staff and FOCUS's<br/>                 10 presentation this evening should reflect their<br/>                 11 response to the review committee's request for<br/>                 12 additional information. FOCUS St. Louis will<br/>                 13 present to us shortly, they have 30 minutes to<br/>                 14 describe their proposal and afterwards there will<br/>                 15 be ample time for questions and answers from both<br/>                 16 commissioners and from you, the audience.<br/>                 17           Tonight's presentation is our<br/>                 18 opportunity to engage in a critical discussion<br/>                 19 about next steps forward. We have limited time<br/>                 20 left together but we do have a template which will<br/>                 21 allow us to transition the work of the Commission<br/>                 22 to the next phase which is ownership of the<br/>                 23 recommendations and Forward Through Ferguson by and<br/>                 24 for our community and our region.<br/>                 25           I'd like again to thank the members</p> | <p align="right">Page 27</p> <p>1 been able to determine in recent times and that is<br/>                 2 this notion of the selection and establishment of a<br/>                 3 core intermediary to focus on collective impact.<br/>                 4 Many commissions file a report, make the<br/>                 5 recommendations and don't take this next step and<br/>                 6 so we think it's an important step to take but we<br/>                 7 do so noting that we're working with a playbook<br/>                 8 that we are writing as we go here and I think<br/>                 9 that's appropriate, it's an appropriate response<br/>                 10 and it's an appropriate I think very thoughtful<br/>                 11 approach on behalf of the Commission.<br/>                 12           Secondly, I want to thank Bethany<br/>                 13 Johnson-Javois and her team and those that have<br/>                 14 come around them, some of whom have been named<br/>                 15 already and some of whom you'll hear from in a bit,<br/>                 16 for their thoughtful work to create the structure<br/>                 17 and the process, an open, transparent process for<br/>                 18 both tracking the RFQ following national models and<br/>                 19 national norms and being thoughtful in the way in<br/>                 20 which all had the opportunity to be engaged in this<br/>                 21 process and I think it's a very important step and<br/>                 22 I think it's appropriate that we've taken this time<br/>                 23 since the delivery of our report on September the<br/>                 24 14th through the end of the year to take these and<br/>                 25 other steps which you'll hear about later this</p> |
| <p align="right">Page 26</p> <p>1 of the external review committee including Ferguson<br/>                 2 Commission members Scott Negwar and Byron Watson,<br/>                 3 Rich McClure was also involved and also all the<br/>                 4 Commission staff for their help and I'm happy to<br/>                 5 answer any questions right now or we can hold them<br/>                 6 until after the presentation.<br/>                 7           CO-CHAIRMAN MCCLURE: Why don't we do<br/>                 8 that, we'll proceed on and let me thank Rose, thank<br/>                 9 you for your hard work chairing the committee,<br/>                 10 we're very grateful that you took on that<br/>                 11 additional responsibility in addition to your<br/>                 12 Commission responsibilities and thank you to Byron<br/>                 13 and to Scott for serving and a number of others,<br/>                 14 several in the room served on the committee and we<br/>                 15 appreciate the very hard work. Thank you very<br/>                 16 much.<br/>                 17           COMMISSIONER WINDMILLER: Thank you.<br/>                 18           CO-CHAIRMAN MCCLURE: I'm going to<br/>                 19 briefly set the context and I'm going to stay here<br/>                 20 before we hear from the presentation from FOCUS and<br/>                 21 let me make a couple of introductory comments.<br/>                 22           First of all as was noted earlier<br/>                 23 this is new ground for our community, it's<br/>                 24 certainly new ground for this Commission and it's<br/>                 25 certainly new ground for any commission that we've</p>  | <p align="right">Page 28</p> <p>1 evening.<br/>                 2           I think the fact that this is hard,<br/>                 3 difficult, complex work is reflected in this<br/>                 4 proposal that was received, I think it's reflected<br/>                 5 that we received a single proposal but it is a<br/>                 6 proposal that partners with effective<br/>                 7 organizations. We have a number of organizations<br/>                 8 looked at the RFQ and found places where they could<br/>                 9 interface specifically in one part of the work but<br/>                 10 not all of the work and so as a result they chose<br/>                 11 not to respond, however, many of them have already<br/>                 12 said here is where we see how we can help and<br/>                 13 interface both with the core intermediary in<br/>                 14 participation as well as with the community and we<br/>                 15 note that as a positive development.<br/>                 16           So what we hope to do tonight is to<br/>                 17 delve deeply into this proposal, to hear from FOCUS<br/>                 18 and their partners and to then open it to questions<br/>                 19 as Rose said.<br/>                 20           I would note two things, FOCUS for<br/>                 21 those that don't know is a community leader in<br/>                 22 civic engagement and has been so for 18 years.<br/>                 23 They have a commitment to racial equity in their<br/>                 24 program, training, in their policy work and<br/>                 25 engagement. They're centered on leadership and a</p>  |

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| <p align="right">Page 29</p> <p>1 clear path to open and transparent process in a<br/>                 2 regional perspective, particularly as it relates to<br/>                 3 our ongoing quest for racial equity. They center<br/>                 4 focused on training community members to be better<br/>                 5 citizens and residents to be better neighbors so<br/>                 6 this is aligned with where they have been<br/>                 7 historically and we're looking forward to hearing<br/>                 8 from them this evening.<br/>                 9 As a part of our process in terms of<br/>                 10 transparency and openness we asked for our<br/>                 11 commissioners and members of the external review<br/>                 12 committee as well to declare in writing any<br/>                 13 conflicts of interest which they had in our<br/>                 14 community, particularly given the organizations<br/>                 15 that have been focused on these areas it would have<br/>                 16 been frankly very surprising to me if among the<br/>                 17 members of the Commission we did not have folks who<br/>                 18 were deeply involved in organizations which can and<br/>                 19 should be at this table so the way in which we will<br/>                 20 handle these conflicts is as follows: We're going<br/>                 21 to ask commissioners that have those conflicts and<br/>                 22 have declared them in writing to go ahead and put<br/>                 23 them orally on the record here this evening so they<br/>                 24 are noted. Secondly, we are going to welcome their<br/>                 25 participation in the discussion in terms of</p> | <p align="right">Page 31</p> <p>1 Edwardsville and with part of University of<br/>                 2 Missouri St. Louis with the McCarthy grant so I'll<br/>                 3 recuse myself.<br/>                 4 CO-CHAIRMAN MCCLURE: Thank you.<br/>                 5 Any others?<br/>                 6 Okay. Thank you Commissioners. And<br/>                 7 with that I'll turn this over to -- I'm sorry --<br/>                 8 CO-CHAIRMAN WILSON: One quick<br/>                 9 request, I think it may be helpful to have read for<br/>                 10 the public the list of external review members so<br/>                 11 staff has provided that for me, so if that's okay.<br/>                 12 CO-CHAIRMAN MCCLURE: Please do.<br/>                 13 CO-CHAIRMAN WILSON: The members of<br/>                 14 the external review committee so we have this on<br/>                 15 record and in the room included by virtue of ex<br/>                 16 officio assignment myself and Rich McClure, members<br/>                 17 of that committee were John Chasoff [sic] for the<br/>                 18 Coalition Against Police Crimes and Repression,<br/>                 19 Charlie Cooksey of Inspire STL, Bob Hughes of<br/>                 20 Missouri Foundation For Health, Ginger Imster of<br/>                 21 Arch Grants, Dwayne James of the Ferguson city<br/>                 22 council and chair of the board for the Ferguson<br/>                 23 Youth Initiative. Scott Negwar, commissioner of<br/>                 24 the Ferguson Commission, Atool Comra [sic], 630<br/>                 25 financial technology accelerator, John Kemper of</p>       |
| <p align="right">Page 30</p> <p>1 questions or observations that they might have<br/>                 2 having their commissioner hats on while making<br/>                 3 those comments or questions and then they would<br/>                 4 abstain from voting on the proposals.<br/>                 5 So we wanted everyone to understand<br/>                 6 the approach that we would take and we're going to<br/>                 7 now open the floor and ask any commissioners which<br/>                 8 have conflicts to so declare them please.<br/>                 9 CO-CHAIRMAN WILSON: Starsky Wilson<br/>                 10 for the record has a conflict here. I currently<br/>                 11 serve as a director and as the board secretary for<br/>                 12 FOCUS St. Louis.<br/>                 13 CO-CHAIRMAN MCCLURE: Thank you.<br/>                 14 COMMISSIONER ISOM: Dan Isom. I have<br/>                 15 a conflict, I'm a faculty member in the Department<br/>                 16 of Criminology and Criminal Justice at the<br/>                 17 University of Missouri St. Louis, we would be a<br/>                 18 part of the applied research collaborative with<br/>                 19 FOCUS St. Louis.<br/>                 20 CO-CHAIRMAN MCCLURE: Thank you.<br/>                 21 COMMISSION PULLIAM: Felicia Pulliam.<br/>                 22 I serve as development director for FOCUS St.<br/>                 23 Louis.<br/>                 24 COMMISSIONER CARR: T.R. Carr. I<br/>                 25 have an ongoing working relationship with SIU</p>   | <p align="right">Page 32</p> <p>1 Commerce Bank, Linda Block, Standing Partnership,<br/>                 2 Scott Negwar of the Commission, Dee Nickels [sic]<br/>                 3 of Civic Creatives, Dittmer Patterson [sic] of the<br/>                 4 Monsanto Fund, Kayla Reed of the Organization For<br/>                 5 Black Struggle and Peter Saratino [sic] of<br/>                 6 Washington University in St. Louis.<br/>                 7 MANAGING DIRECTOR JOHNSON-JAVOIS: At<br/>                 8 this time it's my job to introduce those that will<br/>                 9 be presenting this evening to community and<br/>                 10 commissioners for the core intermediary.<br/>                 11 Ms. Yemi Akande-Bartsch, let me ask<br/>                 12 you would you like to present from the podium on<br/>                 13 the side?<br/>                 14 MS. AKANDE-BARTSCH: Yes.<br/>                 15 MANAGING DIRECTOR JOHNSON-JAVOIS:<br/>                 16 Okay. Then we'll leave it as is.<br/>                 17 Yemi Akande-Bartsch is president and<br/>                 18 CEO of FOCUS St. Louis. Michelle Miller stands<br/>                 19 beside her I believe, director Coro Fellows program<br/>                 20 and public affairs director from FOCUS St. Louis.<br/>                 21 Third to present this evening is Amelia Bond,<br/>                 22 president and CEO of St. Louis Community Foundation<br/>                 23 and Dr. Kristen Wagner, assistant professor, School<br/>                 24 of Social Work, University of Missouri St. Louis<br/>                 25 and Applied Research Collaborative representative.</p> |

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| <p style="text-align: right;">Page 33</p> <p>1 Also if you're with the Applied<br/>2 Research Collaborative would you just raise your<br/>3 hand so we can see that you are here in the room?<br/>4 Thank you very much for your<br/>5 attendance.<br/>6 Anyone else from FOCUS St. Louis in<br/>7 the audience as well? Okay. Thank you very much.<br/>8 And St. Louis Community Foundation,<br/>9 any other representatives in the room?<br/>10 Okay. Thank you, so noted, so I'll<br/>11 turn it over to you Yemi to take us further in the<br/>12 presentation.<br/>13 MS. AKANDE-BARTSCH: Thank you<br/>14 Bethany.<br/>15 Good evening everyone, good evening<br/>16 Commissioners. My name is a Yemi Akande-Bartsch<br/>17 and I'm the president CEO of FOCUS St. Louis and it<br/>18 really gives me great pleasure to be here this<br/>19 evening to present to you what our proposal is for<br/>20 carrying the work of the core intermediary forward.<br/>21 You know, I have to say the last time<br/>22 I took off my wrist watch when I was doing a<br/>23 presentation was when I was defending my<br/>24 dissertation and I have to say this feels like a<br/>25 defense, in fact I have my Ferguson Bible right</p>  | <p style="text-align: right;">Page 35</p> <p>1 walk you through two examples of our approach to<br/>2 two specific calls to action and ultimately at the<br/>3 end of the evening we hope we'll ultimately be able<br/>4 to answer the question of why FOCUS.<br/>5 So with that in mind as we dove into<br/>6 this work we certainly began by approaching this<br/>7 with the end in mind and the question that we asked<br/>8 ourselves was when you look into the future of St.<br/>9 Louis what do you want to see? How does the<br/>10 community look, act, respond and thrive? And so we<br/>11 came up with a vision of what our community could<br/>12 be because we know that who we are today really is<br/>13 not who we can become in the future and to that end<br/>14 we outlined what success looks like. It includes a<br/>15 community that embraces racial equity and works to<br/>16 engage all members of the community actually, it<br/>17 includes a community relationship with law<br/>18 enforcement in which trust and mutual respect are<br/>19 evident. It includes a community where we can<br/>20 describe our region as one where employment and<br/>21 educational opportunities are readily available and<br/>22 accessible to all. It also includes a community<br/>23 where diverse leaders are empowered to lead at all<br/>24 levels in our neighborhoods, our organizations and<br/>25 our institutions and at the end of the day we can</p> |
| <p style="text-align: right;">Page 34</p> <p>1 there in the front row.<br/>2 But joining me this evening is<br/>3 Michelle Miller, a director of one of Coro Fellows<br/>4 program in leadership. Amelia Bond, president and<br/>5 CEO of the St. Louis Community Foundation and<br/>6 Kristen Wagner, assistant professor at UMSL and a<br/>7 member of the Applied Research Collaborative, and<br/>8 Dr. Mark Tranell who will be answering questions<br/>9 later on.<br/>10 Again, we want to thank the members<br/>11 of the Commission for giving us an opportunity to<br/>12 present our qualifications and our approach to<br/>13 serve as the core intermediary.<br/>14 So tonight we will review the<br/>15 following but I'd really like to start out by<br/>16 saying that tonight we really have a story to tell<br/>17 to the nation. And in reviewing what we'll be<br/>18 going over tonight we'll be taking a look at what<br/>19 does success look like as we dive into this work.<br/>20 More importantly, what is and isn't the role of the<br/>21 core intermediary. What does our proposed<br/>22 organizational structure look like, what is our<br/>23 proposed budget, how will we measure success and<br/>24 who are our partners in what is FOCUS's expertise<br/>25 especially as it pertains to this work and we'll</p> | <p style="text-align: right;">Page 36</p> <p>1 say that we are meeting the basic needs of our<br/>2 youth to ensure the opportunity of a vibrant future<br/>3 and ability to thrive. But let's not forget that<br/>4 the baseline, the bottom line that should be a<br/>5 community that invites innovation, entrepreneurship<br/>6 and growth.<br/>7 So how will we achieve this vision?<br/>8 We believe that the Ferguson, the Forward Ferguson<br/>9 report has certainly created a road map, a road map<br/>10 that is continued by the work of the core<br/>11 intermediary and we see ourselves as a convener<br/>12 that assembles the communities around a shared<br/>13 vision and this evening we're certainly asking the<br/>14 community for the privilege to serve as that<br/>15 entity, to be a steward and a convener of change<br/>16 and more importantly we want to incubate what is<br/>17 new, what is innovative as it pertains to the work<br/>18 of social change that has been set forth by members<br/>19 of the Commission and we are referring to this<br/>20 project, this work, as an initiative because we're<br/>21 using the word initiative as a place holder, we<br/>22 want the community to be involved in the actual<br/>23 naming of this effort so all throughout our<br/>24 presentation tonight you'll be hearing us refer to<br/>25 the work of the core intermediary moving forward as</p>  |

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| <p style="text-align: right;">Page 37</p> <p>1 that of an initiative.<br/>                 2 So to that end how do we see our<br/>                 3 role? As the core intermediary we see ourselves<br/>                 4 providing a home base that includes staffing and<br/>                 5 financing for people and organizations working<br/>                 6 towards achieving the report's signature priorities<br/>                 7 and calls to action and this role includes such<br/>                 8 things as providing oversight of action plans and<br/>                 9 progress, pushing for timely and successful action,<br/>                 10 providing support which includes supporting meeting<br/>                 11 space, administrative coordination, public<br/>                 12 information sharing, communication and leadership.<br/>                 13 Our role also includes holding a steering<br/>                 14 committee, committees and action teams accountable<br/>                 15 for actions and achievement of the signature<br/>                 16 priorities and calls to action and we'll dive into<br/>                 17 what the structure of this looks like and what are<br/>                 18 we calling steering committees and what are we<br/>                 19 calling action teams.<br/>                 20 Equally important for you to know<br/>                 21 this evening is the role of the core intermediary<br/>                 22 and what it is not and when we look at the role of<br/>                 23 the core intermediary we certainly agree is<br/>                 24 something that is owned by the people. It was<br/>                 25 certainly created with the people and so therefore</p> | <p style="text-align: right;">Page 39</p> <p>1 because of success of achieving the calls to action<br/>                 2 and we truly see our primary purpose as convening<br/>                 3 the right people in the right ways at the right<br/>                 4 time to achieve change.<br/>                 5 So I want to walk you through the<br/>                 6 model that we've proposed here. In blue in the<br/>                 7 middle you'll see four new staff will be<br/>                 8 contracted. Of the 10 existing staff at FOCUS St.<br/>                 9 Louis three highlighted in green will have core<br/>                 10 intermediary duties, these include myself, Julie<br/>                 11 Lawson who's the vice-president of programs and<br/>                 12 Yemi who will serve as the primary point of contact<br/>                 13 until new staff would be hired.<br/>                 14 As a public accountability measure a<br/>                 15 leadership advisory council you'll see highlighted<br/>                 16 in yellow will be appointed. It would include up<br/>                 17 to 15 community members with mandatory seats<br/>                 18 reserved for a certain number of current<br/>                 19 commissioners should you choose to continue in that<br/>                 20 role as well as leaders from the grass roots,<br/>                 21 business, philanthropy and faith communities. In<br/>                 22 the upper right you'll have two collaborating<br/>                 23 organizations highlighted in purple. The first is<br/>                 24 the St. Louis Community Foundation who will be<br/>                 25 establishing and managing a fund for this work.</p> |
| <p style="text-align: right;">Page 38</p> <p>1 it is not something that FOCUS as core intermediary<br/>                 2 perceives themselves as owning. We certainly agree<br/>                 3 that we'll be seeking the help and the dedication<br/>                 4 of all the community members to achieve these calls<br/>                 5 to action and we'll be going into more in-depth in<br/>                 6 terms of community organization that have stepped<br/>                 7 up to partner with us as we proceed in this<br/>                 8 venture. FOCUS certainly won't determine the<br/>                 9 direct methods through which the calls for action<br/>                 10 are achieved, again we will serve as convener, the<br/>                 11 incubator of progress for community voices to be<br/>                 12 heard and included in the calls to action. We will<br/>                 13 ensure that all community members who wish to<br/>                 14 engage are invited to act towards the progress of<br/>                 15 our work moving forward.<br/>                 16 And now I'm going to ask Michelle<br/>                 17 Miller to step up and talk to you a little bit<br/>                 18 about what the proposed structure is.<br/>                 19 MS. MILLER: Thank you Yemi and good<br/>                 20 evening everybody.<br/>                 21 So I have my generation division of<br/>                 22 the watch up here as well.<br/>                 23 A little bit about the proposed<br/>                 24 structure to as core intermediary FOCUS knows that<br/>                 25 we need to invest resources, people and vision</p>  | <p style="text-align: right;">Page 40</p> <p>1 Expenses of the initiative will require approval of<br/>                 2 both the leadership advisory council and the<br/>                 3 Community Foundation to ensure fiscal<br/>                 4 accountability in the financial management of this<br/>                 5 work.<br/>                 6 In addition to the Community<br/>                 7 Foundation you'll see the Applied Research<br/>                 8 Collaborative or ARC and they have joined the<br/>                 9 initiative as well. They would establish a<br/>                 10 baseline from which we'll determine the order of<br/>                 11 action and measure success.<br/>                 12 Finally at the bottom also in purple<br/>                 13 you'll see communications consultants that will<br/>                 14 support the effort by really helping maintain the<br/>                 15 remarkable community engagement threshold that the<br/>                 16 Commission has set supporting transparent public<br/>                 17 reporting of progress and promoting opportunities<br/>                 18 to learn and volunteer. We also know that they<br/>                 19 would manage regional campaign supporting racial<br/>                 20 equity.<br/>                 21 Taking a little bit of a deeper dive<br/>                 22 into the initiative you'll see that the initiative<br/>                 23 director will be contracted to serve as a point of<br/>                 24 contact and direct activities. Again these new<br/>                 25 staff positions are in blue. Three additional</p>  |

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| <p style="text-align: right;">Page 41</p> <p>1 staff will be contracted, a resource development<br/>                 2 manager with responsibilities for fundraising and<br/>                 3 coordination of community resources, a program<br/>                 4 manager to staff the steering committee and action<br/>                 5 teams as well as to support community volunteers<br/>                 6 and a media and communication, a media and<br/>                 7 community education coordinator to connect the<br/>                 8 community to the work through transparent<br/>                 9 communications efforts, and commissioners I will<br/>                 10 advise you we inadvertently left off that last<br/>                 11 position on the diagram we shared last week. So<br/>                 12 there are three support staff for the initiative<br/>                 13 director.</p> <p>14 As I mentioned the leadership<br/>                 15 advisory council is designed to serve both to<br/>                 16 approve expenditures from the St. Louis Community<br/>                 17 Foundation Fund and also to designate the three<br/>                 18 steering committees that focus on Justice For All,<br/>                 19 Youth at the Center and the ongoing opportunity to<br/>                 20 thrive. These steering committees will have the<br/>                 21 support of staff, the ARC researchers and<br/>                 22 consulting support as needed. They'll call for the<br/>                 23 formation of action teams and this is a process I<br/>                 24 look forward to describing in the two example calls<br/>                 25 to action.</p>   | <p style="text-align: right;">Page 43</p> <p>1 in the community and that budget was about 4<br/>                 2 million over the course of four, five years, excuse<br/>                 3 me. And we also understand that this type of work<br/>                 4 is going to be business unusual and in so doing<br/>                 5 realize that we're going to be very aggressive in<br/>                 6 our fundraising efforts because it will involve<br/>                 7 large scale fundraising and it will also, what<br/>                 8 we're finding is that we need to certainly think<br/>                 9 outside of the box in terms of looking at<br/>                 10 innovative investments and FOCUS is committed to<br/>                 11 fundraising outside of its normal partnerships that<br/>                 12 support our civic engagement knowledge and<br/>                 13 leadership training work.</p> <p>14 One of the things that we've also<br/>                 15 realized when it comes to the budget has to do with<br/>                 16 the fact that we're going to need to be able to<br/>                 17 achieve new funding streams and starting to explore<br/>                 18 national funders and these are conversations that<br/>                 19 we've already started. We also know that we're<br/>                 20 going to seek to find basically fundraising<br/>                 21 champions and we've already started those<br/>                 22 conversations as they are right now. Local<br/>                 23 funders, we're already talking to them as well and<br/>                 24 we know that we're going to look at entrepreneurial<br/>                 25 ways of funding which will allow us for flexibility</p> |
| <p style="text-align: right;">Page 42</p> <p>1 Finally, you'll see the entire effort<br/>                 2 is encircled within that third party evaluator that<br/>                 3 you heard Bethany mention earlier, they will assess<br/>                 4 the work and capture successes and failures and<br/>                 5 FOCUS is committed to the intentional and<br/>                 6 comprehensive documentation of this work and that<br/>                 7 comes from our commitment to produce an authentic<br/>                 8 blueprint for other communities that may want to<br/>                 9 pursue such an effort in the future.</p> <p>10 MS. AKANDE-BARTSCH: So let's talk<br/>                 11 about the budget for a minute. When we first<br/>                 12 started this project we had somewhat of a realistic<br/>                 13 budget but in reading the RFQ we thought okay,<br/>                 14 let's see how this can work and was glad to receive<br/>                 15 the feedback that we could proceed with expanding<br/>                 16 the budget and so what we're proposing is about a<br/>                 17 \$1.4 million budget for the first 18 months of this<br/>                 18 work and what we did in really developing this<br/>                 19 budget is taking a look at similar comparable<br/>                 20 initiatives that have been done across the nation,<br/>                 21 to look at their budget and so we looked at DC<br/>                 22 Promise Neighborhood Initiative which had a budget<br/>                 23 of \$1.97 million, we also had, took a look at even<br/>                 24 more locally what the budget was for the OneSTL<br/>                 25 project that we had a number of other collaborators</p> | <p style="text-align: right;">Page 44</p> <p>1 as we move this work forward.</p> <p>2 So I need to emphasize the fact that<br/>                 3 FOCUS is certainly committed to transparency as the<br/>                 4 core intermediary and that's why we're utilizing<br/>                 5 the St. Louis Community Foundation to set up<br/>                 6 designated funds for this initiative and I'd like<br/>                 7 to invite Amelia Bond, president and CEO of the St.<br/>                 8 Louis Community Foundation to share more about the<br/>                 9 fund.</p> <p>10 MS. BOND: Good evening. My name is<br/>                 11 Amelia Bond and I serve as the president and CEO of<br/>                 12 the St. Louis Community Foundation. It's an honor<br/>                 13 to be here this evening to speak to you. My goal<br/>                 14 here is this evening to outline the role our<br/>                 15 community functions play in their own communities<br/>                 16 across the country and to describe to you how the<br/>                 17 St. Louis Community Foundation's mission and vision<br/>                 18 for St. Louis and our future align closely with<br/>                 19 that of the Ferguson Commission.</p> <p>20 I would like to begin by quoting from<br/>                 21 our original organizing documents which were<br/>                 22 created nearly a century ago, actually to be exact<br/>                 23 a century ago, for what ultimately became the St.<br/>                 24 Louis Community Foundation. The St. Louis<br/>                 25 community trust is a long look ahead for the</p>  |

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 45</p> <p>1 betterment of the mental, moral, social and<br/>                 2 physical needs of the people who now and may<br/>                 3 hereafter reside within St. Louis.<br/>                 4 That's a quote from those originating<br/>                 5 documents. These words continue to describe and<br/>                 6 guide our actions at the St. Louis Community<br/>                 7 Foundation today.<br/>                 8 So where are we today? The St. Louis<br/>                 9 Community Foundation serves over 500 donors and<br/>                 10 community-based charitable funds totaling 320<br/>                 11 million in assets. Since 1990 we have made more<br/>                 12 than 30,000 grants totaling over 300 million in<br/>                 13 grant making. Since 2010 we he have doubled our<br/>                 14 asset base and our annual grant making. That makes<br/>                 15 us the fourth largest foundation in the St. Louis<br/>                 16 region. We are proud to be closing in on the top<br/>                 17 five percent of the nearly 780 community<br/>                 18 foundations also nationwide measured by asset size.<br/>                 19 In 2014 we also earned accreditation from the<br/>                 20 National Standards of US Community Foundations<br/>                 21 which means our community foundation meets the<br/>                 22 highest standard for philanthropic excellence. Our<br/>                 23 cost structure is highly efficient, there are<br/>                 24 economies of scale achieved with the aggregating of<br/>                 25 long-term personal giving funds. You see, roughly</p>   | <p align="right">Page 47</p> <p>1 important Ferguson starkly reminded all of us of<br/>                 2 the social and economic losses that our region<br/>                 3 experiences as a result of racial inequities. This<br/>                 4 proposed fund as recommended by the Ferguson<br/>                 5 Commission and to be explored by the core<br/>                 6 intermediary is a fund for our community.<br/>                 7 Since our revitalization in the mid<br/>                 8 1980s the St. Louis Community Foundation has been<br/>                 9 preparing, evolving and strengthening its<br/>                 10 infrastructure specifically for this moment.<br/>                 11 Holding charitable funds is what we do each and<br/>                 12 every day. Please know that the St. Louis<br/>                 13 Community Foundation is committed to evolving and<br/>                 14 changing to meet the needs and the demands of the<br/>                 15 entire St. Louis community. Our legacy is your<br/>                 16 legacy.<br/>                 17 On behalf of the St. Louis Community<br/>                 18 Foundation I thank you again for the opportunity to<br/>                 19 speak to you this evening, I am happy to answer any<br/>                 20 questions you may have now or at the end of the<br/>                 21 FOCUS St. Louis presentation. Thank you.<br/>                 22 CO-CHAIRMAN MCCLURE: Thank you,<br/>                 23 we'll do questions at the end once we're finished.<br/>                 24 MS. MILLER: So we are incredibly<br/>                 25 grateful to the Community Foundation for offering</p>  |
| <p align="right">Page 46</p> <p>1 50 percent of our donors are deceased. They had<br/>                 2 the foresight and the desire to leave a personal<br/>                 3 legacy and a personal impact on our community in<br/>                 4 the years and decades after they were gone. As a<br/>                 5 result they left in our care years ago designated<br/>                 6 funds, field of interest funds and scholarships<br/>                 7 that we work to support and their work supports our<br/>                 8 community and those giving in St. Louis today.<br/>                 9 That said I want to be very clear and transparent.<br/>                 10 The St. Louis Community Foundation is not a<br/>                 11 fundraiser, instead we support the work of each and<br/>                 12 every fund along with its advisors and committees<br/>                 13 that have been established to oversee and make<br/>                 14 distribution recommendations to the Community<br/>                 15 Foundation. Consistent with our founding documents<br/>                 16 and like other communities across this country we<br/>                 17 are a civic resource that can provide the platform<br/>                 18 and the infrastructure to bring the community<br/>                 19 together and to address issues of concern and seize<br/>                 20 opportunities for the good of the St. Louis region<br/>                 21 now and the years ahead.<br/>                 22 In 2014 the events in Ferguson and<br/>                 23 the subsequent report released by this Commission<br/>                 24 awoke our community to our region's extreme<br/>                 25 failings to be intentional about racial equity. As</p> | <p align="right">Page 48</p> <p>1 that service and certainly the mention there of<br/>                 2 being flexible brings us into a definition<br/>                 3 characteristic of our approach so we know as the<br/>                 4 Commission has highlighted, in fact Chairman<br/>                 5 McClure, Co-Chairman McClure mentioned it this<br/>                 6 evening, this hasn't been done before so moving the<br/>                 7 report into action is really new territory. So we<br/>                 8 are in this aware that activities must be flexible,<br/>                 9 we're going to have to adjust to changing<br/>                 10 observation, information and outcomes as we move<br/>                 11 forward. We know there will be great successes,<br/>                 12 both in the short, mid and long range and there are<br/>                 13 going to be failures. We acknowledge that failures<br/>                 14 are a path to learning and we'll treat them as<br/>                 15 such. We'll share the failures publicly through<br/>                 16 open communication so the public can help us<br/>                 17 identify solutions. We're committed to failing<br/>                 18 forward. This means adapting mistakes and<br/>                 19 determining new paths quickly and efficiently. We<br/>                 20 will embrace innovation and look forward to finding<br/>                 21 answers along the way and as I mentioned before we<br/>                 22 have a firm commitment to capturing, learning and<br/>                 23 sharing it broadly for other community's future<br/>                 24 use.<br/>                 25 As I mentioned before and as you've</p> |

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| <p style="text-align: right;">Page 49</p> <p>1 heard the Applied Research Collaborative or ARC<br/>                 2 will be instrumental in helping us track our<br/>                 3 success. ARC includes five local universities and<br/>                 4 will work within all levels of the initiative<br/>                 5 including determining baseline activity through<br/>                 6 community assessment of current services and<br/>                 7 related efforts, mobilized current policy campaigns<br/>                 8 that are in process and existing resources. ARC<br/>                 9 will identify what to measure and how to define<br/>                 10 wins and losses and they will support project work<br/>                 11 of action teams. This is that internal evaluation<br/>                 12 service that you heard Bethany mention. St. Louis<br/>                 13 Community Foundation and ARC are really only two of<br/>                 14 our collaborating partners so I'm going to invite<br/>                 15 Yemi to join me and talk a little bit more about<br/>                 16 how we've engaged a variety of partners.<br/>                 17 MS. AKANDE-BARTSCH: So many of you<br/>                 18 may have heard this quote, I believe it's often<br/>                 19 attributed to Chris Craymer [sic] who I fondly<br/>                 20 refer to as Chris Cray Cray, but he talks about the<br/>                 21 fact that community building happens at the speed<br/>                 22 of trust and when we started to put together this<br/>                 23 RFQ we knew that we could not do it alone. We know<br/>                 24 that we've had successes convening a significant<br/>                 25 number of individuals and organizations across</p>             | <p style="text-align: right;">Page 51</p> <p>1 work was not done and I'd like for Michelle to talk<br/>                 2 a little bit more about how we took it one step<br/>                 3 further to make sure that we had a very inclusive<br/>                 4 and diverse table.<br/>                 5 MS. MILLER: So in that week since we<br/>                 6 received our official feedback and some true<br/>                 7 weaknesses were really brought to light through<br/>                 8 that and we thank the review committee for that, we<br/>                 9 have identified and we do understand there are some<br/>                 10 gaps in those that are at the table right now so we<br/>                 11 maintain a commitment to keeping seats open and<br/>                 12 have similarly started outreach as it relates to<br/>                 13 the grass roots community. So again we've reached<br/>                 14 out to partners such Jobs With Justice, folks that<br/>                 15 are here tonight, Metropolitan Congregations<br/>                 16 United, we were able to meet today with Missourians<br/>                 17 Organizing For Reform and Empowerment, to key grass<br/>                 18 roots leaders and what I can say is we have a<br/>                 19 beginning. So far these organizations have<br/>                 20 expressed interest of course in forwarding the<br/>                 21 efforts of implementation and are interested in<br/>                 22 hearing and working with us to ensure the community<br/>                 23 is generally heard and represented in the process.<br/>                 24 So again these are early conversations and within<br/>                 25 that it is critical that community members engage</p> |
| <p style="text-align: right;">Page 50</p> <p>1 sectors and so what we did was we first of all<br/>                 2 looked at, revisited the Forward Through Ferguson<br/>                 3 report and started to identify all the responsible<br/>                 4 parties that had been identified in the report and<br/>                 5 we started a call. We picked up the phone, we sent<br/>                 6 e-mails, and I have to say I was very much, my<br/>                 7 heart was warmed to know that our community<br/>                 8 believed strongly in not just FOCUS stepping<br/>                 9 forward but them stepping forward with us and I<br/>                 10 look around the room this evening and I see many of<br/>                 11 those individuals that have committed to this<br/>                 12 partnership of moving this work forward with us. I<br/>                 13 believe I see Mr. Ron Jackson in the room from the<br/>                 14 Black Leadership Table, I see Karen Aroste [sic]<br/>                 15 from ADL, I see Diversity Awareness Partnership, I<br/>                 16 see United Way also represented in the room and<br/>                 17 this is just a small sample of close to 50<br/>                 18 organizations and individuals that have stepped<br/>                 19 forward that said we raise our hand, we will move<br/>                 20 forward with you should you be selected as the core<br/>                 21 intermediary. But we're also very committed to<br/>                 22 making sure that every individual, every<br/>                 23 organization that needs to be at that table is at<br/>                 24 that table and based on the feedback that we got<br/>                 25 from the external review committee we knew that our</p> | <p style="text-align: right;">Page 52</p> <p>1 in this action.<br/>                 2 Another area where we are standing<br/>                 3 very intentionally is to engage youth. While we<br/>                 4 operate Youth Leadership St. Louis and the Emerging<br/>                 5 Leaders program we know that that's really a small<br/>                 6 window into the thoughts and aspirations of young<br/>                 7 community members. The success of this initiative<br/>                 8 most definitely relies on its ability to carry<br/>                 9 forward into the next generation and so we will not<br/>                 10 only engage youth serving organizations as we move<br/>                 11 forward, I think even Boys and Girls Club committed<br/>                 12 today, but we're holding seats at the table for<br/>                 13 individuals who are younger in our community to<br/>                 14 join us and be part of positive change in our<br/>                 15 community.<br/>                 16 So moral of the story is we are very<br/>                 17 aware that while we have a strong baseline of<br/>                 18 relationships in the St. Louis community there are<br/>                 19 critical individuals and organizations that we<br/>                 20 aren't aware of yet, we haven't had the chance to<br/>                 21 meet yet and we are definitely looking forward to<br/>                 22 welcoming you and having conversation. We welcome<br/>                 23 recommendation from both Commission and the public<br/>                 24 here tonight, we know we have a lot of work and<br/>                 25 growth that we can do in that area.</p>   |

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 53</p> <p>1 MS. AKANDE-BARTSCH: So now I want to<br/>                 2 talk a little bit about FOCUS's expertise. We<br/>                 3 certainly have designed a plan to act upon the<br/>                 4 signature priorities and calls to action and FOCUS<br/>                 5 will provide the structure for this to be possible.<br/>                 6 And we know that the core intermediary must<br/>                 7 certainly operate within an understanding of civic<br/>                 8 engagement, policy change, community partnerships<br/>                 9 and a history of achieving similar objectives and<br/>                 10 so to that end FOCUS has been an impartial<br/>                 11 community convener around such subjects of<br/>                 12 affirmative action, racial equity, diversity and<br/>                 13 inclusion, work force development and urban<br/>                 14 development. Additionally, if you look at the<br/>                 15 broad spectrum of the programs that we have we've<br/>                 16 been able to build and maintain relationships with<br/>                 17 the diverse and broad network of partners with<br/>                 18 relationships representing all sectors of our<br/>                 19 communities. Additionally we've been able to<br/>                 20 create and operate the bridges across racial<br/>                 21 polarization, I'm looking across the room tonight<br/>                 22 and I see some of the members from our BRIDGES<br/>                 23 group represented here tonight.<br/>                 24 We've also been able to prepare<br/>                 25 leaders at all levels of the community for success</p> | <p align="right">Page 55</p> <p>1 you heard me mention before, again this 15<br/>                 2 individuals from the community would work to design<br/>                 3 a process by which three steering committees are<br/>                 4 developed. The steering committees then would be<br/>                 5 named and of course this particular call to action<br/>                 6 would live with the Opportunity to Thrive steering<br/>                 7 committee. We do know that this individual<br/>                 8 selected to serve on the steering committee would<br/>                 9 be drawn from the remarkable research that's<br/>                 10 already been started by the Commission as well as<br/>                 11 growing information that is happening during the<br/>                 12 baseline assessment that our partners at ARC as<br/>                 13 well as FOCUS, new staff and our external evaluator<br/>                 14 would be part of again assessing that current<br/>                 15 landscape to identify and define what's already<br/>                 16 occurring, and important I think in addition to<br/>                 17 that baseline assessment are the development of<br/>                 18 asset maps so we can see where resources are and<br/>                 19 where there are gaps.<br/>                 20 So if the steering committee<br/>                 21 Opportunity to Thrive were to identify that child<br/>                 22 development accounts were an action item that were<br/>                 23 strategically positioned to move forward as they<br/>                 24 may very likely identify given the amount of work<br/>                 25 occurring on this particular call to action already</p> |
| <p align="right">Page 54</p> <p>1 including neighborhood and faith community leaders<br/>                 2 and these graduates create an alumni network of<br/>                 3 more than 8,500 people, many of whom are educated<br/>                 4 about and engaged in civic issues. We were also<br/>                 5 there at the table in designing and operating the<br/>                 6 Diversity Leadership Fellowship and also helping<br/>                 7 our civic partners launch the St. Louis Business<br/>                 8 Diversity Initiative. Furthermore we analyze and<br/>                 9 drive policy change including the Missouri charter<br/>                 10 school system, Affirmative Action of Missouri and<br/>                 11 through our work and collaboration on OneSTL. We<br/>                 12 also serve as a frequent partner in community<br/>                 13 initiatives and coalitions in our region.<br/>                 14 So now as I indicated before we would<br/>                 15 like to walk you through examples of two calls to<br/>                 16 action so I'll ask Michelle to join us to walk us<br/>                 17 through one of those examples.<br/>                 18 MS. MILLER: And out of respect for<br/>                 19 time I will walk through the first example and if<br/>                 20 the Commission or the public would like me to walk<br/>                 21 through that second example I'll do it during the Q<br/>                 22 and A period.<br/>                 23 So walking through Universal Child<br/>                 24 Development Accounts, CDAs, as the example of the<br/>                 25 call to action. So the leadership advisory council</p>           | <p align="right">Page 56</p> <p>1 an action team would be formed. For CDAs this<br/>                 2 group might include the leaders of existing CDA<br/>                 3 programs, the staff from the Missouri State<br/>                 4 Treasurer's office, representatives from Vanguard,<br/>                 5 a member of the Missouri Higher Education Savings<br/>                 6 Program, community members, et cetera. The<br/>                 7 steering committee would define specific tasks,<br/>                 8 deadlines, roles and expectation for that action<br/>                 9 team so again for this example the steering<br/>                 10 committee might include expansion of CDAs into<br/>                 11 specific zip codes by a specific date. The action<br/>                 12 team would then determine the process and resources<br/>                 13 needed to support that expansion. At this point<br/>                 14 the steering committee along with initiative staff<br/>                 15 would work to hold the action teams accountable for<br/>                 16 activities and time lines. They would work in<br/>                 17 partnership with the initiative director. The<br/>                 18 initiative director is who those of us in the<br/>                 19 public would hear from. So that person would<br/>                 20 communicate progress as well as achievement of the<br/>                 21 calls to action by public forums, either semiannual<br/>                 22 public meetings, quarterly reporting or very likely<br/>                 23 as we grow and learn with the process more<br/>                 24 frequently on-line reporting as the Commission<br/>                 25 experienced.</p>           |

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| <p style="text-align: right;">Page 57</p> <p>1 Throughout this you've seen a purple<br/>                 2 evaluation learning and course correction bar. So<br/>                 3 again our evaluation partners and researchers at<br/>                 4 ARC will assist in providing specific measurements<br/>                 5 to determine if goals are being met and of course<br/>                 6 correction is needed so in this example if CDAs did<br/>                 7 not respond in the time specified the evaluation<br/>                 8 partners would help the initiative director and the<br/>                 9 steering committee assess what's blocking progress,<br/>                 10 what corrective action is needed, what adjustments<br/>                 11 are needed and then define a new goal with<br/>                 12 outcomes. That new strategy with new tasks would<br/>                 13 be set forth. As the group achieves success and we<br/>                 14 have Universal CDA action that action team would<br/>                 15 disassemble to support other actions or it could<br/>                 16 transition into a role that supports that long term<br/>                 17 sustainability of the CDA model.<br/>                 18 So as I said we also developed a<br/>                 19 response or developed a comprehensive demonstration<br/>                 20 response plan which would be an action that lives<br/>                 21 in the Justice For All steering committee and I'll<br/>                 22 be happy to discuss it during the Q and A.<br/>                 23 CO-CHAIRMAN MCCLURE: I tell you<br/>                 24 Michelle, we've got just a little extra time, why<br/>                 25 don't you go ahead and go through the second one</p> | <p style="text-align: right;">Page 59</p> <p>1 creative approach is going to be critical to make<br/>                 2 sure we're gaining the input and holding the action<br/>                 3 team members accountable. So in this case the<br/>                 4 steering committee might call for the initiative<br/>                 5 director and for staff to use surveys, phone<br/>                 6 interviews, hold large public events and use other<br/>                 7 methods to make sure that they're hearing from all<br/>                 8 of the relevant parties in that implementation.<br/>                 9 So again you'll see a similar slide<br/>                 10 where the steering committee is engaging with staff<br/>                 11 to hold the action team accountable. So the<br/>                 12 steering committee and action team would be asked<br/>                 13 to approach these calls to action with an open mind<br/>                 14 and innovative ideas.<br/>                 15 So we wanted to highlight in this<br/>                 16 example that the action team would be encouraged to<br/>                 17 look at current law and protocol before it made a<br/>                 18 final recommendation for methods for change so<br/>                 19 since police are not supposed to arrest media who<br/>                 20 are not interfering with police activity the<br/>                 21 question might be asked are the police trained to<br/>                 22 understand the law, what's the punishment if an<br/>                 23 officer violates that law or protocol, what<br/>                 24 recommendations can be made to strengthen proper<br/>                 25 police response and how can we ensure that media</p> |
| <p style="text-align: right;">Page 58</p> <p>1 now so we have that information.<br/>                 2 MS. MILLER: Okay. Happy to.<br/>                 3 So if the Justice For All steering<br/>                 4 committee were to determine that the call to action<br/>                 5 to develop a comprehensive demonstration response<br/>                 6 plan was needed to quickly begin affecting the<br/>                 7 change of policing practices again as the review<br/>                 8 committee identified, the reasonable thought that<br/>                 9 that would be one of the actions identified to move<br/>                 10 quickly an action team would be formed. And this<br/>                 11 case, and bear with me, it's a list. In this case<br/>                 12 they might choose the St. Louis Metropolitan Police<br/>                 13 Chief, Sam Dotson, St. Louis County Police Chief<br/>                 14 Belmar, members of the St. Louis County Board of<br/>                 15 Police Commissioners, municipal police department<br/>                 16 leadership, Missouri Highway State Patrol, the<br/>                 17 Missouri Sheriffs Association, current media<br/>                 18 personnel, American Friends Service Committee and<br/>                 19 CJJ, the National Conference for Community<br/>                 20 Injustice, the Diversity Awareness Partnership,<br/>                 21 Coalition against Police Brutality, Organization<br/>                 22 For Black Struggle, The Truth and Reconciliation<br/>                 23 Commission and of course community residents.<br/>                 24 Now that's a big action team. So in<br/>                 25 this instance it's where we truly believe the</p>                          | <p style="text-align: right;">Page 60</p> <p>1 are aware of their rights as legal observers.<br/>                 2 So again with that creative approach<br/>                 3 the initiative director would be responsible for<br/>                 4 communicating to the public as well as up to the<br/>                 5 leadership advisory council how that leadership is<br/>                 6 moving on that call to action and then again when<br/>                 7 that team succeeds we mark success, celebrate it<br/>                 8 and that team and its volunteers transition to<br/>                 9 support other actions or again if there's a long<br/>                 10 term need to support and sustain that success there<br/>                 11 would be the opportunity for them to do that as<br/>                 12 well.<br/>                 13 MS. AKANDE-BARTSCH: Thank you<br/>                 14 Michelle.<br/>                 15 So now we want to address why FOCUS.<br/>                 16 Some of you may be familiar with FOCUS, FOCUS has a<br/>                 17 collective history of close to 50 years. In its<br/>                 18 more recent history we've been around for about 19<br/>                 19 years and what FOCUS has is certainly strong<br/>                 20 leadership, a transparent and inclusive process, a<br/>                 21 regional perspective and an ongoing quest for<br/>                 22 racial equity. As a core intermediary, you know,<br/>                 23 we certainly believe that social change begins with<br/>                 24 a ground swell, a demand for a better world. The<br/>                 25 work of the Commission has certainly demonstrated</p>  |

Page 61

1 that the community is the epicenter of change.  
 2 So again, why FOCUS? Because we  
 3 engage residents to become better neighbors and  
 4 businesses and to be reflections of their  
 5 communities because we train St. Louisans to be  
 6 better citizens. We ask others to be inquisitive,  
 7 to challenge the status quo, to be fearless and  
 8 relentless in their quest for what is right and  
 9 what is just and we ask those who we serve to  
 10 engage in their communities with passion and  
 11 eagerness. And I'd like to conclude that when  
 12 leaders say yes, even when it is difficult, we are  
 13 saying yes. We know this is messy, it has not been  
 14 done before but we believe that with the support of  
 15 the 50 somewhat organizations and individuals that  
 16 have stepped forward that we certainly can move  
 17 this initiative forward.  
 18 So I thank you Commissions for your  
 19 time and now I'd like to open up to questions.  
 20 CO-CHAIRMAN MCCLURE: Thank you Yemi  
 21 and Michelle and Amelia for your thoughtful  
 22 attention and your comments and also for your  
 23 responsiveness on tight time lines, we realize that  
 24 this has been challenging to meet our time lines  
 25 we've asked for. As our managing director pointed

Page 62

1 out to the external review committee when they  
 2 asked, pointed out the difficulty of the time she  
 3 said welcome to our world and welcome to our task  
 4 and our journey. So we appreciate your  
 5 responsiveness and your candor.  
 6 So we're going to now ask for  
 7 questions or comments from the audience, we'd like  
 8 to open up. I think Lorna and Jerrica both have  
 9 microphones and so they'll be happy to do that. If  
 10 you could keep your question or comment brief so we  
 11 can get as many as we have here and any of the  
 12 respondents will be happy to respond.  
 13 CO-CHAIRMAN MCCLURE: If you would  
 14 state your name please and if you have an  
 15 organizational affiliation that would be great.  
 16 MR. KING: My name is Chris King, I'm  
 17 with the St. Louis American.  
 18 You said you don't yet have the grass  
 19 roots or youth with you? That's missing everybody  
 20 that got us here so far almost. So what are you  
 21 going to do to get more grass roots and youth  
 22 participation in this initiative when the whole  
 23 Ferguson Commission was started by the grass roots  
 24 and by youth?  
 25 MS. AKANDE-BARTSCH: I think I should

Page 63

1 qualify how we responded to that. When we said we  
 2 don't quite have them, we've started the  
 3 conversations and so all of last week, you know,  
 4 based on the feedback that we received from the  
 5 external review committee we went looking for our,  
 6 certainly our alumni to see who can we reach out to  
 7 that we can at least start that conversation with,  
 8 especially if they're individuals that have not  
 9 been engaged with us recently and so within that  
 10 context, even in the youth, we reached out to Youth  
 11 In Need and they actually provided us with  
 12 certainly a letter of recommendation so it's a  
 13 process, one that we're aware of and one that we  
 14 are moving forward with. So it's not something  
 15 that we're going to go back to the board and  
 16 certainly start from scratch, it's something that  
 17 we know is important to this process and have  
 18 started to engage individuals along those lines.  
 19 MS. MOORE: Good evening, my name is  
 20 Maddie Moore with St. Louis County and I am here to  
 21 address the concern of the who's at the table and  
 22 there's no faith base at the table on this listing.  
 23 MS. MILLER: So we may not have the  
 24 most accurate list there, generally the National  
 25 Council of Jewish Women as well as Catholic

Page 64

1 Charities are at the table. In terms of faith  
 2 leaders, individual leaders we do still have  
 3 outreach to do in that area and we welcome  
 4 recommendations and we welcome outreach should we  
 5 be selected.  
 6 MS. MOORE: And as well as your  
 7 elected officials state wide and your  
 8 congregational delegation and to piggyback on Chris  
 9 King with what got us here, they're not at the  
 10 table. Thank you.  
 11 MS. MILLER: So I will just mention  
 12 that we certainly have local elected officials at  
 13 the table with letters of support both from the  
 14 mayor of St. Louis as well as county commissioners  
 15 in St. Louis County and St. Charles County and I  
 16 think growing this would be something, if we were  
 17 selected as core intermediary, it would be a  
 18 logical next step of course to reach out to these  
 19 higher levels of elected officials.  
 20 MS. MCNEIL: Good evening. I'm Margo  
 21 McNeil, I'm a state representative and my question  
 22 kind of reflected on Maddie's. Probably a third of  
 23 the Commission's actions require legislative action  
 24 and so, you know, I'd like to hear your proposed  
 25 kind of action strategy for dealing with

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| <p style="text-align: right;">Page 65</p> <p>1 legislative engagement. Thank you.<br/>                 2 MS. MILLER: Representative McNeil<br/>                 3 we're going to draft you to assist with that.<br/>                 4 I think one of the things that's<br/>                 5 important to notice or important to underscore in<br/>                 6 the model is that in fact it is not Yemi, I, Amelia<br/>                 7 who would be identifying the strategies for that<br/>                 8 political approach so each of the steering<br/>                 9 committees is going to need support there. Knowing<br/>                 10 what's going in the political landscape in Missouri<br/>                 11 takes very specified expertise, we would welcome<br/>                 12 input from committed and interested state<br/>                 13 legislators like yourself. We also know that there<br/>                 14 will be a need to support those committees and have<br/>                 15 budgeted for consulting services appropriately.<br/>                 16 MR. BARKER: Ryan Barker, Missouri<br/>                 17 Foundation for Health. Sorry, Michelle's my former<br/>                 18 employee, so.<br/>                 19 So just sort of a followup actually<br/>                 20 so that was as you were presenting the two examples<br/>                 21 there seemed to be a little bit of a jump from the<br/>                 22 action team to the implementation of a policy and<br/>                 23 there's a lot of work that goes on in there to get<br/>                 24 something passed through our legislature or city<br/>                 25 council and so who is responsible, I guess my</p> | <p style="text-align: right;">Page 67</p> <p>1 intermediary was introduced and it seemed almost<br/>                 2 like wired for this kind of outcome that would only<br/>                 3 come, generate a response from one organization<br/>                 4 that was running that terminology. I've been<br/>                 5 around community development and this stuff for<br/>                 6 years, I have seen all sorts of jargon so I'm<br/>                 7 naturally a little dubious. Also some elaborate<br/>                 8 language for organizing what we're doing, we could<br/>                 9 bring it down to those terms. I'm a little<br/>                 10 concerned right now that you're basically going to<br/>                 11 be in a format staff role with respect to<br/>                 12 implementation on this stuff and so far all I've<br/>                 13 seen is like hyper management of platitudes.<br/>                 14 What's going to happen?<br/>                 15 MS. AKANDE-BARTSCH: So I cannot<br/>                 16 speak for other organizations but what I can say is<br/>                 17 for the past 18 years FOCUS St. Louis has prepared<br/>                 18 diverse leaders to work collaboratively for a<br/>                 19 thriving region through our experienced-based<br/>                 20 community and training programs in civic issue<br/>                 21 education in public engagement initiatives and that<br/>                 22 is one of the reasons why we applied. You<br/>                 23 mentioned the fact that we were the sole applicant.<br/>                 24 I can't speak for anyone else who did not apply and<br/>                 25 perhaps that's a quest that could be directed to</p> |
| <p style="text-align: right;">Page 66</p> <p>1 questions is fill in that gap a little bit, who is<br/>                 2 actually taking on the task of getting that<br/>                 3 accomplished? Is it the action team?<br/>                 4 MS. MILLER: Yes. That would be the<br/>                 5 action team that is responsible for doing the on<br/>                 6 the ground, organizing the campaign, ensuring that<br/>                 7 votes are counted and passed accordingly. The<br/>                 8 steering committee is who holds them accountable to<br/>                 9 do that so in the example the Child Development<br/>                 10 Accounts the action teams would be doing the step<br/>                 11 by step process which Ryan you're certainly<br/>                 12 correct, there are many steps in that process.<br/>                 13 The steering committee would help identify what<br/>                 14 those steps are, set deadlines and hold that action<br/>                 15 committee, or excuse me, action team accountable<br/>                 16 for moving that forward.<br/>                 17 To focus back the steering committee<br/>                 18 itself reports to the initiative director and the<br/>                 19 initiative director reports to that community<br/>                 20 driven leadership advisory council.<br/>                 21 AUDIENCE MEMBER: Hi. I'm Scott<br/>                 22 (inaudible), PC Free Assembly Project. I've been<br/>                 23 padding around this process from way back and I'm a<br/>                 24 little, when I attended the last meeting in which<br/>                 25 the precursors, the idea of the, of the</p>   | <p style="text-align: right;">Page 68</p> <p>1 members of the Commission. Or perhaps not.<br/>                 2 CO-CHAIRMAN WILSON: I think I<br/>                 3 addressed that in my opening comments but we can<br/>                 4 talk about it more in our Q and A.<br/>                 5 MS. AKANDE-BARTSCH: Sure.<br/>                 6 MR. GERTH: My name is Irvin David<br/>                 7 Gerth, I'm the director of Metropolitan<br/>                 8 Congregations United. I think from our perspective<br/>                 9 and maybe from some other grass roots groups we<br/>                 10 will support any process that advances the calls to<br/>                 11 action of the Commission because that's where we're<br/>                 12 headed. I hear two tensions in the presentation<br/>                 13 and I hear you trying to deal with it but I want to<br/>                 14 echo a couple of things that others have said<br/>                 15 already. The first is that for a lot of us this is<br/>                 16 a moment of at least radical transformation if not<br/>                 17 outright revolution and so if what we've really got<br/>                 18 here is a management process, it raises some red<br/>                 19 flags about whether we're going to get deep<br/>                 20 transformation or not. And there was, the second<br/>                 21 tension that I want to lift up is one, it was a<br/>                 22 phrase that you used in your presentation, maybe<br/>                 23 intentionally, maybe not, that it's important that<br/>                 24 the grass roots and the community voices are heard<br/>                 25 and the people that I've been talking to really</p>              |

Page 69

1 don't care about being heard, they care about  
 2 having real authority and responsibility and  
 3 influence over the decisions that are made which is  
 4 very, very different from being heard. I will say  
 5 again we want this to go well, we want deep  
 6 transformation.  
 7 MS. AKANDE-BARTSCH: So to your  
 8 comment around continuation. I would say our  
 9 approach maybe heard was not what you should have  
 10 heard or taken away from this as it is we want you  
 11 to be participatory members of that table and so  
 12 just being there and being heard is not what we are  
 13 saying. As it is we want you to be engaged and so  
 14 asking you to sit at the table along with others  
 15 assumes that you will be part of the solution, part  
 16 of the conversation of creating solutions to all  
 17 these calls to action. So I hear what you're  
 18 saying, perhaps it's semantics but where we're  
 19 coming from is you're going to be part of solving  
 20 this, of creating the solution for moving forward,  
 21 of creating a solution for positive change.  
 22 MS. MILLER: If I could add so to  
 23 that I think David what you heard also reflects a  
 24 learning process for FOCUS St. Louis and what we  
 25 will require if we were to move forward to not just

Page 70

1 meaning in this area but also meaningfully include  
 2 and have all community members able to engage in  
 3 action and positive change in our community will be  
 4 to have consistent feedback like that. What I  
 5 heard you say was this so thank you for that and  
 6 again we are really appreciative of those who have  
 7 already stepped up to give us that feedback and  
 8 welcome additional conversation should we be  
 9 selected.  
 10 MR. KING: I remember back when John  
 11 Shaw still had a job with the City of Ferguson we  
 12 were trying to get with him and one person said he  
 13 was in his FOCUS St. Louis leadership group. Did  
 14 John Shaw, the city manager of Ferguson, go through  
 15 the FOCUS St. Louis training?  
 16 MS. AKANDE-BARTSCH: He did, yes he  
 17 did.  
 18 MR. KING: What did he learn?  
 19 MS. AKANDE-BARTSCH: That's a great  
 20 question. Unfortunately on this John is in the  
 21 room, you can ask him. But what we do in our  
 22 programs is we educate leaders on the various  
 23 issues and challenges that are in our community  
 24 with the goal that they can do more and they can  
 25 create positive change. I cannot speak --

Page 71

1 AUDIENCE MEMBER: They need that  
 2 education from you, they're not really leaders to  
 3 begin with.  
 4 AUDIENCE MEMBER: That's not true.  
 5 MS. AKANDE-BARTSCH: You can ask John  
 6 what he got out of it.  
 7 MR. HENSON: Hi, my name is Charles  
 8 Henson, I'm the project director of the Minority  
 9 Business Development Agency which is a Federal  
 10 agency under the Department of Commerce so I run  
 11 the business center here in St. Louis and you've  
 12 talked about more inclusion so certainly I would  
 13 like to know about how do I get in touch with you  
 14 guys, plus I have a background certainly of a lot  
 15 of civic involvement and I've been involved with,  
 16 certainly familiar with FOCUS St. Louis from the  
 17 group I chaired in Ferguson for reaching out for  
 18 unity and diversity for 16 years.  
 19 MS. AKANDE-BARTSCH: Well, thank you  
 20 for responding to our invitation and you can reach  
 21 me at yemia at FOCUS hyphen stl dot org or better  
 22 yet come up and talk to me afterwards, we'd love to  
 23 have you be part of this conversation moving  
 24 forward.  
 25 Thank you John.

Page 72

1 CO-CHAIRMAN WILSON: Any other  
 2 questions or comments?  
 3 AUDIENCE MEMBER: Question just about  
 4 your organizational structure, so can you talk a  
 5 little bit about the board of directors of FOCUS  
 6 and the learning advisory council?  
 7 MS. AKANDE-BARTSCH: Leadership  
 8 advisory council.  
 9 AUDIENCE MEMBER: Usually a board of  
 10 directors has financial responsibility for an  
 11 organization so would this be a project of FOCUS  
 12 but then the board doesn't have control over the  
 13 financing, because you said the leadership council  
 14 approves spending so it seems like there's sort of  
 15 two masters, if you could address that.  
 16 MS. MILLER: Yes. First of all the  
 17 intention behind having funds going through the  
 18 Community Foundation is so that there can be very  
 19 clear and transparent accounting of that process so  
 20 dollars are donated, dollars are granted toward the  
 21 work and you can see in and out very simply. So  
 22 the Community Foundation fund will serve that role.  
 23 The FOCUS St. Louis board would oversee FOCUS  
 24 related staff and ensure that our broader mission  
 25 is, continues to move forward as we are working on

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| <p style="text-align: right;">Page 73</p> <p>1 this project. So you define this as a project of<br/>                 2 FOCUS St. Louis or a project led by might be more<br/>                 3 accurately termed by FOCUS St. Louis so the<br/>                 4 initiative certainly will be part of staff's role<br/>                 5 so there will be some accounting to the board in<br/>                 6 terms of the FOCUS St. Louis staff role but the<br/>                 7 leadership advisory council exists to ensure the<br/>                 8 public has an accountability mechanism in the<br/>                 9 process. So again that initiative manager will<br/>                 10 have some reporting of course to Yemi and reports<br/>                 11 directly as you, well if it was up as you could see<br/>                 12 the leadership advisory council reports directly to<br/>                 13 that publicly, that public group.<br/>                 14 CO-CHAIRMAN WILSON: I don't want to<br/>                 15 get in community space but I want to follow up on<br/>                 16 this question because I wrote it down. The board<br/>                 17 is responsible for fiduciary oversight of the<br/>                 18 organization, the organization is required to file<br/>                 19 990s, the organization files an annual report so<br/>                 20 I'm wondering what additional kinds of transparency<br/>                 21 is necessary and whether there's actually<br/>                 22 duplication. I understand why we needed a fiscal<br/>                 23 agent because we are not a 501c3 entity. The<br/>                 24 questions is why does a 501c3 with a volunteer<br/>                 25 board, with responsibilities for 990s and current</p> | <p style="text-align: right;">Page 75</p> <p>1 not the requirement of a fiscal agent to have a<br/>                 2 racial equity fund and quite frankly a racial<br/>                 3 equity fund doesn't need to be in the same place as<br/>                 4 your fiscal agency because it should fund other<br/>                 5 things which we'll talk about later other than<br/>                 6 this. So I'm actually concerned about, just from a<br/>                 7 governance perspective as a funder I don't<br/>                 8 understand the duplication. And second, I'm<br/>                 9 actually quite concerned about the establishment of<br/>                 10 an endowment for FOCUS versus an establishment for<br/>                 11 racial equity if these things get blended.<br/>                 12 MS. MILLER: So it certainly is not<br/>                 13 our intention to establish an endowment for FOCUS.<br/>                 14 What we are establishing is the funds to support<br/>                 15 the initiative and if it were to be the logical<br/>                 16 place for a 25 year fund the possibility of that.<br/>                 17 FOCUS St. Louis could not house the 25 year fund.<br/>                 18 CO-CHAIRMAN WILSON: So it's<br/>                 19 important to note that in the presentation the<br/>                 20 president of the Community Foundation noted that<br/>                 21 there was a 25 year fund called for when she was<br/>                 22 explaining her fiscal agency arrangement. Fiscal<br/>                 23 agency can be established by an agreement and a<br/>                 24 contract between the two of you, it doesn't require<br/>                 25 the Community Foundation to set up a fund and there</p> |
| <p style="text-align: right;">Page 74</p> <p>1 oversight require a separate fiscal agent?<br/>                 2 I think it's a governance question<br/>                 3 for FOCUS, so I'm actually asking FOCUS why did you<br/>                 4 find it necessary with a governing mechanism that<br/>                 5 meets state standards for transparency and<br/>                 6 responsibility to find a fiscal agent to partner<br/>                 7 with?<br/>                 8 MS. AKANDE-BARTSCH: So one of the<br/>                 9 reasons why we did this is for those of you who are<br/>                 10 familiar, or perhaps not familiar with FOCUS's<br/>                 11 structure, we have a part-time accountant that is<br/>                 12 not full time and so we have dedicated hours to<br/>                 13 this part-time accountant but we also wanted to be<br/>                 14 very transparent as money is coming in to have the<br/>                 15 Community Foundation help us process those monies<br/>                 16 in a way that there's going to be a separation with<br/>                 17 what's coming in to FOCUS versus what's coming in<br/>                 18 to this work of the initiative and that's one of<br/>                 19 the reasons why we went with this route.<br/>                 20 MS. MILLER: Another component and<br/>                 21 part of our thinking was the report called for a 25<br/>                 22 year fund.<br/>                 23 CO-CHAIRMAN WILSON: So the report<br/>                 24 calls for a fund, not a fiscal agent, that's<br/>                 25 actually why I'm questioning this issue. There's</p>   | <p style="text-align: right;">Page 76</p> <p>1 was some bleeding into this idea, I think I<br/>                 2 actually wrote down what was said but it noted that<br/>                 3 this was established like a 25 year managed fund as<br/>                 4 called for by the Commission. The Commission did<br/>                 5 not call for a fund to fund the core intermediary.<br/>                 6 Specifically it called for a fund for racial equity<br/>                 7 infrastructure, those are two different things you<br/>                 8 should be very clear about.<br/>                 9 MS. JACKSON: I was interested in --<br/>                 10 I'm Haddie Jackson with St. Louis Community<br/>                 11 College. But my question has to do with beyond the<br/>                 12 vision, I mean you've really hit on some great<br/>                 13 things and this whole process has been very hopeful<br/>                 14 but my question is how will you know that you've<br/>                 15 been successful? How will you measure what you're<br/>                 16 measuring and because of the organizations that are<br/>                 17 involved, you know, would you see different<br/>                 18 policies, what would success, authentic success<br/>                 19 look like?<br/>                 20 MS. MILLER: So part of what I hear<br/>                 21 you asking is something that will require other<br/>                 22 partners at the table to define. So I think what<br/>                 23 we committed to and you heard Yemi talk about what<br/>                 24 a big broad vision of our region might look like<br/>                 25 with successful implementation of this report and</p>                                      |

Page 77

1 the calls to action. What we have designed as a  
 2 process to move forward and what those specific  
 3 measures are would require that the support and  
 4 expertise of our partners at ARC, would require the  
 5 leadership and expertise of those on the steering  
 6 committee and as I am giving you the answer I fully  
 7 understand that that is, it doesn't feel like  
 8 enough of an answer and I think part of this is  
 9 knowing where we are in the process so we've  
 10 stepped forward to offer an approach and that's  
 11 what we've moved forward with our expertise and I  
 12 think that there are a lot of questions yet in that  
 13 space.

14 MS. AKANDE-BARTSCH: Right. And what  
 15 we've presented here is certainly a process and as  
 16 Michelle had noted in our presentation that there  
 17 will be parts and pieces of this that we will be  
 18 learning as we're going through this and that's why  
 19 we have amassed the subcontractors that we have to  
 20 help us move this forward and we understand that  
 21 along the way we'll have to make some changes but  
 22 thank you for your questions, certainly something  
 23 that we've duly noted here.

24 AUDIENCE MEMBER: So you're going to  
 25 convince them to give up the way they currently

Page 78

1 operate and to come under the umbrella -- you're  
 2 going to convince the organizations to give up  
 3 completely how they operate in terms of their  
 4 policies and to move to a different vision and a  
 5 new way of operating. And so why would they do  
 6 that? What's in it for them I guess in the long  
 7 run?

8 MS. AKANDE-BARTSCH: So this is all  
 9 part of what I would call that disruptive  
 10 innovation and when you bring people that are not  
 11 necessarily in agreement about how they should move  
 12 forward but they're willing to be at the table to  
 13 have those conversations, I'd hate to say that we  
 14 already know what their conclusions will be at the  
 15 end of the day. It's a process. We have to go  
 16 through it and, you know, that's what we're  
 17 proposing here and we have an idea of what we would  
 18 like the vision to be but we need to get the people  
 19 to the table to have those courageous and candid  
 20 conversations where at the end of the day they may  
 21 agree to agree or they may disagree to agree. We  
 22 just don't know but we're moving ahead in terms of  
 23 creating, you know, a new way of looking at things  
 24 and it's probably, actually not probably, it will  
 25 require a paradigm shift in how we do things and

Page 79

1 we're open to that paradigm shift.

2 CO-CHAIRMAN MCCLURE: Let's take a  
 3 couple more if we could then we'll get to  
 4 Commission questions.

5 AUDIENCE MEMBER: Good evening. My  
 6 name is Agil Quou [sic] and back on the  
 7 organizational chart can you explain which  
 8 positions and organizations will be paid and which  
 9 ones are voluntary?

10 MS. AKANDE-BARTSCH: So in terms of  
 11 our org chart, and I don't have it out but I'm  
 12 recollecting it from what we've created, the  
 13 position of the director for the initiative will be  
 14 a paid position as well the program manager or  
 15 program coordinator position as well as the  
 16 resource development position are all paid  
 17 positions as part of this and the communication and  
 18 public engagement position are all paid.

19 Does that help?

20 AUDIENCE MEMBER: Does that mean  
 21 everything else is voluntary?

22 MS. AKANDE-BARTSCH: No, it does not  
 23 mean that everything else is voluntarily. So if  
 24 you're talking about FOCUS staff, FOCUS staff on  
 25 that role, on the org chart have their day-to-day

Page 80

1 responsibilities but a certain percentage of their  
 2 job, my job in particular will be dedicated to  
 3 moving the initiative forward.

4 AUDIENCE MEMBER: What's in the last  
 5 little blue box on the bottom? I can't see it.

6 MS. MILLER: Media and community  
 7 education manager. We can't read it either.

8 MS. AKANDE-BARTSCH: It's a  
 9 communication position.

10 AUDIENCE MEMBER: What will be paid  
 11 again?

12 MS. MILLER: The blue items in the  
 13 middle would be new positions that will be  
 14 contracted. The green items that are on the left  
 15 are current FOCUS staff positions where a  
 16 percentage of the work will go towards this effort  
 17 and I think it's important that we clarify our  
 18 purple boxes, so communications and marketing  
 19 consultant, applied research collaborative and to a  
 20 very small extent as you heard Amelia say the  
 21 Community Foundation would have some level of  
 22 compensation and again the Community Foundation's  
 23 being one of the lower overheads processing a fund  
 24 like that in our region.

25 Steering committee?

FERGUSON COMMISSION MEETING 11/9/2015

Page 81

1 MS. MILLER: Steering committees,  
 2 action committees alone the leadership advisory  
 3 council as designed now are voluntary as I think  
 4 Yemi, as we said repeatedly we're also open to  
 5 responding as the process moves forward so if there  
 6 needs to be something that permits community  
 7 engagement in more authentic ways I think we're  
 8 open to exploring options.  
 9 CHAIRMANCLURE: Okay.  
 10 MS. GRANICH: My name is Laura  
 11 Granich and I'm with the Jobs For Justice Coalition  
 12 and I just wanted to reflect a little bit what I've  
 13 already shared with FOCUS for the good of the whole  
 14 and some of the discernment grass roots groups are  
 15 doing around this process and some of it is really  
 16 around the how of this process that we're trying to  
 17 figure out and really saying that the criteria we  
 18 need to see is the engagement of impacted people in  
 19 how the change happens and the engagement of  
 20 impacted people in public change processes to  
 21 restore a sense of connection between huge parts of  
 22 our community and the power structures in our  
 23 community because, is there any attention to that  
 24 in the how of how we get these recommendations  
 25 accomplished? We're going to be back here again in

Page 82

1 20 years with the next set of problems if we're ot  
 2 able to manage the ones in our communities.  
 3 CO-CHAIRMAN MCCLURE: Okay. Final  
 4 comment please.  
 5 MR. DITCHE: Phillip Ditche. I guess  
 6 my comment follows that, a suggestion. If I'm a  
 7 grass roots person and I'm seeing 50 established  
 8 organizations we're going to be getting new money  
 9 and I'm wondering how I connect to that  
 10 stratosphere? I'd like to encourage that there be  
 11 a process that any organization, business is  
 12 connected to this movement going forward that there  
 13 be a process established that they need to  
 14 internally create more grass roots connections,  
 15 memberships on their boards of the people that  
 16 they're serving, in their staff, that they consider  
 17 all having minimum wages at 15, that they do things  
 18 themselves so that there is a much broader, real  
 19 baseline impact on our region.  
 20 MS. MILLER: That is exactly why we  
 21 need community input on the process. Thank you for  
 22 the suggestion and one point of clarification,  
 23 those partners that we listed are not all or in any  
 24 way have we specified that they would all receive  
 25 funding.

Page 83

1 AUDIENCE MEMBER: Even without the  
 2 funding, just if we're going to have a real impact  
 3 that we make them (inaudible) by looking at  
 4 themselves.  
 5 MS. AKANDE-BARTSCH: Thank you.  
 6 CO-CHAIRMAN MCCLURE: Let's open the  
 7 floor for questions from Commissioners please.  
 8 Brittany?  
 9 COMMISSIONER PACKNETT: So I have a  
 10 couple of questions I'm going to try to make sure  
 11 happen very efficiently. Thanks for the  
 12 presentation and thanks to the community for our  
 13 comments and questions. I want to name that my  
 14 series of questions and suggestions are coming  
 15 under the same awning if you will as the comments  
 16 made by David and Laura about the need for deep  
 17 transformation and leadership of the most affected  
 18 in this situation. I am thankful to have been a  
 19 part of a body that prioritized that in putting out  
 20 not our report but the people's report and that has  
 21 to continue to be reflected in the process moving  
 22 forward. So a couple of quick questions. One is  
 23 of the about 50 organizationS that you listed where  
 24 you already have established partnerships how many  
 25 of those are currently led by people of color?

Page 84

1 MS. AKANDE-BARTSCH: That's a great  
 2 question Brittany. Not certainly something that  
 3 we've tabulated and I'm just trying to without  
 4 going through a list and outlining that but  
 5 certainly that's something that was top of mind for  
 6 us as we were reaching out to make sure that we are  
 7 a diverse and inclusive group. So in terms of  
 8 coming up with what the exact numbers are I can't  
 9 give you that specifically but certainly something  
 10 that was top of mind for us as we reached out to  
 11 the different organizations.  
 12 COMMISSIONER PACKNETT: Okay.  
 13 Helpful. And a related question. You said that,  
 14 you said that there, you kind of already started  
 15 some conversations with people that aren't  
 16 currently on the slides. I would love to know what  
 17 individuals or organizations not that just are  
 18 grass roots and community led but that were  
 19 physically involved in the Ferguson protest  
 20 movement that you are currently in conversation  
 21 with. I know that some folks have been a part of  
 22 your classes before so I'm just wondering what  
 23 those connections have been.  
 24 MS. MILLER: So I think we named some  
 25 and of course David is here as well as Laura. We

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| <p style="text-align: right;">Page 85</p> <p>1 have reached out and had a conversation today with<br/>                 2 Derrick Atmoore and then we have I think an<br/>                 3 understanding of who to reach out to and calls out<br/>                 4 and within the week since we received again<br/>                 5 insightful feedback we haven't made it further than<br/>                 6 that. So I think that your point is well taken and<br/>                 7 one that we need to continue to grow into.<br/>                 8 COMMISSIONER PACKNETT: Helpful. I'm<br/>                 9 going to wrap up here.<br/>                 10 A suggestion that I have, well<br/>                 11 actually one more super quick question. You said<br/>                 12 that a percentage of the existing FOCUS roles would<br/>                 13 be paid by, sorry, you said a percentage of the<br/>                 14 work rather would be oriented towards this effort.<br/>                 15 Would that also represent an increase in salary and<br/>                 16 if so would that increase or that percentage of the<br/>                 17 time be paid for by these funds?<br/>                 18 MS. AKANDE-BARTSCH: That's something<br/>                 19 that we're still deliberating on because some of<br/>                 20 this is going to be in-kind contribution just based<br/>                 21 on the level of work that individuals would be<br/>                 22 doing that are currently full-time staff at FOCUS,<br/>                 23 but right now the way in which we've envisioned it<br/>                 24 is it's in the budget so there will be additional<br/>                 25 fundraising required for this.</p> | <p style="text-align: right;">Page 87</p> <p>1 think I'm following.<br/>                 2 MS. MILLER: Okay.<br/>                 3 COMMISSIONER PACKNETT: So I want to<br/>                 4 say for the record that I think Phil's suggestion<br/>                 5 about requiring that partner organizations examine<br/>                 6 themselves through a racial equity lens is a good<br/>                 7 one for the record so I think if this moves forward<br/>                 8 that should be added so I actually want to ask you<br/>                 9 the same question if you had to apply the racial<br/>                 10 equity lens to FOCUS and its work thus far what<br/>                 11 points of pride do you have and where do you think<br/>                 12 there needs to be additional work?<br/>                 13 MS. AKANDE-BARTSCH: So that's a<br/>                 14 great question. One of the things that, from the<br/>                 15 board's perspective we've been very intentional<br/>                 16 about is certainly making sure that our board is<br/>                 17 reflective of the community in which we live and so<br/>                 18 last year when we were filling board positions<br/>                 19 that's something that was certainly top of mind and<br/>                 20 so we wanted to ensure that the diversity of<br/>                 21 individuals that we were recruiting to become part<br/>                 22 of our board was, you know, close to about 60<br/>                 23 percent and so that's how we've been moving forward<br/>                 24 with our work and that's how we've been moving<br/>                 25 forward with even our program participants and also</p>       |
| <p style="text-align: right;">Page 86</p> <p>1 COMMISSIONER PACKNETT: I'm sorry,<br/>                 2 when you say it's in the budget what exactly is the<br/>                 3 it?<br/>                 4 MS. AKANDE-BARTSCH: So the<br/>                 5 percentage of time that these individuals will be<br/>                 6 contributing to something that we put in the<br/>                 7 budget. So it will be 20 percent of my time for<br/>                 8 example and certain staff members 10 percent of<br/>                 9 their time.<br/>                 10 COMMISSIONER PACKNETT: And so you<br/>                 11 haven't made the decision as to whether or not that<br/>                 12 would represent an increase in salary or not?<br/>                 13 MS. AKANDE-BARTSCH: Not -- well, did<br/>                 14 we look at that?<br/>                 15 MS. MILLER: In our current<br/>                 16 conversation no staff person at FOCUS that would<br/>                 17 work on the intermediary work would receive an<br/>                 18 increase. If another team member were to pick up<br/>                 19 additional duties to help ensure our program's<br/>                 20 continued functioning in that nature there might be<br/>                 21 some space there and that would not affect funding<br/>                 22 or wouldn't come from funding related to this work,<br/>                 23 that would be to operate the ongoing programs at<br/>                 24 FOCUS St. Louis that are not the initiative.<br/>                 25 COMMISSIONER PACKNETT: Okay. I</p>   | <p style="text-align: right;">Page 88</p> <p>1 taking a closer look at how diversity is within our<br/>                 2 organization so it's something, racial equity is<br/>                 3 something that we apply in all of our programming,<br/>                 4 in our curriculum and the we think we need to be an<br/>                 5 organization that is reflective of the community in<br/>                 6 which we live and so it's something that's top of<br/>                 7 mind and we're constantly working on that.<br/>                 8 COMMISSIONER PACKNETT: Did you have<br/>                 9 anything you wanted to add?<br/>                 10 MS. MILLER: One thing that I would<br/>                 11 note in addition to racial equity because we've<br/>                 12 been talking youth when you ask sort of how do we<br/>                 13 measure where we are I think one area where we are<br/>                 14 growing is how we've engaged youth on our board of<br/>                 15 directors and a point of learning was when we<br/>                 16 scheduled the meeting during the summer months<br/>                 17 they're easily able to participate and attend and<br/>                 18 then during the school year they're not so we've<br/>                 19 had the opportunity to identify, learn and grow as<br/>                 20 we area addressing the diversity of our board in a<br/>                 21 variety of ways, of course to answer directly<br/>                 22 racial equity and I think there's other ways we<br/>                 23 seek to diversify our board and our leadership and<br/>                 24 programs as well.<br/>                 25 COMMISSIONER PACKNETT: I swear I'm</p> |

FERGUSON COMMISSION MEETING 11/9/2015

Page 89

1 wrapping up.  
 2 So this is a point of additional, an  
 3 additional piece for us because I will say very  
 4 honestly I know that FOCUS has received feedback  
 5 over the years on the racial equity piece and I  
 6 know that you all have made efforts there, I also  
 7 know that things like the standing prison visit  
 8 that happens with the leadership class as well as I  
 9 think some discouragement that some members have  
 10 felt as they were trying to actively participate in  
 11 things that happened this year were pieces of  
 12 feedback that you guys got so if I am going to be  
 13 comfortable moving forward in this way I think  
 14 there are a couple of things that need to be seen  
 15 because I'm still not seeing the kind of  
 16 intentional attention to racial equity and justice  
 17 in this plan that I think the Commission has taken  
 18 on because the communities required that of us and  
 19 so I would want to see at least one paid position  
 20 that is dedicated to applying the racial equity  
 21 lens to everything because when I look at the three  
 22 steering committees I see obviously our three areas  
 23 but we applied the racial equity lens to everything  
 24 and so there needs to be a role there that is  
 25 financially supported and that would be able to

Page 90

1 recruit someone with enough expertise in this area  
 2 to ensure accountability throughout the process  
 3 toward that racial equity piece. I would also say  
 4 that that person or maybe another person would need  
 5 to build some kind of formal feedback structure  
 6 because one of the things I am appreciating is you  
 7 guys are hearing what folks are saying right now  
 8 but the question is how is the feedback heard, how  
 9 urgently is it responded to and implemented and  
 10 then how are you translating what goes back to the  
 11 community. So I would like to see that as well.  
 12 Then my last question is about  
 13 financial engagement and so as we hear these  
 14 important questions about not just the engagement  
 15 of marginalized people and the most affected but  
 16 their ability to truly have authority in this  
 17 process, how do we ensure and what processes are in  
 18 place or roles are in place to ensure that people  
 19 with financial privilege and people who are making  
 20 donations to this project don't have undue  
 21 influence over the decision making process?  
 22 MS. AKANDE-BARTSCH: That's a great  
 23 question, it's certainly something that came up in  
 24 a meeting that we had this afternoon with one of  
 25 the grass roots community leaders and one of the

Page 91

1 things that we said is we're going to be very  
 2 intentional in the composition of whether it's the  
 3 leadership advisory council or the steering  
 4 committee or even the action teams to make sure  
 5 that they are represented in a way where they can  
 6 feel heard and so, and Michelle's explanation of  
 7 what the structure of the leadership advisory  
 8 committee looks like you say that there'll be  
 9 designated seats for different members of our  
 10 community, commissioners included, but also more  
 11 importantly as you've stressed here members of the  
 12 grass roots community to make sure that they feel  
 13 comfortable at that table in a way in which they  
 14 can contribute.  
 15 MS. MILLER: And I think we are  
 16 hearing and we might not yet be saying that we  
 17 understand the community needs to be more than  
 18 heard so we hear that and we are incorporating that  
 19 into our understanding and our responses very  
 20 quickly. And to your point of the two positions  
 21 that needed to be compensated, the second one,  
 22 could you remind me?  
 23 COMMISSIONER PACKNETT: I was saying  
 24 I don't know if it needed to be a second position  
 25 but someone who is a paid staff member, not a paid

Page 92

1 staff member of FOCUS but a paid staff member of  
 2 the core intermediary would need to be in charge of  
 3 a formal feedback implementation.  
 4 MS. MILLER: And I think that third  
 5 role that was missing from the diagram you received  
 6 last Thursday that's related to communications and  
 7 public education, that is absolutely within the  
 8 whelm of what that role would do and in terms of  
 9 making sure racial equity remains at the forefront  
 10 in addition to having the leadership of the staff  
 11 at FOCUS to continually make that present the  
 12 initiative director would be tasked with that, with  
 13 that challenge and that would be part of that broad  
 14 search for what information would be for someone  
 15 with the expertise as you identified to keep that  
 16 private.  
 17 COMMISSIONER PACKNETT: So I still  
 18 want to suggest as someone who runs a program  
 19 myself and is deeply interested and formally  
 20 engages in a racial equity process myself, I still  
 21 needed to hire someone to focus on it individually  
 22 otherwise with my schedule and capacity it couldn't  
 23 happen, right? And so I appreciate what you said  
 24 about the equity of the steering committees, I know  
 25 for example when you read off the one about the

Page 93

1 response to demonstration what I heard, at least  
 2 according to my count the organizations that you  
 3 read off were, weren't equal community and law  
 4 enforcement and so I say, I'm using that as an  
 5 example, not the thing to focus on, I say that  
 6 another thing I would need to see in this process  
 7 if we move forward in this way is some guarantee of  
 8 equity of voice in these spaces, not just  
 9 numerically but also in terms of social influence  
 10 and power.  
 11 MS. MILLER: And our echoing feedback  
 12 we have received this week and even today as we  
 13 have engaged with those grass root leaders so they  
 14 are representing that point very clearly, and again  
 15 we are in the process of bidding and creating those  
 16 relationships where we can be informed by and  
 17 understand that it isn't truly necessarily seats at  
 18 the table, it is that importance of voice in this  
 19 process so we appreciate that and again, we're in a  
 20 learning space.  
 21 COMMISSIONER PACKNETT: Thank you  
 22 very much.  
 23 CO-CHAIRMAN MCCLURE: Questions from  
 24 commissioners.  
 25 Traci.

Page 94

1 COMMISSIONER BLACKMON: First of all  
 2 thank you for your presentation. I too am a  
 3 graduate of FOCUS St. Louis, my understanding and  
 4 my experience of FOCUS that's been many years ago  
 5 is while there was racial diversity there that  
 6 there's a class issue as well and so the people who  
 7 were involved in the front line and many of the  
 8 actions in Ferguson now they might, it's more than  
 9 just racial equity and it's important that those  
 10 voices be heard as well. I heard you speak to the  
 11 racial equity lens in the board of FOCUS but my  
 12 question is broader than that. Have you applied  
 13 that lens to your staff and have you applied that  
 14 lens to your key collaborating partners in this  
 15 initiative?  
 16 MS. AKANDE-BARTSCH: Great question  
 17 Traci. That's one of the things that we have been  
 18 working on over the course of, you know, the time  
 19 that we decided that we were going to apply for  
 20 this. From a staff perspective it's something that  
 21 I'm constantly looking at as I'm hiring new staff  
 22 members and so when we approached moving forward  
 23 with this that's something that we will make sure  
 24 that we have a very diverse staff that will be  
 25 driving this initiative forward so it's something

Page 95

1 that is top of mind, it's mindful that we're  
 2 working on.  
 3 COMMISSIONER BLACKMON: That will be  
 4 in this new initiative. I'm asking about the staff  
 5 of FOCUS.  
 6 MS. AKANDE-BARTSCH: Yes.  
 7 COMMISSIONER BLACKMON: I'm also  
 8 asking about the staff of the St. Louis Community  
 9 Foundation, I'm asking about the staff of all the  
 10 key collaborative partners, has a racial equity  
 11 lens been applied to all of those partners?  
 12 MS. AKANDE-BARTSCH: I cannot speak  
 13 for St. Louis Community Foundation, I actually  
 14 asked Amelia to speak in terms of her staff but  
 15 what I can say in terms of my staff is we do have  
 16 diversity on my staff in terms of racial diversity.  
 17 In terms of my board I'd like to think that my  
 18 board is diverse and as I mentioned before that's  
 19 something on a board level, on a governance level  
 20 that we are talking about looking for ways to  
 21 increase that. It's an opportunity for growth but  
 22 we do have that diversity.  
 23 And Amelia.  
 24 MS. BOND: So the St. Louis Community  
 25 Foundation is committed to racial diversity. We

Page 96

1 can do better. We have about 30 percent of our  
 2 staff is diverse and we have diversity on the board  
 3 but I will tell that you we are very conscientious  
 4 and it is part of our action plan to improve in our  
 5 racial diversity.  
 6 COMMISSIONER BLACKMON: Thank you.  
 7 I have one more question and then  
 8 I'll let someone else ask.  
 9 Is it possible on this organizational  
 10 structure, because I am cognizant, I'm at many  
 11 tables and I'm cognizant that all tables are not  
 12 equal whenever you're dealing with the same  
 13 initiative. Is it possible for there to be a line  
 14 at the top of this that goes from St. Louis  
 15 Community Foundation across the leadership advisory  
 16 council to grass roots to FOCUS board of directors?  
 17 MS. AKANDE-BARTSCH: We are open to  
 18 that conversation and part of the reason why, you  
 19 know, we're having this conversation this evening  
 20 is for you to provide us feedback. As we indicated  
 21 this has not been done before so as many voices and  
 22 feedback that we can get to fine tuning what we  
 23 have presented to you is going to be key for  
 24 ensuring --  
 25 COMMISSIONER BLACKMON: It would be

Page 97

1 important to me.  
 2 MS. AKANDE-BARTSCH: Okay.  
 3 COMMISSIONER BLACKMON: That the  
 4 grass root voice be at the decision making table  
 5 and not just at the implementation table.  
 6 MS. AKANDE-BARTSCH: So in terms of  
 7 the leadership advisory council, is that what  
 8 you're saying?  
 9 COMMISSIONER BLACKMON: I'm saying if  
 10 the leadership advisory council is going to be  
 11 fairly representative of grass roots organization  
 12 then perhaps that works, if not I'd like grass  
 13 roots organizations specifically identified, at  
 14 least one, that could be in that leadership whelm,  
 15 not just in the implementation of what's decided  
 16 but in the decision making.  
 17 MS. AKANDE-BARTSCH: Absolutely.  
 18 Even some of the conversations that we are having  
 19 with members, leaders of the grass roots community,  
 20 that is what we're proposing that they are at that  
 21 table with the leadership advisory council and they  
 22 help us identify other individuals that can be at  
 23 the steering committee level as well as the action  
 24 teams so it's part of our proposal here, perhaps  
 25 not clearly stated that they would be part of the

Page 98

1 leadership advisory council.  
 2 COMMISSIONER BLACKMON: I just lied  
 3 and I'm a preacher and I shouldn't do that but I  
 4 have one more thing and then I'll let it go.  
 5 MS. AKANDE-BARTSCH: That's okay.  
 6 COMMISSIONER BLACKMON: When we talk  
 7 about the youth component I heard Youth In Need,  
 8 which I'm a big fan of Youth In Need but I'm  
 9 looking for something different. I'm looking for  
 10 the voices of millennials who were actively  
 11 involved in this change in St. Louis. I'm not just  
 12 looking for organizational representation, I'm  
 13 looking for the voices of millennials who have  
 14 risen as leaders in St. Louis and who pushed this  
 15 forward. It's very different.  
 16 MS. AKANDE-BARTSCH: And we  
 17 understand that. So part of the work that we've  
 18 been doing since we heard back from the external  
 19 review committee is looking for those opportunities  
 20 for introduction and we are having those  
 21 introductions but it's just a matter of time  
 22 constraints that prevent us from bringing those  
 23 individuals forward. But it's something that we're  
 24 mindful of and we think it's critical for moving  
 25 this initiative forward that we are at the table.

Page 99

1 CO-CHAIRMAN MCCLURE: Pat.  
 2 COMMISSIONER SLY: Just a  
 3 clarification on the funding. Is there, this is  
 4 all private funding, there's no public funding  
 5 involved, is that our understanding?  
 6 MS. AKANDE-BARTSCH: So much of the  
 7 initial conversation that we've been having have  
 8 been with national funders --  
 9 COMMISSIONER SLY: But those are  
 10 private foundations.  
 11 MS. AKANDE-BARTSCH: Private  
 12 foundations, yes, correct.  
 13 COMMISSIONER SLY: And who's going to  
 14 be after this 1.4 million? Who's going to be  
 15 asking, knocking down the doors and asking for this  
 16 money?  
 17 MS. AKANDE-BARTSCH: You're looking  
 18 at her in addition to other staff members who have  
 19 those relationships. And, you know, certainly  
 20 we're having conversations with different  
 21 corporations not just in St. Louis but outside of  
 22 St. Louis that this is a funding priority for them  
 23 and, you know, I think we've made the statement  
 24 here that although this issue right now seems to be  
 25 regional but it's actually national in scope and so

Page 100

1 we have a lot of individuals, organizations,  
 2 institutions that are looking at what's happening  
 3 here in St. Louis and that's where, you know, as we  
 4 move this forward we're looking to create a  
 5 blueprint, a playbook for implementation that God  
 6 forbid should this arise in another community they  
 7 can look at the work that we've done here and can  
 8 apply it to resolving some of their issues.  
 9 MS. MILLER: If I may we actually,  
 10 the review committee gave very specific feedback  
 11 about the need to have dedicated staff time towards  
 12 fundraising and in response to that the role that  
 13 we designated of the three, the resource director,  
 14 that first year for the resource director will be  
 15 development and solicitation of grants of a variety  
 16 of kinds so we are not closed to the concept or  
 17 possibility of public funding although the  
 18 conversations that Yemi has started already are  
 19 with private funds. We also see that initiative  
 20 director as needing to have a hand in that outreach  
 21 process because it's a lot of money to raise and so  
 22 we acknowledge that it's a significant amount and  
 23 it is reasonable given the structure that we've set  
 24 forth.  
 25 COMMISSIONER SLY: I appreciate that,

FERGUSON COMMISSION MEETING 11/9/2015

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| <p style="text-align: right;">Page 101</p> <p>1 I just want to remind everybody at the same time<br/>2 Starsky's people will be knocking on their door for<br/>3 the Racial Equity Fund which is separate and that's<br/>4 a significant amount of money for the donors in<br/>5 this community. It's not a lay up, lay up, it's a<br/>6 three point shot is my only comment.<br/>7 Thank you.<br/>8 CO-CHAIRMAN MCCLURE: Scott.<br/>9 COMMISSIONER NEGWER: Who will and<br/>10 how will the leadership council be selected?<br/>11 MS. MILLER: So we note, it's<br/>12 actually a point of development still. So we know<br/>13 it will be an application process, citizens who are<br/>14 interested in throwing their hats in the ring will<br/>15 be welcome to do so and beyond that we don't have<br/>16 anything to share at this time.<br/>17 COMMISSIONER NEGWER: So will you<br/>18 have any accountability to the existing FOCUS<br/>19 board? It seems right now it's sitting out on an<br/>20 island and I'm not sure how the foundation goes.<br/>21 MS. AKANDE-BARTSCH: You know, to a<br/>22 certain extent the FOCUS board will have a little<br/>23 bit of oversight for the leadership advisory<br/>24 council in terms of how we designed it but this is<br/>25 a conversation that is still in process in terms of</p>                  | <p style="text-align: right;">Page 103</p> <p>1 know from you as leaders of the organization what<br/>2 do you need to make this core intermediary<br/>3 successful?<br/>4 MS. AKANDE-BARTSCH: Thank you for<br/>5 that question Rose. Certainly as we've been<br/>6 discussing thus far this evening we know that it's<br/>7 going to take really the village to make this<br/>8 successful, the village, that being members of the<br/>9 community, many of which are represented in this<br/>10 room this evening but certainly we recognize that<br/>11 we need to cast a wider net to be more inclusive in<br/>12 terms of individuals that, and organizations and<br/>13 institutions that can engage in this initiative<br/>14 moving forward. So that I would say is going to be<br/>15 a critical piece similar to some of the work that<br/>16 you've done over the past year. We also know that<br/>17 it's going to take staff members who will have<br/>18 dedicated time to working on this initiative and<br/>19 that's why we proposed four positions for this but<br/>20 also equally important it's going to take<br/>21 financing, funding to help move this forward and<br/>22 one of the things that I have to say that I'm<br/>23 confident about in terms of moving this initiative<br/>24 forward, I was sharing with someone the other day<br/>25 that because all eyes are on St. Louis and part of</p> |
| <p style="text-align: right;">Page 102</p> <p>1 talking with our larger board on how we would<br/>2 proceed with this.<br/>3 MS. MILLER: I would argue I think in<br/>4 our observation and perhaps in your direct<br/>5 experience the public will hold that group<br/>6 accountable and the media will help hold that group<br/>7 accountable and one of the reasons to have a<br/>8 leadership entity that is not just our wonderful<br/>9 board at FOCUS but is additional is so that it can<br/>10 be publicly accountable in the same degree that you<br/>11 have all had to be.<br/>12 CO-CHAIRMAN MCCLURE: Rose?<br/>13 COMMISSIONER WINDMILLER: So first of<br/>14 all I want to say the presentation is greatly<br/>15 improved from the original proposal and I am so<br/>16 appreciative because I don't think what people<br/>17 recognize is the short amount of time that FOCUS<br/>18 was given to move from their initial proposal to<br/>19 this stage. So I'm very appreciative. And my<br/>20 question is more about the actual mission of what<br/>21 you think the organization is going to accomplish.<br/>22 I need to know what FOCUS needs to be successful as<br/>23 the core intermediary because I understand that<br/>24 you're in the development of process with<br/>25 commission members, with community but I need to</p> | <p style="text-align: right;">Page 104</p> <p>1 the work that you've been doing over the past year<br/>2 is making the case for why this is important that<br/>3 certainly the money is there and part of what we're<br/>4 doing right now is making a case for how we can<br/>5 move forward and who needs to be at the table and<br/>6 the different types of financing options that are<br/>7 for us. So I would say those are the critical<br/>8 parts of moving this forward and certainly the<br/>9 goodwill of the community.<br/>10 COMMISSIONER WINDMILLER: Thank you.<br/>11 COMMISSIONER BLACKMON: Can I ask<br/>12 you, I had a question when this presentation first<br/>13 started. There was a slide that talked about what<br/>14 the intermediary is not and one of the things the<br/>15 slide said is that FOCUS does not own this process.<br/>16 What does that mean?<br/>17 MS. AKANDE-BARTSCH: So we equally<br/>18 took that right out of the report in terms of this<br/>19 is the report of the people and our role is as<br/>20 convener to move this forward and so, you know, not<br/>21 to get caught up in semantics to a certain extent<br/>22 it will be part of, we will be part of that work<br/>23 moving forward but at the end of the day the<br/>24 people, the region, own the solutions because<br/>25 they've helped develop what the future of our</p>                                 |

Page 105

1 region is.

2 MS. MILLER: If I might add Reverend

3 Blackmon, I think one thing that we thought was

4 very important that the Commission demonstrated and

5 that others in this process have demonstrated it

6 isn't so much that we don't own the process because

7 we are holding ourselves accountable to supporting

8 the process. To getting the right people and the

9 right ways to achieve action, what we were trying

10 to be clear about was that we don't need to own the

11 win so this is not, as Yemi said this is not

12 FOCUS's success, this would be the community's

13 success and so that was our intention in clarifying

14 that was to say that this is not and wouldn't be a

15 FOCUS first initiative, rather it would be a

16 community first initiative which is even indicative

17 of the fact that we haven't named it, we want the

18 community to participate in what that process might

19 look like to name it.

20 CHAIRMAN BLACKMON: I acknowledge

21 that people hear differently and I hear

22 differently, what I need to know is that you

23 believe in this work.

24 MS. AKANDE-BARTSCH: Absolutely. You

25 know, when I referenced it earlier that, it almost

Page 106

1 felt like a dissertation because it was difficult.

2 It was even harder than my dissertation and you

3 know yesterday Michelle and I were in the office

4 working on this and the people in our building said

5 geez, you must really love your job, we said you

6 don't say. We are committed to this initiative, we

7 are committed to seeing it be successful and we are

8 committed for this partnership with the community

9 working towards a vision that is very different

10 than where we are today.

11 CO-CHAIRMAN MCCLURE: Other

12 questions?

13 Becky?

14 COMMISSIONER JAMES-HATTER: Yes. I

15 just first of all like everyone else thank you, you

16 are the only one that applied, the whole group and

17 I think all of us are deeply appreciative of

18 leaders and I mean I know that we've been in the

19 arena for the last year and you're stepping in and

20 others to guide this and so my questions is that

21 this is just a, you know, a first round of

22 questions and a first round of thoughts and

23 suggestions and recommendations and so with that in

24 mind I'm wondering, you know, what to do with all

25 of that, whether it's in my head or it's in the

Page 107

1 head of the rest of the commissioners and others as

2 we leave this room and we want to, whoever takes

3 this task how do we pass on, pass forward, suggest,

4 make recommendations, be available, how do we make

5 sure you know that we're here not just tonight but

6 in the long run?

7 MS. AKANDE-BARTSCH: And I think

8 that's one of the open invitations that Michelle

9 extended when she was going over the composition of

10 the leadership advisory committee, that even though

11 the Commission sunsets December 31st we would like

12 to invite you to continue in this journey with us

13 and as we've heard from some members of the

14 Commission who have recused themselves from

15 deliberation today, they have already raised their

16 hand in terms of the commitment and their work with

17 applied research collaborative and in that same

18 manner and in that same spirit we'd like for you to

19 continue in some capacity understanding that you've

20 really put a lot of work into this venture over the

21 course of this year.

22 COMMISSIONER JAMES-HATTER: So thank

23 you for answering to me but I'm thinking more

24 broadly about everyone out there and the young

25 millennials if we're talking if we know them and we

Page 108

1 want to pass them along, I'm thinking about the

2 bigger thing not just as commissioners.

3 MS. MILLER: One thing that I would

4 highlight that if we were selected we know you

5 sunset at the end of December and the core

6 intermediary would sort of step forward as the

7 leader in January. We absolutely know that in

8 order to be successful, so back to Reverend

9 Blackmon's question about what do you need to be

10 successful, we need to download your brains, not

11 only the official records but the unofficial

12 records, what the experiences were, what you

13 learned in that process and we know that while we

14 would love for your continued, the full commission

15 to continue to be engaged you also have, you have

16 earned a rest and if you would like to at that time

17 rest we acknowledge that that is time and space

18 that the community should give.

19 In terms of how to get engaged with

20 FOCUS or how to contact FOCUS to share input were

21 we to be the core intermediary I think Yemi has

22 mentioned her direct e-mail address, we're also

23 very active on Twitter, we would engage and welcome

24 contact from individuals tonight and I have a stack

25 of business cards with me, we want to hear from the

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 109</p> <p>1 community and quite honestly if a different path is<br/>                 2 taken and we hear information that would be useful<br/>                 3 we'll be at the table in some shape or form and<br/>                 4 we'll want to make sure that we share that.<br/>                 5 CO-CHAIRMAN MCCLURE: Starsky?<br/>                 6 CO-CHAIRMAN WILSON: I think again<br/>                 7 with appreciation I've stayed out of elements of<br/>                 8 this conversation both on the FOCUS side with the<br/>                 9 board and here so most of my stuff is here on the<br/>                 10 record. I think with appreciation for the work<br/>                 11 that's been put in I also think there have been<br/>                 12 opportunities for learning that just quite frankly<br/>                 13 haven't been leveraged. And so, and there's a lot<br/>                 14 of stuff we won't know because it's messy, quite<br/>                 15 frankly at some point the org chart we have learned<br/>                 16 will go out of the window, we had a nice clean one<br/>                 17 originally, I won't say where it is, it says draft<br/>                 18 all over it and prayerfully it's been recycled<br/>                 19 somewhere but I think what we're trying to get at,<br/>                 20 Peter Drucker, culture eats strategy for breakfast.<br/>                 21 What's the culture of the configuration of partners<br/>                 22 that are presented to us today? Is there a culture<br/>                 23 of shared governance which will be required for<br/>                 24 shared work in the context of the community? Is<br/>                 25 there a culture of the racial equity which is</p> | <p align="right">Page 111</p> <p>1 application to the work that have been cleared to<br/>                 2 leverage that, you know, I think about my friend<br/>                 3 Pat, they may, you know, kind of make him more<br/>                 4 comfortable to know that somewhere there's a<br/>                 5 quarter million dollars out there somewhere that<br/>                 6 could be leveraged into implementation on this work<br/>                 7 and so has there been conversation about how to<br/>                 8 leverage those and is it more difficult to leverage<br/>                 9 those now with the configuration of partners than<br/>                 10 it would be otherwise? Just say for the record,<br/>                 11 these are funds that we could have used but we<br/>                 12 didn't use because we saved money in our budget for<br/>                 13 all those who were poking in our budget, we only<br/>                 14 spent about \$600,000 of it so this is part we<br/>                 15 reserved that could be used perhaps some time in<br/>                 16 implementation so is that something that's just<br/>                 17 left off the table?<br/>                 18 MS. MILLER: Which is wise and thank<br/>                 19 you. We have no intention of leaving a quarter<br/>                 20 million dollars on the table and I think in the<br/>                 21 last week we've opened up conversations with United<br/>                 22 way and you said that those are sort of housed at<br/>                 23 United Way right now. We have not had the specific<br/>                 24 conversation about how to access those given the<br/>                 25 newness of reopening that conversation about</p> |
| <p align="right">Page 110</p> <p>1 different from diversity and is beyond inclusion<br/>                 2 and there are metrics for and quite frankly we have<br/>                 3 heard one metric from one partner out of 30<br/>                 4 percent, we've not heard metrics across the board<br/>                 5 about board members and we have had specific<br/>                 6 questions and these are questions I think we can<br/>                 7 get specific answers for and quite frankly as an ED<br/>                 8 of a nonprofit I know the specific answers from me<br/>                 9 and I would imagine that others know those answers<br/>                 10 as well. Is this a culture of community organizing<br/>                 11 because, that's what this work is. We found that<br/>                 12 from the context of our first conversations about<br/>                 13 leadership from the staffing structure it requires<br/>                 14 community organizing so we're looking for a culture<br/>                 15 that includes in these three elements and a partner<br/>                 16 herein that we will hand over work that we've spent<br/>                 17 now just shy of a year on and so I think it<br/>                 18 appropriate that commissioners have been thoughtful<br/>                 19 about their questions in as much as you've been<br/>                 20 thoughtful about the presentation. Those things,<br/>                 21 one, kind of broadly adaptive in mind I want to ask<br/>                 22 some technical questions.<br/>                 23 First question, there were map<br/>                 24 credits that were given to the United Way or that<br/>                 25 were leveraged to the United Way for the sake of</p>  | <p align="right">Page 112</p> <p>1 partnership. In terms of ensuring that the money<br/>                 2 is used for our structure doesn't work to that<br/>                 3 purpose, if we learn that the flexibility to allow<br/>                 4 the map credits to move from the United Way to the<br/>                 5 Community Foundation that's a point at which we<br/>                 6 pivot and find a way to ensure that we're able to<br/>                 7 access that quarter of a million dollars as you<br/>                 8 said which is a significant amount of money that<br/>                 9 you both were mindful to reserve for implementation<br/>                 10 and we are grateful to put forward into that<br/>                 11 effort.<br/>                 12 MANAGING DIRECTOR JOHNSON-JAVOIS:<br/>                 13 Michelle really quick I want to clarify because I<br/>                 14 see Erin Buddy in the room.<br/>                 15 Erin is it up to 250,000 or is it up<br/>                 16 to 500,000 of the map credit?<br/>                 17 Ms. Buddy: 500,000, 250 raised to<br/>                 18 draw down the 250 from the state.<br/>                 19 MANAGING DIRECTOR JOHNSON-JAVOIS:<br/>                 20 Okay. Thank you.<br/>                 21 CO-CHAIRMAN WILSON: Another<br/>                 22 technical question that gets to history and<br/>                 23 culture. About 13 years ago FOCUS researched and<br/>                 24 presented a report to the region on race and racism<br/>                 25 in St. Louis. Could you discuss what the</p>   |

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 113</p> <p>1 organization has done to advance the findings of<br/>2 the report?</p> <p>3 MS. AKANDE-BARTSCH: So since that<br/>4 report was issued, last year we actually revisited<br/>5 the report, on November 17th we convened a group of<br/>6 I would say leaders from different organizations<br/>7 that were identified in that report and we wanted<br/>8 to take a look at how far have we've come and what<br/>9 are some of the things that still need to be done<br/>10 with respect to that report and so it's taken us 11<br/>11 years to certainly look back at that report and<br/>12 what we found is we still have some more work to<br/>13 do. We acknowledge that, we recognize that and so<br/>14 with that in mind we're moving forward and doing<br/>15 more things to ensure that there's movement in<br/>16 terms of what that report found at that time.</p> <p>17 CO-CHAIRMAN WILSON: Are there ways<br/>18 that FOCUS, so between that 11 year span are there<br/>19 ways that FOCUS used the report or are there things<br/>20 that FOCUS did with the report?</p> <p>21 MS. AKANDE-BARTSCH: It also became<br/>22 part of some of our program curriculum that we<br/>23 started to take a look at and do deep dives into<br/>24 some of those issues and around what are some of<br/>25 those areas we can change or before it's through,</p>  | <p align="right">Page 115</p> <p>1 By 21 and I see some parallels along the language<br/>2 of what's in the Forward Ferguson report and<br/>3 there's certainly ways in which we can collaborate<br/>4 in moving that forward and as Michelle mentioned<br/>5 we've already started conversation with United Way<br/>6 and should we be selected or even if we're not<br/>7 selected for this role we'll continue in some<br/>8 capacity with that. We've been conducting<br/>9 interviews with a broad spectrum of organizations<br/>10 that are impacted by the work and just trying to<br/>11 get a sense of what the continuum looks like and<br/>12 where gaps are so right now given the work that<br/>13 we're doing with them I think a continuity in that<br/>14 and perhaps an overlap with some of the work of the<br/>15 Ferguson Commission.</p> <p>16 MS. MILLER: And that's really the<br/>17 logic for us ensuring that while steering<br/>18 committees are forming we're also ensuring that the<br/>19 work and partners are engaging in that baseline<br/>20 assessment so we know Ready By 21, we know some CDA<br/>21 movements are moving forward, there are some things<br/>22 that FOCUS is aware of or those here in the room<br/>23 are going to be or hopefully participate in the<br/>24 process would make, would surface and there are<br/>25 some things we don't know about that so I want to</p> |
| <p align="right">Page 114</p> <p>1 you know, creating perhaps in different schools or<br/>2 engaging a whole slew of individuals. Also some of<br/>3 our alums have taken that report further certainly<br/>4 in the aftermath of the events in Ferguson, our LSL<br/>5 class 38 decided to convene a series of community<br/>6 conversations of which some of the individuals in<br/>7 the room tonight participated in that as a way of<br/>8 starting positive conversation around race. We<br/>9 also partnered with a whole host of, you know,<br/>10 different organizations, NCCJ, Diversity Awareness<br/>11 Partnership, in doing some work around that. So<br/>12 we've revisited that report essentially.</p> <p>13 CO-CHAIRMAN WILSON: In the structure<br/>14 you also speak to steering committees and one of<br/>15 them is Youth at the Center. Was there a<br/>16 conversation or consideration of leveraging tables<br/>17 that are already set in the community, case in<br/>18 point Ready By 21 already has a multi sector table<br/>19 set with some support already in place. Is there a<br/>20 reason why there would be a separate action around<br/>21 youth work when there's already a community wide<br/>22 table in need of work rather than connecting that?</p> <p>23 MS. AKANDE-BARTSCH: So there's<br/>24 definitely no point in reinventing the wheel, I<br/>25 actually serve on the leadership council for Ready</p> | <p align="right">Page 116</p> <p>1 to make sure that we're being clear that it's not<br/>2 the intention of the steering committee to be<br/>3 duplicative, the intention is to use the steering<br/>4 committee to assess the many calls to action in<br/>5 each of those three categories and determine those<br/>6 that have immediate political and social<br/>7 feasibility move forward quickly, that those that<br/>8 are going to take longer range planning with the<br/>9 resources that they need so I think it's important,<br/>10 we'll make the call again, this is another area<br/>11 where for support implementation or to support the<br/>12 core intermediary if you know of work going on that<br/>13 relates to a call to action we need your help to<br/>14 make sure that we're capturing it as we do baseline<br/>15 assessment.</p> <p>16 CO-CHAIRMAN WILSON: This is my last<br/>17 question and I won't be like my other commissioners<br/>18 and have three last questions.</p> <p>19 CO-CHAIRMAN MCCLURE: I think there<br/>20 were two at least.</p> <p>21 CO-CHAIRMAN WILSON: One of them is a<br/>22 preacher, the other is preacher's kid.<br/>23 We have been really pleased with the<br/>24 community's response to the report, we got a note<br/>25 from staff more than 1,100 pdf downloads of the</p>  |

**FERGUSON COMMISSION MEETING 11/9/2015**

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| <p align="right">Page 117</p> <p>1 report that were recorded in the last 30 days,<br/>                 2 13,000 page views of the digital platform. We<br/>                 3 recognize that a table of nine community<br/>                 4 organizations, entities, Arch City Defenders,<br/>                 5 Missouri Jobs With Justice and Power Missouri,<br/>                 6 Organization For Black Struggle, MCU Students for<br/>                 7 Change, Coalition Against Police Crimes and<br/>                 8 Repression, St. Louis Graduates got together and<br/>                 9 organized to make sure that there was a public<br/>                 10 accountability, put more than 1,100 people in one<br/>                 11 room to talk about their 15 top kind of<br/>                 12 recommendations in the report after they assessed<br/>                 13 those were then very glad to see people like the<br/>                 14 Regional Chamber as an organization take the<br/>                 15 report, identify their accountability, convene<br/>                 16 people around those tables and to note the things<br/>                 17 that they would immediately engraft into their<br/>                 18 working operations including making economic<br/>                 19 mobility a goal to communication mobility for the<br/>                 20 region a part of their strategic plan so that is<br/>                 21 the kind of engagement that has been happening<br/>                 22 throughout the community, that is the kind of thing<br/>                 23 that will continue to happen.<br/>                 24 My question with all of that kind of<br/>                 25 long runway is this: What are the institutions</p> | <p align="right">Page 119</p> <p>1 Leadership St. Louis current class is very much<br/>                 2 interested in. We also know with even some of our<br/>                 3 policy forums that we're having, some of you may<br/>                 4 know Dr. Jason Pernell, we've actually partnered<br/>                 5 with him to look at some of the six outcomes of the<br/>                 6 work that he's doing in terms of health disparities<br/>                 7 within the African American community so we're<br/>                 8 looking at that thoroughly and looking at the broad<br/>                 9 spectrum of our programming across the board to<br/>                 10 make sure that our membership is involved in one<br/>                 11 way, shape or form and you know I'd certainly like<br/>                 12 members of the Applied Research Collaborative to<br/>                 13 talk a little bit and also Amelia to talk a little<br/>                 14 bit about what you're doing and maybe Kristen.<br/>                 15 MS. WAGNER: Thank you. Thank you<br/>                 16 members of the Commission and thank you members of<br/>                 17 the community who have taken time to come out and<br/>                 18 so passionately express your concerns and thoughts<br/>                 19 on this project, it's really exciting to see such<br/>                 20 an incredible room of people.<br/>                 21 I'm Kristen Wagner, I'm assistant<br/>                 22 professor of social work at the University of<br/>                 23 Missouri St. Louis and a new member of the Applied<br/>                 24 Research Collaborative. Not so new to St. Louis<br/>                 25 and not so new to the research but to this</p>           |
| <p align="right">Page 118</p> <p>1 that are here in this collaboration, ARC, St. Louis<br/>                 2 Community Foundation and FOCUS identified in the<br/>                 3 report and taken accountability for and begin to<br/>                 4 engraft into your organizational workings today?<br/>                 5 We note then the report findings were made<br/>                 6 available in August so that's when that community<br/>                 7 organizing table starting reviewing them and at<br/>                 8 that point it was 200 actions and we've seen their<br/>                 9 responses already. How have your organizations<br/>                 10 responded?<br/>                 11 MS. AKANDE-BARTSCH: So one of the<br/>                 12 things that we've done as a leadership development<br/>                 13 program that we're taking a look at the broad<br/>                 14 spectrum of our curriculum. We have seven<br/>                 15 leadership programs as we indicated there are issue<br/>                 16 based focus with depending on the programs and<br/>                 17 leadership development and to that end what we've<br/>                 18 done with some of our programs is focus<br/>                 19 specifically on some of these issues so for our<br/>                 20 Leadership St. Louis program, our Class 40, one of<br/>                 21 the things that we're doing is we earmarked a<br/>                 22 certain program date that we're going to do a deep<br/>                 23 dive into one of the issues identified by the<br/>                 24 Commission and we already know right now what are<br/>                 25 some of the areas where our membership, our</p>      | <p align="right">Page 120</p> <p>1 collaborative I am.<br/>                 2 When I joined this collaborative one<br/>                 3 of my montras has been knowledge is power and as I<br/>                 4 think about research sometimes the word research<br/>                 5 alone puts up a barrier with, in communities,<br/>                 6 there's research that sits on a shelf and then<br/>                 7 there's actions that happen in communities and my<br/>                 8 approach and the approach of ARC is that research<br/>                 9 is done to build knowledge and then that knowledge<br/>                 10 is used to inform action. So those are the reasons<br/>                 11 that I am a part of this and that all the members<br/>                 12 of ARC are a part of this by telling you some of my<br/>                 13 journey and the things that we do as a specific<br/>                 14 approach that I think might address potentially a<br/>                 15 missing piece of the puzzle to this conversation<br/>                 16 tonight. There's been a lot of conversation about<br/>                 17 inclusion, transformation and what's that really<br/>                 18 look like, what's going to happen, how does that<br/>                 19 work. Research I think will be a really intrical<br/>                 20 part of that so I'll talk about it a little bit<br/>                 21 more but I wanted to turn to my colleague Mark<br/>                 22 Tranel who's actually the chair of ARC and have him<br/>                 23 tell you just a little bit more about ARC itself<br/>                 24 and some of the great successes that they've had in<br/>                 25 the past that's been why do they make a good</p> |

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| <p style="text-align: right;">Page 121</p> <p>1 partner for this process.<br/>                 2 MR. TRANEL: Thank you. My name is<br/>                 3 Mark Tranel, I'm director of the Public Policy<br/>                 4 Research Center at the University of Missouri St.<br/>                 5 Louis.<br/>                 6 The Applied Research Collaborative<br/>                 7 was formed about 10 years ago to collectively<br/>                 8 respond on the part of the universities to regional<br/>                 9 needs such as this. While we are research<br/>                 10 institutions the Applied Research Collaborative<br/>                 11 does not have a research agenda for itself, it<br/>                 12 responds to research initiatives of the community.<br/>                 13 So that's one reason why we wanted to step forward<br/>                 14 and be part of this process. But I think Reverend<br/>                 15 Wilson in terms of a specific answer for your<br/>                 16 question the chancellors of the universities as you<br/>                 17 may know sit as ex officio members of civic<br/>                 18 progress and there was a process that started<br/>                 19 actually last spring where the chancellors of the<br/>                 20 area universities appointed four task forces to<br/>                 21 determine what actions were appropriate on the part<br/>                 22 of the universities in, that ended up being in a<br/>                 23 number of areas that are in the report so there are<br/>                 24 ongoing initiatives, I'm in particular part of an<br/>                 25 initiative to establish a social justice calendar</p>   | <p style="text-align: right;">Page 123</p> <p>1 people in communities are partners in the process<br/>                 2 so people in communities, whether it's grass roots<br/>                 3 organizations, nonprofits, fairly well established<br/>                 4 nonprofits, churches, schools, you name it, it's<br/>                 5 those individuals who are engaged in the process<br/>                 6 from the very beginning, from identifying the<br/>                 7 questions that need to be asked to what are the<br/>                 8 outcomes they're looking for to who should be<br/>                 9 asking the questions, how should the questions be<br/>                 10 asked, gathering the information and even as far<br/>                 11 then of analyzing the information and figuring out<br/>                 12 how in the world do we use this. How do we tell<br/>                 13 these stories, who should tell these stories and<br/>                 14 where does this go from here. How does this get<br/>                 15 implemented in terms of programming and policy<br/>                 16 action. So a number of us are engaged in that very<br/>                 17 process, it does take a long time, it takes a<br/>                 18 little bit longer, it takes a little bit more in<br/>                 19 terms of financial resources to conduct research in<br/>                 20 that way but my experience has been that it is a<br/>                 21 much more meaningful outcome, that there is<br/>                 22 ownership of the process then and it's people<br/>                 23 themselves that are able to then tell the story of<br/>                 24 their lived experiences and not just the<br/>                 25 researchers. So that is one of the things that we</p> |
| <p style="text-align: right;">Page 122</p> <p>1 not just for the universities but for the community<br/>                 2 as a communication mechanism so that the community<br/>                 3 is aware of what things are going on and that we<br/>                 4 have a way to communicate with one another. So<br/>                 5 there are a number of specific initiatives that the<br/>                 6 universities are engaged in.<br/>                 7 MS. WAGNER: Then just one final<br/>                 8 description of some of this research.<br/>                 9 So there's a number of ways that<br/>                 10 research is conducted and many people are familiar<br/>                 11 with a lot of the databases that are out there, we<br/>                 12 us US census data quite a lot to understand social<br/>                 13 issues, social problems in communities. There are<br/>                 14 a number of us in the collaborative that are also<br/>                 15 very committed to community based participatory<br/>                 16 research which is maybe getting at some of the<br/>                 17 things that you're all talking about in terms of<br/>                 18 how do we hear those voices, how do we really<br/>                 19 understand what's happening and how do we make<br/>                 20 change so I won't belabor the term too much but<br/>                 21 community based participatory research is really a<br/>                 22 different approach to research in that it's not<br/>                 23 just a researcher going out and getting subjects<br/>                 24 and people in communities are the subjects that are<br/>                 25 studied and reports written about them but rather</p> | <p style="text-align: right;">Page 124</p> <p>1 as the collaborative would commit in terms of our<br/>                 2 process and how I think it aligns with what, we're<br/>                 3 doing it already in the community but something<br/>                 4 that we would very intentionally do with this group<br/>                 5 of partners through this initiative.<br/>                 6 COMMISSIONER BLACKMON: May I ask you<br/>                 7 a question about that?<br/>                 8 MS. WAGNER: Yes.<br/>                 9 COMMISSIONER BLACKMON: We've spent<br/>                 10 quite a bit of time listening to the community.<br/>                 11 What are you going to do with the research we<br/>                 12 already have?<br/>                 13 MS. WAGNER: That's a really good<br/>                 14 question. I think I would definitely turn to our<br/>                 15 partners and say where are they in terms of looking<br/>                 16 at this information, where are all of you in terms<br/>                 17 of what's been parceled out, how much of it has<br/>                 18 been turned into policy recommendations or program<br/>                 19 changes in the community and go from there. It<br/>                 20 would be a bit of sort of that needs analysis or<br/>                 21 gaps analysis of what's been used so far and what<br/>                 22 still remains to be done in terms of utilizing that<br/>                 23 information. You've done all, I've really been<br/>                 24 impressed and in awe of your process as a<br/>                 25 commission to do the community engagement of this</p>   |

FERGUSON COMMISSION MEETING 11/9/2015

Page 125

1 to really have the community engaged at every level  
 2 so I would want to know more about what do you see,  
 3 how many people have been engaged in that process,  
 4 who's still wanting to be engaged in taking that  
 5 data, that information and then turning it into  
 6 action so there certainly would need some work to  
 7 be done.  
 8 COMMISSIONER PULLIAM: I have a  
 9 question about process  
 10 CO-CHAIRMAN WILSON: Could the  
 11 Community Foundation answer my question?  
 12 CO-CHAIRMAN MCCLURE: If we could do  
 13 that then we'll finish up questions from  
 14 commissioners.  
 15 MS. BOND: So just a few actions.  
 16 I'd say that since the report released as recently  
 17 as last week, and we're very appreciative to the  
 18 members of the community that brought this to St.  
 19 Louis, we attended, had five staff at the Community  
 20 Foundation attend the Ann Casey and the groups that  
 21 came in to present to us about racial equity, we  
 22 were, it was very enlightening for us, we felt that  
 23 we did learn a lot and it was, we walked away with  
 24 focusing on internationality and how important that  
 25 is for everything we do at the Community Foundation

Page 126

1 and specifically our own grant making, looking at,  
 2 coming up with a formal process looking through a  
 3 racial lens and also developing that culture that  
 4 you speak of intentionally Starsky. We also have a  
 5 number of initiatives that the Community Foundation  
 6 is part of and collaborative, that is collaboration  
 7 is extremely important to the Community Foundation.  
 8 St. Louis Graduates working with scholarship  
 9 foundation and other partners, we believe that  
 10 intentionality and making sure that culture of  
 11 looking through those initiatives with the racial  
 12 lens is important. InvestSTL which is a relatively  
 13 new initiative of the Community Foundation that is  
 14 much like this that we believe it's an initiative  
 15 of the community and focused around community  
 16 development, again I think racial lens, equity lens  
 17 can be applied.  
 18 Fundraising, I want to say that the  
 19 community foundation is committed while I said very  
 20 intentionally that we are not a fundraiser FOCUS  
 21 St. Louis is looking to bring in a fundraiser of  
 22 which the Community Foundation will be contributing  
 23 to, you know, from our unrestricted assets to fund  
 24 a portion collaboratively with others so those are  
 25 just a few examples.

Page 127

1 CO-CHAIRMAN WILSON: Thank you.  
 2 CO-CHAIRMAN MCCLURE: Felicia. Your  
 3 question please.  
 4 COMMISSIONER PULLIAM: To process.  
 5 And so you've noted that the Commission's journey  
 6 to partnership with community has centered around  
 7 transparency so I'd like you to speak to community  
 8 access, to what is, the structure that's proposed  
 9 here, how they'll get information, where it will  
 10 be, how they access it and what is the plan to  
 11 build and sustain transparency that is a hallmark  
 12 of the partnership we've built.  
 13 MS. MILLER: I'll start and let Yemi  
 14 cover pieces that I might neglect.  
 15 So first and foremost we know we need  
 16 to determine the future of both  
 17 st/positivechange.org and Forward Through Ferguson  
 18 and how access to either of those may be  
 19 permissible and what we can transport so that's a  
 20 conversation about the information that already  
 21 exists, how do we continue to make sure that  
 22 there's access there. We have envisioned to date  
 23 making sure that information is available on-line  
 24 so that's sort of a baseline that you all as a  
 25 commission have been really attentive to and I

Page 128

1 think quite honestly with those numbers that you  
 2 shared Starsky you've had a strong response from  
 3 the community accessing information through your  
 4 on-line portals and so that's something that we'll  
 5 take in learning. We also have made sure that we  
 6 had that position that focuses on making sure that  
 7 we are accountable so making sure that there is  
 8 information shared on a regular basis with  
 9 community so formal quarterly reporting will be  
 10 expected through the initiative director so to the  
 11 public whether that's in person or through an  
 12 on-line portal I think is something the process  
 13 will have to teach us. As you've allowed process  
 14 to teach you on the Commission, we will learn from  
 15 that and move forward. We also are making sure  
 16 that we think creatively and thoughtfully about how  
 17 we reach different sectors of our community. So  
 18 for some members of the community they may not yet  
 19 feel ownership over this process and moving it  
 20 forward and so how can we engage and reach them and  
 21 that might be in for some communication. So  
 22 ensuring that we are out actually educating  
 23 community members and even talking to them and  
 24 continuing the work that you all started when you  
 25 released the report making sure that you went out

FERGUSON COMMISSION MEETING 11/9/2015

Page 129

1 to tell people about the report so that process  
 2 still has life and space to move forward.  
 3 MS. AKANDE-BARTSCH: And in addition  
 4 to what Michelle has indicated we feel we've also  
 5 started conversations with individuals in the  
 6 startup community to help us think creatively and  
 7 innovatively in terms of how we can disseminate  
 8 this information and we recently met with one of  
 9 the individuals there to help us start to think  
 10 about creative ways that actually do this  
 11 understanding that there are different ways in  
 12 which people receive this information similar to  
 13 some of the processes that you used in figuring out  
 14 how to disseminate the report. So those are things  
 15 that are ongoing, we're certainly open to learning  
 16 more about other ideas that members of the  
 17 community may have or for that matter members of  
 18 the Ferguson Commission may have based on what  
 19 they've learned in this process.  
 20 CO-CHAIRMAN MCCLURE: So thank you,  
 21 we're going to transition now -- Gabe. Last  
 22 question then we'll move to a discussion format  
 23 please.  
 24 COMMISSIONER GORE: Okay. My  
 25 question is the, and I think you guys have

Page 131

1 because they're hard and they don't look like  
 2 they're ready, the community's ready to move on it.  
 3 As well as I see the uniqueness of the Ferguson  
 4 Commission is that we're going after hard issues  
 5 and I just want to hear your thoughts on that.  
 6 MS. AKANDE-BARTSCH: So the two that  
 7 we focused on in our presentation tonight were two  
 8 that were identified and selected and we drilled  
 9 that down to the CDA examples that Michelle shared  
 10 with you. So we could have picked any number of  
 11 them but we chose to focus on them.  
 12 MS. MILLER: The review committee  
 13 actually asked us to focus on them.  
 14 COMMISSIONER GORE: Those are two of  
 15 the signature priorities you're saying.  
 16 MS. MILLER: If I may, I believe I've  
 17 inflated what is speaking possibly with attention  
 18 to time and possibly just in the fluster of being  
 19 in front of all of you, both of the terms call to  
 20 action and signature priority areas so we are  
 21 keenly aware of the work that was done to identify  
 22 and prioritize those as significant and needing  
 23 immediate attention so when we say what moves  
 24 forward in terms of action teams we know that there  
 25 are short, mid and long term commitments in terms

Page 130

1 acknowledged it, there's been a lot of talk about  
 2 the 189 calls to action which reflect our process  
 3 but there's also the 50 signature calls to action  
 4 which were the product of a process that really  
 5 kind of focused on the things that we as a group  
 6 thought were the highest priority. So my question  
 7 to you is when you put up your examples I didn't  
 8 see where that played a role in the process at all.  
 9 And the other comment I heard a couple times was  
 10 that the way you would prioritize what calls to  
 11 action you would go after was you would kind of  
 12 look at the community and see which ones were ready  
 13 to go and my comment on that is that, you know, one  
 14 thing we really were driven by as a commission is  
 15 focusing on the Governor's direction that we be  
 16 unflinching in our process and that we really come  
 17 up with what we believe were the right solutions no  
 18 matter how difficult they looked to achieve and I  
 19 think if you guys are going to really move forward  
 20 as an extension of the Ferguson Commission I think  
 21 it's important that you not just become a  
 22 facilitator of community action in general but that  
 23 you really focus on those signature priorities and  
 24 that you not shy away from the really difficult  
 25 things that we believe would be most impactful just

Page 132

1 of what it will take to move things forward in our  
 2 community. I think we heard earlier from a state  
 3 representative so some of those issues that relate  
 4 to state level government change requires sometimes  
 5 a longer term or a longer vision process than some  
 6 that require local community change so we are aware  
 7 of that and I think if I conflated the terms that  
 8 was my error. When we, I also want to just point  
 9 out and Yemi may want to add additional clarity  
 10 here. It wouldn't be FOCUS that is going through  
 11 and saying of the signatures priority areas and the  
 12 calls to action that are found in the opportunity  
 13 to thrive category these are the seven that should  
 14 move forward in the next quarter, these are the 10  
 15 that should move forward in the next year and these  
 16 are the three that are multi year commitments,  
 17 rather we're relying on the steering committee of  
 18 experts so people who know what's going on in the  
 19 field, who also have a sensitivity to not only what  
 20 is most plausible right now but what is most  
 21 necessary and so that is, that commitment would be  
 22 coming from that steering committee of experts, not  
 23 from the FOCUS staff.  
 24 CO-CHAIRMAN MCCLURE: I'd like to  
 25 build on as a wrap up here that comment, not

FERGUSON COMMISSION MEETING 11/9/2015

Page 133

1 necessarily for a response because I think you did  
 2 provide a response and I think what you're sensing  
 3 around this table and what you've heard in the  
 4 public comment is just the deep care and how  
 5 important these issues are and how the work that  
 6 we've all done together over the last year has been  
 7 and so as we now think about how we hand that off  
 8 you're hearing that concern and that care come  
 9 through because we feel like we've learned a lot  
 10 and we desperately want to transfer that and be  
 11 involved in that going forward so that's what  
 12 you're hearing and you're being responsive to that.  
 13 And I think I've heard here and certainly I would  
 14 reenforce from my personal perspective is that we  
 15 did develop the signature calls to action and the  
 16 priority areas and the racial equity umbrella with  
 17 a great deal of thought and my own personal  
 18 perspective is you don't need to go back there,  
 19 we've done a very open, transparent, inclusive  
 20 process and so if at the extreme a steering  
 21 committee were to say we don't like any of the  
 22 signature priorities, we've got three more that we  
 23 want to add or four that were down the list I think  
 24 FOCUS and others, but FOCUS would want a call back  
 25 and say wait a minute, that's not what we're here

Page 134

1 for, let's go back to the table and look at the  
 2 signature priorities because those were identified  
 3 with an extensive experience of community input and  
 4 prioritization so in one sense we feel like we've  
 5 done that work and that it's important that that  
 6 work be continued first of all in terms of the  
 7 discipline of that but secondly with a sense of  
 8 urgency that we've developed and we have seen it as  
 9 part of our role in public officials and with  
 10 accountable bodies and others to keep a sense of  
 11 urgency in questions and literally almost not a day  
 12 goes by that many on the Commission are involved in  
 13 talking to folks saying what are you doing, you  
 14 know, what's behind the questions that Starsky  
 15 asked earlier so that needs to be picked up with  
 16 the same sense of urgency if not a greater sense of  
 17 urgency of the momentum and to your credit bringing  
 18 people to the table and we'll yield that sense of  
 19 urgency unless they're allowed to turn and allowed  
 20 to just kind of talk about the issues and talk  
 21 about the problems that are occurring in their box  
 22 as apposed to coming together and so we can try to  
 23 make that as easy as possible in terms of  
 24 transferring everything we've learned, we do know  
 25 we can transfer the website and all of the

Page 135

1 technology behind that so that the iterations we've  
 2 gone through from what we have built to the very  
 3 basic level to what we think is really a  
 4 differentiating ability to keep people engaged in  
 5 the process through the Forward Through Ferguson  
 6 dot org site so that would be a tool available to  
 7 whoever is selected if you all are as the core  
 8 intermediary. And I think the final thing I would  
 9 say is that the higher education collaborative that  
 10 was referred to earlier and Bethany and Starsky and  
 11 Rose and I met with the chancellors and the provost  
 12 representatives that were there some time ago and  
 13 we heard their response and it was interesting but  
 14 there was frankly not a sense of urgency behind  
 15 that and I think that's the, and there were good  
 16 priorities and I think appropriate priorities in  
 17 some cases in that but I think we rely on  
 18 representatives of community, in this case FOCUS  
 19 and others to keep the pressure on particularly  
 20 with partners that are at the table to be engaged  
 21 all across the board. So those as I say don't  
 22 necessarily require comment, I just wanted to in  
 23 some ways kind of build on several comments that  
 24 were here, in particular the two or three that were  
 25 made.

Page 136

1 Any last minute absolutely burning  
 2 got to have an answer questions from the  
 3 Commission?  
 4 Okay. We're going -- thank you all  
 5 for being very open and candid.  
 6 MS. AKANDE-BARTSCH: Thank you so  
 7 much.  
 8 And thank you all for your questions  
 9 as well, they were very thorough.  
 10 CO-CHAIRMAN MCCLURE: We're going to  
 11 open the floor for some Commission discussion now,  
 12 Rose has been preparing to think about a motion  
 13 that would get this on the table and so I think  
 14 that would perhaps frame the discussion that we  
 15 would have.  
 16 So Rose if you would please.  
 17 COMMISSIONER WINDMILLER: In the  
 18 interest of brevity I'm not going to try to add all  
 19 the provisions to this motion that I heard around  
 20 the table, so, but for discussion purposes I would  
 21 like to make the following motion: I move to move  
 22 FOCUS St. Louis's proposal forward as the core  
 23 intermediary with the following provisions: One,  
 24 that the core intermediary's leadership and  
 25 decision making table must include grass roots

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| <p style="text-align: right;">Page 137</p> <p>1 organizations, millennials and protester<br/>                 2 organizations and two, the racial equity lens must<br/>                 3 be applied intentionally and internally to all<br/>                 4 individuals and organizations working in<br/>                 5 association with the core intermediary.<br/>                 6 CO-CHAIRMAN MCCLURE: Okay. You have<br/>                 7 a motion which needs a second to be on the table<br/>                 8 and then we'll discuss amendments or changes.<br/>                 9 COMMISSIONER NEGWER: I'll second.<br/>                 10 CO-CHAIRMAN MCCLURE: Second to the<br/>                 11 motion. Okay. So discussion or questions or<br/>                 12 changes?<br/>                 13 COMMISSIONER PACKNETT. So one of<br/>                 14 biggest lessons that I've learned this year was a<br/>                 15 deeply personal one because even as an African<br/>                 16 American woman, someone who's been engaged in the<br/>                 17 protest movement I still myself possess a lot of<br/>                 18 privilege and I think it's one thing to set an<br/>                 19 agenda and invite other people to engage in the way<br/>                 20 that we dictate, it's another thing to set a plan<br/>                 21 or a design in motion with the people that are most<br/>                 22 affected and so I think the hesitation that I'm<br/>                 23 feeling is that what we see here as a plan that was<br/>                 24 done in a really short amount of time that as we've<br/>                 25 heard, has been acknowledged, has never been done</p>   | <p style="text-align: right;">Page 139</p> <p>1 agenda, please come to our table. I don't think<br/>                 2 that was the intention, I think it's because we<br/>                 3 have so little time that's how it, like for<br/>                 4 efficiency sake that's how it happened and I'm<br/>                 5 worried and I feel a lot of anxiety and I'm getting<br/>                 6 messages about people's anxiety because it feels<br/>                 7 rushed and it feels like those voices haven't been<br/>                 8 included from the very beginning. So I suggest a<br/>                 9 different kind of provisional approval.<br/>                 10 CO-CHAIRMAN MCCLURE: Starsky.<br/>                 11 CO-CHAIRMAN WILSON: I won't get to<br/>                 12 vote so I'll just talk. So with this provision<br/>                 13 something that works in me, I have the same kind of<br/>                 14 concern about the inclusion of the first provision<br/>                 15 about the inclusion of the leadership table, I<br/>                 16 would suggest that they were redesigned. What<br/>                 17 would make me more comfortable is add an<br/>                 18 institutional partner as we have this configuration<br/>                 19 of three that there should be a grass roots<br/>                 20 partner, quite frankly I think for the sake of<br/>                 21 capacity what's required to actually keep this<br/>                 22 going you don't need grass roots people at the<br/>                 23 table you need a grass roots partner that is a part<br/>                 24 of the configuration and design so I just offer<br/>                 25 that in conversation, I don't know if that's, quite</p>                                   |
| <p style="text-align: right;">Page 138</p> <p>1 before and some of the anxiety that I'm hearing<br/>                 2 reflected in questions the commissioners and the<br/>                 3 community is that it doesn't feel like there's been<br/>                 4 enough time to create something that is truly<br/>                 5 inclusive from the very distinction. There are<br/>                 6 still for me a lot, there are still for me too many<br/>                 7 unanswered questions about how we are going to<br/>                 8 ensure not just inclusiveness and not just<br/>                 9 diversity but to Reverend Wilson's point equity on<br/>                 10 all levels and I don't want to make a decision just<br/>                 11 because we're running out of time. I don't think<br/>                 12 that that would be respectful to the process that<br/>                 13 we've engaged in the last year, I don't think it<br/>                 14 would be respectful to all the many people from<br/>                 15 around this community that have committed time and<br/>                 16 time and time again to bring their ideas and so I<br/>                 17 am wondering if there can be some kind of even more<br/>                 18 provisional approval than this such that FOCUS and<br/>                 19 other involved organizations actually sit down at<br/>                 20 this phase and engage in some kind of redesign<br/>                 21 programs with organizations that have already been<br/>                 22 referenced and individuals that need to be<br/>                 23 included, Jobs With Justice, MCU, Moore, et cetera,<br/>                 24 such that what we're building from the ground up is<br/>                 25 already inclusive versus saying we've built an</p> | <p style="text-align: right;">Page 140</p> <p>1 frankly I don't know if that fits with the motion<br/>                 2 because you can't get that now. That may fit with<br/>                 3 some broader time frame that gives opportunity to<br/>                 4 redesign that be centered.<br/>                 5 COMMISSIONER WATSON: Just a quick<br/>                 6 question, somewhat of an emotional question. I'm<br/>                 7 physically drained and emotionally drained from<br/>                 8 some things in my personal life going on right now,<br/>                 9 I don't know how much energy I'm going to have<br/>                 10 personally to persevere further than December, how<br/>                 11 much, I still feel that almost like my first born<br/>                 12 and I'm getting ready to give away here and I want<br/>                 13 to make sure that we have some members of our<br/>                 14 commission involved in this because I know if you<br/>                 15 guys are involved in this I know it's going to have<br/>                 16 the fire it's going to need and I don't want us to<br/>                 17 go into the sunset on 31st of December and turn<br/>                 18 this over without members of this Commission who<br/>                 19 have sweated and been at all these meetings and<br/>                 20 we've had all kinds of turmoil that we've had to go<br/>                 21 through, I trust this commission like I trust my<br/>                 22 family and if we've got family members on this<br/>                 23 commission that you guys are going to have I would<br/>                 24 feel so much better because then I know you're<br/>                 25 going to have a fire because these 16 or 15 people</p> |

FERGUSON COMMISSION MEETING 11/9/2015

Page 141

1 that I'm here with I'd go to war with them anywhere  
 2 because these are some fighters.  
 3 Thank you.  
 4 CO-CHAIRMAN MCCLURE: Thank you for  
 5 that comment.  
 6 Traci.  
 7 COMMISSIONER BLACKMON: I feel  
 8 emotionally pulled and I don't think it's just  
 9 emotion, I think it is also my warning signals  
 10 going up so I'm just going to say this. Tonight I  
 11 cannot support this and the main reason I can't is  
 12 because the vast majority of the partners that I've  
 13 heard were already in play before August 9th and  
 14 yet we're here and so I have great concern about  
 15 passing this off to those who have already been  
 16 doing quote unquote the work prior to August 9th  
 17 and expecting a different result. I need the  
 18 configuration to look differently, I said that when  
 19 I spoke earlier, I need the grass roots to be on  
 20 equal par with everyone else, I need to see  
 21 millennials on equal par because other than that  
 22 we've had all of these players in motion in St.  
 23 Louis for a very long time and it didn't make a  
 24 difference. What made a difference in these last  
 25 400 plus days are the people who have not heard

Page 142

1 mentioned significantly tonight and I cannot with  
 2 good conscience support that.  
 3 CO-CHAIRMAN MCCLURE: Felicia.  
 4 COMMISSIONER PULLIAM: I feel torn.  
 5 I know I don't get to vote and it's important that  
 6 everyone know that I have been recused from this  
 7 process on both sides of the process so other than  
 8 attending the public hearing because I am a member  
 9 of the public and then having this opportunity to  
 10 read this and listen to questions I haven't had  
 11 time as a commissioner to be engaged and be  
 12 reflective and I know I don't get to vote but I  
 13 would like to have an opportunity whether I get to  
 14 vote or not to talk with other commissioners about  
 15 stepping forward with what they've seen and what  
 16 they've stated that they need. It's important to  
 17 me that that gets cleared up in a more confirmed  
 18 way.  
 19 CO-CHAIRMAN MCCLURE: So let me --  
 20 thank you for the comments.  
 21 Let me try to build on two or three  
 22 that I've heard and see if we can get to a place  
 23 where we can move this forward and if we can not we  
 24 can not but we ought to keep at this for a bit.  
 25 So the first proviso about leadership

Page 143

1 and decision, there were groups listed. If that  
 2 proviso is amended to say to ask FOCUS as a core  
 3 intermediary to develop a grass roots partnership  
 4 on, based on continued conversations and  
 5 commitments and to work with our staff in that  
 6 process so that the Commission's viewpoints are  
 7 represented through our staff process that that is  
 8 a provision added to the motion in a provisional  
 9 approval and we can ask our staff to come back to  
 10 us and say here is what the design has been redone  
 11 based upon that grass roots partnership and then we  
 12 have the option as a commission to call for a more,  
 13 a deeper review if we wish at our final meeting or  
 14 to do an open public phone call or whatever we can  
 15 or need to do in order to process that if any  
 16 commissioner says this is not adequate or any group  
 17 of commissioners. I am mindful of we want to do  
 18 this right, Byron building on your comment, and  
 19 that we are at a critical point in the process.  
 20 I'm also mindful of the fact that we do need to  
 21 keep this process moving and we need to make a  
 22 decision, Bethany frequently reminds us that  
 23 December 31st is approaching and we need to give  
 24 our core intermediary partner the time to do this  
 25 as best they can as we are still available to them

Page 144

1 as a body. To build on Byron's comment I think  
 2 that FOCUS has indicated they clearly intend to  
 3 involve commissioners in the leadership council,  
 4 what that looks like I understand can not be  
 5 determined, individual commissioners don't know,  
 6 and they need to look at how that fits into a  
 7 larger group. So to the certain extent we've got a  
 8 benefit, a leap of faith on that point but I think  
 9 if we, I hear comments regarding grass roots  
 10 partnership very deeply felt around this table and  
 11 so if we put that specific proviso as a condition  
 12 that a grass root partner be developed as a part of  
 13 your first statement subject to review with the  
 14 staff and then briefing with the Commission and,  
 15 you know, memos that are public and open and  
 16 transparent and then perhaps a community input  
 17 process then that we come back to that as a  
 18 Commission if anyone's not comfortable with it at  
 19 that time.  
 20 COMMISSIONER PACKNETT: Just question  
 21 for clarification. Are you saying to establish a  
 22 grass roots organization in this existing structure  
 23 or are you saying establish a grass roots  
 24 partnership to go and help redesign this and then  
 25 we come back together and review and redesign?

Page 145

1 CO-CHAIRMAN MCCLURE: That the  
 2 leadership structure be designed in concert with a  
 3 grass roots partner and so that they have a design  
 4 but that they go through the grass roots partner to  
 5 determine, amend or change that design and then  
 6 come back to us to talk about that.  
 7 COMMISSIONER PACKNETT: Thanks for  
 8 clarifying.  
 9 CO-CHAIRMAN WILSON: So I want to  
 10 make sure I'm clear. Are you also noting that that  
 11 grass roots partner not only would be a part of the  
 12 discussion about design but would be a part of the  
 13 final product?  
 14 CO-CHAIRMAN MCCLURE: Right. I think  
 15 that's, the motion says that a grass roots partner  
 16 is in the design.  
 17 CO-CHAIRMAN WILSON: Okay.  
 18 COMMISSIONER NEGWER: Do we know how  
 19 we define grass roots? I don't know what that  
 20 means.  
 21 CO-CHAIRMAN WILSON: So I offer this:  
 22 A staffed advocacy and community organizing entity,  
 23 and for me that could be quite frankly 501c3 or  
 24 501c4, that may add additional complications for  
 25 others but I think full time staff is a critical

Page 146

1 element for the sake of parity and conversation. I  
 2 think a missional commitment to strategies of  
 3 advocacy and community organizing are what we're  
 4 talking about or at least what I think of when you  
 5 say that.  
 6 COMMISSIONER ISOM: I know I can't  
 7 vote as well with Felicia but all of these are very  
 8 valid concerns and I'm wondering can there be some  
 9 kind of leadership transition where a period of  
 10 time, a number of people on the Ferguson Commission  
 11 also serve on the leadership commission of whatever  
 12 entity FOCUS St. Louis establishes so we'll have  
 13 some continuity in the transition from the  
 14 commission to this new entity? I think that is  
 15 very important. It seems that just sunseting the  
 16 commission and a completely new leadership  
 17 structure coming into being is not really realistic  
 18 and there needs to be some transition period and so  
 19 maybe that could be worked into the recommendation,  
 20 that there will be some number of commissioners who  
 21 will serve a period and in helping to develop and  
 22 transition the knowledge that we have into this new  
 23 entity. Recognizing that at some point it will not  
 24 be the same makeup, and I think all of us agree it  
 25 should not be the same makeup as the Commission but

Page 147

1 there should be some kind of transition period.  
 2 For us to just drop our activities on December 31st  
 3 and believe that this new entity can pick up after  
 4 we've gone through this process for 12 months I  
 5 don't think is fair and would really think is not  
 6 realistic.  
 7 CO-CHAIRMAN MCCLURE: So let me ask  
 8 others on the Commission is there a sense that we  
 9 should identify a number of commissioners as Dan  
 10 has suggested to be a part of this leadership  
 11 council or do you want to leave it open? Just  
 12 quick around the table feedback?  
 13 COMMISSIONER JAMES-HATTER: Perhaps  
 14 just a minimum.  
 15 CO-CHAIRMAN MCCLURE: Do you have a  
 16 minimum in mind?  
 17 COMMISSIONER JAMES-HATTER: Not that  
 18 I can defend right this second. Three, four, five.  
 19 COMMISSIONER WATSON: Four. A  
 20 quarter.  
 21 CO-CHAIRMAN MCCLURE: We've got math  
 22 going on around the table. I hear four, I hear  
 23 five.  
 24 COMMISSIONER WATSON: A quarter will  
 25 be four.

Page 148

1 CO-CHAIRMAN MCCLURE: And I'm mindful  
 2 that the leadership council is in formation and  
 3 perhaps Dan in your comment it was transitional  
 4 comments so I'm mindful of not putting something in  
 5 the grant that can't be changed at some point down  
 6 the road. So if the sense of the group is a  
 7 minimum of, pick a number, four, other numbers that  
 8 somebody would suggest and that that be a  
 9 transitional number to pick a time, a year, 12  
 10 months, to support the works of the core  
 11 intermediary.  
 12 CO-CHAIRMAN WILSON: If I could offer  
 13 a bit, something a little different but rather a  
 14 ratio, so perhaps it's a third, I would offer  
 15 something like that which would make it five but I  
 16 would also suggest expanding the group beyond the  
 17 commissioners to also include the commission staff,  
 18 that there's a reservoir of knowledge that could be  
 19 leveraged that also from a day-to-day prospective  
 20 the staff that may make it more palatable to get to  
 21 five.  
 22 CO-CHAIRMAN MCCLURE: Good thought.  
 23 So the thought as posed for an absolute number is  
 24 to suggest that a third of the council however  
 25 formed for a year be made up of Ferguson

Page 149

1 Commissioners or Commission staff. That's your  
 2 thought?  
 3 CO-CHAIRMAN WILSON: Yes, sir.  
 4 CO-CHAIRMAN MCCLURE: Reactions  
 5 around the table?  
 6 We got nodding heads.  
 7 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 8 Can I speak?  
 9 So one, I want to be very clear that  
 10 we have a December 14th meeting with which we have  
 11 an opportunity to work at the behest of the  
 12 Commission with what we've heard tonight and  
 13 continue to evolve things so we have opportunity to  
 14 do that, I think that speaks to some of the  
 15 antsiness going on.  
 16 Second, in terms of next year of  
 17 commitment I have to be very honest in that my  
 18 contract ends 12/31 as a loaned executive with the  
 19 Ferguson Commission. I have committed to the IHN  
 20 that I have to be in my position serving there by  
 21 February 1 through the following year so I am  
 22 willing and available, because this a critical work  
 23 but I have to really guard my time because of my  
 24 commitment that I made in 2016 to doing this so I  
 25 know I'm a key aspect of this and just want to go

Page 150

1 on the record so how critical it is and I'm loaned  
 2 and I have to be thoughtful of that.  
 3 CO-CHAIRMAN MCCLURE: Thank you for  
 4 that clarification.  
 5 COMMISSIONER PACKNETT: So I just  
 6 wanted to clarify what I heard put together, and  
 7 maybe this is motion language but I'm not really  
 8 good at that. But what I heard was to reconvene  
 9 December 14th to, for the, to seek approval for a  
 10 core intermediary plan that between now and  
 11 December 14th the following would happen: That  
 12 one, the grass roots partnership as defined by  
 13 Pastor Starsky would be established at the  
 14 leadership level, that two, and I don't think this  
 15 was, I think we referred to this but we didn't  
 16 mention it explicitly because there were lots of  
 17 questions asked tonight that weren't included in  
 18 the original application process so there needs to  
 19 be some way we codify what those questions and  
 20 evaluation criteria are that we heard throughout  
 21 the room tonight so that when the redesign happens  
 22 there's some clarity as to what people are  
 23 redesigning toward and so then three, that redesign  
 24 happens with the engagement of that grass roots  
 25 partner and that this grass roots partner would

Page 151

1 continue to be, would continue on equal footing as  
 2 a partner in the equal plan that's submitted and in  
 3 then that meeting would happen on December 14th.  
 4 And that, sorry, also in that plan would be a third  
 5 of this leadership advisory council would be  
 6 expected to be Commissioners or Commission staff.  
 7 That's what I heard slash want to make sure is on  
 8 the record.  
 9 CO-CHAIRMAN MCCLURE: My thought  
 10 would be that we provide provisional approval for  
 11 FOCUS as the core intermediary with those  
 12 conditions, that the grass roots partner at the  
 13 leadership level be involved in the redesign with a  
 14 third of the commissioners represented on the, in  
 15 the design but I think we need to say to them  
 16 tonight either you have approval to move ahead and  
 17 do this redesign or not but subject to that, I  
 18 think from hearing clearly what we have in mind and  
 19 what they're hearing around the table so Bethany if  
 20 you're comfortable waiting until the 14th to  
 21 finalize this we can do that, I was trying to do it  
 22 more rapidly realizing the December 31st.  
 23 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 24 Because we are transparent, we talked about that it  
 25 would be helpful for us to get provisional approval

Page 152

1 for us to work together so that we can do this  
 2 commission work. I'd also add that I think a  
 3 fundraising strategy more detail with that is also  
 4 a really major concern that I heard that we should  
 5 also be working on.  
 6 CO-CHAIRMAN MCCLURE: So I have four  
 7 provisos to the motion --  
 8 COMMISSIONER BLACKMON: Rich, can I  
 9 ask a question?  
 10 CO-CHAIRMAN MCCLURE: Yes.  
 11 COMMISSIONER BLACKMON: Is approval  
 12 needed for you all to work together?  
 13 COMMISSIONER PACKNETT: That's my  
 14 question also.  
 15 MANAGING DIRECTOR JOHNSON-JAVOIS: It  
 16 has been our way to make sure there's transparency,  
 17 that everyone knows what we're doing, what we're  
 18 saying, how we're convening so we with intent even  
 19 having one proposal did not engage with FOCUS until  
 20 we got the public meeting with the RFQ process in a  
 21 way that provided a green light for today so it's  
 22 good for us to get an action that's specific about  
 23 what is it that we need to be accomplishing by  
 24 12/14 so we make sure we hit that on 12/14.  
 25 COMMISSIONER BLACKMON: I understand

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| <p style="text-align: right;">Page 153</p> <p>1 that. My question is provisional approval<br/>                 2 necessary for that?<br/>                 3 MANAGING DIRECTOR JOHNSON-JAVOIS: I<br/>                 4 don't really care what you call it.<br/>                 5 COMMISSIONER PACKNETT: I think what<br/>                 6 she's saying is can we approve those four actions<br/>                 7 without provisionally approving this plan?<br/>                 8 Is that what you're asking?<br/>                 9 COMMISSIONER BLACKMON: Yes.<br/>                 10 CO-CHAIRMAN WILSON: It sounds like,<br/>                 11 I'm just taking a shot here. Perhaps there's still<br/>                 12 a motion but it sounds like it has, the elements of<br/>                 13 it have changed to be a motion to direct staff to<br/>                 14 work with FOCUS to develop a partnership that<br/>                 15 includes these four items so it's not as much an<br/>                 16 approval of what has been presented to us but a<br/>                 17 directive to staff to work with FOCUS to develop<br/>                 18 something that includes these elements because in<br/>                 19 some ways this could fundamentally change what has<br/>                 20 been presented if we're talking a different<br/>                 21 institutional partner.<br/>                 22 CO-CHAIRMAN MCCLURE: I understand<br/>                 23 that and agree with the four provisions, I just<br/>                 24 think we need to say to FOCUS, you know, you have<br/>                 25 our approval to go work with staff for these</p>   | <p style="text-align: right;">Page 155</p> <p>1 interpreting the implications of the --<br/>                 2 CO-CHAIRMAN MCCLURE: The words<br/>                 3 provisional approval.<br/>                 4 CO-CHAIRMAN WILSON: No, approving<br/>                 5 FOCUS that's why I talked about the reorientation<br/>                 6 of the motion. The motion is now directed to<br/>                 7 staff, not to FOCUS. FOCUS is an applicant like<br/>                 8 they were when they came in here and they are<br/>                 9 directed to work with staff to figure out another<br/>                 10 appropriate applicant so they don't have any other<br/>                 11 standing of any other nonprofit or any other<br/>                 12 organizations that are already doing work around<br/>                 13 our work. They got to come back and they got to<br/>                 14 figure out who to truly partner with, not who<br/>                 15 they're going to pick.<br/>                 16 CO-CHAIRMAN MCCLURE: So we need an<br/>                 17 alternative motion if that's going to be the case.<br/>                 18 COMMISSIONER WINDMILLER: So I have<br/>                 19 to ask am I withdrawing my motion and offering a<br/>                 20 new motion or is it an amended motion?<br/>                 21 CO-CHAIRMAN MCCLURE: You're the<br/>                 22 maker so you need to withdraw the motion and make a<br/>                 23 new one.<br/>                 24 COMMISSIONER WINDMILLER: So I'm<br/>                 25 withdrawing my original motion and I actually need</p> |
| <p style="text-align: right;">Page 154</p> <p>1 changes and if these changes are made then we will<br/>                 2 select you as the core intermediary. So we may be<br/>                 3 at semantics.<br/>                 4 CO-CHAIRMAN WILSON: Respectfully I<br/>                 5 don't think it's semantics, I think the elemental<br/>                 6 difference is it puts the grass roots partner on<br/>                 7 unequal footing with FOCUS and that's the equity<br/>                 8 conversation suggests that they need to be an equal<br/>                 9 partner in conversation so FOCUS East West Gateway<br/>                 10 at least not at the table now, Community Foundation<br/>                 11 and ARC have been partners up to this point so if<br/>                 12 you approve this and then push someone else for<br/>                 13 them to add that person is an addendum, not an<br/>                 14 equal partner and so what we're asking for is<br/>                 15 equity in the construction such that it may look<br/>                 16 differently when you add something and so that will<br/>                 17 require us to allow staff the directive to work<br/>                 18 with everybody and to find the right person<br/>                 19 otherwise we quite frankly put that partner on<br/>                 20 unequal footing, they got to do what FOCUS says to<br/>                 21 be a part of the conversation.<br/>                 22 CO-CHAIRMAN MCCLURE: I didn't<br/>                 23 interpret it that way.<br/>                 24 CO-CHAIRMAN WILSON: I'm not<br/>                 25 suggesting that was an interpretation, I'm actually</p> | <p style="text-align: right;">Page 156</p> <p>1 the language unless you'd like to offer the motion<br/>                 2 that we just agreed on because I don't have it<br/>                 3 written down.<br/>                 4 CO-CHAIRMAN MCCLURE: Bethany do you<br/>                 5 want to try?<br/>                 6 MANAGING DIRECTOR JOHNSON-JAVOIS: So<br/>                 7 the language here is approval of motion for staff<br/>                 8 to plan with FOCUS to reconvene during the December<br/>                 9 14th commission meeting to seek approval for the<br/>                 10 core intermediary plan that one, grass roots<br/>                 11 partnerships as defined would be established at the<br/>                 12 leadership level, two, codify the questions and<br/>                 13 answers that were communicated as part of the<br/>                 14 planning and three, redesign what happens with<br/>                 15 grass roots partner on equal footing, as an equal<br/>                 16 partner herein and number four, a third of -- that<br/>                 17 incorporates that the advisory committee is<br/>                 18 composed of commissioners or staff and the fifth<br/>                 19 would be the financial, development of the<br/>                 20 fundraising strategy as well.<br/>                 21 COMMISSIONER WINDMILLER: I so move.<br/>                 22 COMMISSIONER WATSON: Seconded.<br/>                 23 CO-CHAIRMAN MCCLURE: There's a<br/>                 24 motion and a second. So we have, any further<br/>                 25 discussion?</p>     |

FERGUSON COMMISSION MEETING 11/9/2015

Page 157

1 I think we have nine people who have  
 2 a vote, is that right? So I'm going to suggest we  
 3 do this by a roll call vote so it's clear who's  
 4 voting and who's not.  
 5 Can you do that?  
 6 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 7 Okay. Roll call. I'm going to do all names and  
 8 you can call out your abstaining as well.  
 9 Reverend Starsky Wilson.  
 10 CO-CHAIRMAN WILSON: Abstain.  
 11 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 12 Rich McClure.  
 13 CO-CHAIRMAN MCCLURE: Aye.  
 14 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 15 Kevin Ahlbrand is not with us.  
 16 Rasheen Aldridge is not with us.  
 17 Pastor Traci Blackmon.  
 18 COMMISSIONER BLACKMON: Aye.  
 19 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 20 T.R. Carr.  
 21 COMMISSIONER CARR: Abstain.  
 22 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 23 Gabe Gore.  
 24 COMMISSIONER GORE: Aye.  
 25 MANAGING DIRECTOR JOHNSON-JAVOIS:

Page 158

1 Becky James-Hatter.  
 2 COMMISSIONER JAMES-HATTER: Aye.  
 3 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 4 Daniel Isom.  
 5 COMMISSIONER ISOM: Abstain.  
 6 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 7 Scott Negwar.  
 8 COMMISSIONER NEGWAR: Aye.  
 9 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 10 Brittany Packnett.  
 11 COMMISSIONER PACKNETT: Aye.  
 12 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 13 Felicia Pulliam.  
 14 COMMISSIONER PULLIAM: Abstain.  
 15 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 16 Pat Sly.  
 17 COMMISSIONER SLY: Aye.  
 18 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 19 Byron Watson.  
 20 COMMISSIONER WATSON: Aye.  
 21 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 22 Rose Windmiller.  
 23 COMMISSIONER WINDMILLER: Aye.  
 24 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 25 Nine ayes, four abstentions.

Page 159

1 CO-CHAIRMAN MCCLURE: Okay. Motion  
 2 passes. We will get the motion typed up and  
 3 cleaned up and posted on the website.  
 4 Okay. We're ready to move to  
 5 Commission planning and administration.  
 6 Managing Director.  
 7 MANAGING DIRECTOR JOHNSON-JAVOIS: At  
 8 this time Serena Muhammad, we're going to set up,  
 9 we had talked about earlier in the meeting for  
 10 those of you who were able to attend. P.S. there  
 11 are some snacks and some beverages that are outside  
 12 if you want to grab that.  
 13 Talk about the evaluation and  
 14 monitoring approach. You will note that originally  
 15 in our September meeting with the time frame that  
 16 we had we were attempting to engage within the  
 17 governmental process because we are a governmental  
 18 entity to have to design and develop an RFQ to  
 19 release for this evaluation and monitoring role.  
 20 Since that time and given the process, the  
 21 intensive process needed for the core intermediary  
 22 there's a three week minimum requirement to develop  
 23 and design the RFQ or the RFP for the state meaning  
 24 that even if we designed the RFQ, posted that, got  
 25 the feedback back there isn't sufficient time

Page 160

1 through December 31 to actually get on the ground  
 2 to do that work so instead of that approach with  
 3 the time we have remaining we have been working  
 4 actively with Serena Muhammad loaned to us by the  
 5 St. Louis Mental Health Board to talk about and  
 6 refine this evaluation and monitoring approach with  
 7 which during the same time frame between now and  
 8 December 14th we would also like to engage with  
 9 FOCUS St. Louis and its partners to talk more  
 10 deeply about that as well.  
 11 Serena with that if you would walk  
 12 through the slide. Thank you so much.  
 13 MS. MUHAMMAD: It's going to be  
 14 pretty brief because most of the content is  
 15 explained pretty well in the slide. I think the  
 16 thing that's significant to note is in earlier  
 17 presentations we talked about the leadership role  
 18 and the core intermediary role as being kind of the  
 19 focus for backbone support for collective impact.  
 20 One of the things that this evaluation and  
 21 monitoring role does is it brings the expertise and  
 22 practical application so we've learned that  
 23 collective impact is relatively new, the ability to  
 24 apply a racial equity lens to the work is even  
 25 newer and we need assistance in the region in

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| <p style="text-align: right;">Page 161</p> <p>1 making sure that we're doing this in the best way<br/>                 2 possible. So when you look at the evaluation and<br/>                 3 monitoring for those who are familiar with<br/>                 4 development evaluation this is essentially<br/>                 5 development evaluation framework and what that does<br/>                 6 is it looks at how are we actually engaging people,<br/>                 7 how are we making sure that there is equity in the<br/>                 8 process and that there are shared power and<br/>                 9 decision making avenues, so all of those issues<br/>                 10 around public accountability, public engagement are<br/>                 11 wrapped into the evaluation and monitoring function<br/>                 12 and that there's continuous learning and process<br/>                 13 improvement so acknowledging that most of us are<br/>                 14 very new to this work and it's something that we're<br/>                 15 learning as we're doing that there are external<br/>                 16 experts across the country who are proficient in<br/>                 17 movement building, who are proficient in selective<br/>                 18 impact and who know how to apply the racial equity<br/>                 19 lens that could actually come in and look at our<br/>                 20 process and identify areas for improvement. So<br/>                 21 this is not necessarily measuring the impact of the<br/>                 22 individual calls to action but it's measuring<br/>                 23 engagement strategy, it's measuring who's at the<br/>                 24 table and who's not at the table and actually<br/>                 25 helping for strategies to get the right people in</p>  | <p style="text-align: right;">Page 163</p> <p>1 decisions are made, how people are engaged, how<br/>                 2 communities are empowered, all if that is a part of<br/>                 3 the evaluation and monitoring piece. So it's<br/>                 4 different than the local evaluation but it is<br/>                 5 connected in that they will be looking at the same<br/>                 6 shared measurement so it's not just evaluation for<br/>                 7 the sake of evaluation, they're going to look at<br/>                 8 when you have a racial equity lens in place and<br/>                 9 you're a mobilizing community and the right people<br/>                 10 are engaged are you actually able to have better or<br/>                 11 greater impact so the end result is are you able to<br/>                 12 actually achieve the call to action because you're<br/>                 13 doing work differently than you might have done in<br/>                 14 the past. So that's the purpose of the monitoring<br/>                 15 and evaluation piece and it should support that<br/>                 16 leadership structure as well as the core<br/>                 17 intermediary structure.<br/>                 18 Questions about that?<br/>                 19 CO-CHAIRMAN MCCLURE: So Serena this<br/>                 20 is a very helpful resource. You've heard the<br/>                 21 presentation from FOCUS, could you just, I know you<br/>                 22 hit on this very briefly, just clarify just with a<br/>                 23 little bit paragraph or two how this is different<br/>                 24 from the evaluation that FOCUS had in mind for the<br/>                 25 applied partner or how it dovetails or conflicts?</p>  |
| <p style="text-align: right;">Page 162</p> <p>1 the room so it should address some of the issues<br/>                 2 that have come up in the gaps that exist in the<br/>                 3 existing proposal, especially around applying the<br/>                 4 racial equity lens. There was a conference last<br/>                 5 week that was hosted by Policy Link, the racial<br/>                 6 equity summit, where they talked a lot about this<br/>                 7 new application of racial equity to collective<br/>                 8 impact and a lot of the conversation was about<br/>                 9 identifying how to reach out to existing groups so<br/>                 10 that we're not asking them to be integrated into a<br/>                 11 process that exists but that we're figuring out how<br/>                 12 to sit at different tables that are already present<br/>                 13 within the community so I think a lot of the work<br/>                 14 is happening nationally speaks to some of the<br/>                 15 concerns that have been raised so far this evening<br/>                 16 and hopefully if we're able to give this evaluation<br/>                 17 plugged in over the next few weeks you might be<br/>                 18 able to see some of that in format of the new<br/>                 19 structure going forward and then integrating the<br/>                 20 cultural relevant methods and the idea here is<br/>                 21 there was some kind of mixing of terms between<br/>                 22 equity, inclusion and diversity and being very<br/>                 23 intentional in understanding how to make sure that<br/>                 24 there's an equitable table, it's not just about the<br/>                 25 number or types of people in the room but how</p> | <p style="text-align: right;">Page 164</p> <p>1 MS. MUHAMMAD: It's very different<br/>                 2 but it's complimentary. So developmental<br/>                 3 evaluations actually evaluate the process for<br/>                 4 engaging community and the process for making sure<br/>                 5 that there is equity and the process for making<br/>                 6 sure that there's shared power so an example of<br/>                 7 that would be let's say that they're looking at<br/>                 8 specific calls to action and they have a strategy<br/>                 9 of who needs to be at the table and how they're<br/>                 10 going to move the call to action forward. The<br/>                 11 development evaluation piece would look at whether<br/>                 12 or not the right people are in the room, whether or<br/>                 13 not the decision making process is structured in a<br/>                 14 way where people have equal input into decisions<br/>                 15 that are made and whether or not adjusting the way<br/>                 16 the work is accomplished you're actually able to<br/>                 17 address disproportionate impact of policies. So<br/>                 18 whereas the local evaluation team might be looking<br/>                 19 at data on a specific issue the developmental<br/>                 20 evaluation piece would help to desegregate that<br/>                 21 data to determine whether or not the specific<br/>                 22 methods that are being used impact different groups<br/>                 23 or subgroups in a different way and then they would<br/>                 24 also be able to offer specific technical assistance<br/>                 25 on what the core intermediary can do to make sure</p> |

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| <p style="text-align: right;">Page 165</p> <p>1 that they are addressing issues of<br/>                 2 disproportionality in any of the policies that are<br/>                 3 being proposed. So it's little deeper dive to<br/>                 4 make sure that the equity work is actually taking<br/>                 5 place in the way that has been proven to work<br/>                 6 across the country using some of these tools that<br/>                 7 exist so I think some of the things that seem<br/>                 8 complicated is because it's relatively new for our<br/>                 9 region and it is relatively new in general but<br/>                 10 there are people who are doing this work, there are<br/>                 11 people who have been successful using those tools<br/>                 12 and these models that can help inform the way we<br/>                 13 proceed locally.<br/>                 14 CO-CHAIRMAN MCCLURE: Thank you.<br/>                 15 That's helpful.<br/>                 16 Other questions from Commissioners?<br/>                 17 Thank you very much Serena.<br/>                 18 CO-CHAIRMAN MCCLURE: Bethany, we<br/>                 19 have Starsky on the Racial Equity Fund piece.<br/>                 20 CO-CHAIRMAN WILSON: Just because it<br/>                 21 seems more fun over here I'm going to come over<br/>                 22 here.<br/>                 23 I'll be brief, there are I think four<br/>                 24 slides that we're seeking to cover. The responses<br/>                 25 to the call to action, one of our overarching calls</p>   | <p style="text-align: right;">Page 167</p> <p>1 develop these ideas and approaches and then on<br/>                 2 Friday we were able to have further discussion with<br/>                 3 representatives from Civic Progress and the<br/>                 4 Regional Business Council firms who had gathered to<br/>                 5 consider updates to the Commission's work as well<br/>                 6 so we were able to share this with them. So as<br/>                 7 noted here 25 year managed fund, ultimately<br/>                 8 probably easiest way to probably about that is<br/>                 9 resources that have been placed in this same place<br/>                 10 for the sake of being endowed and having the<br/>                 11 opportunity to then set off or spin off a<br/>                 12 percentage of those endowed funds to support this<br/>                 13 infrastructure in a perpetuated manner in an<br/>                 14 ongoing basis. House neutrally so it should be at<br/>                 15 a space and place that is mutually agreeable to the<br/>                 16 partners who are investing and is accountable to<br/>                 17 the community. One of the examples of a place like<br/>                 18 that is the St. Louis Community Foundation. Others<br/>                 19 could be places like the United Way, could be held<br/>                 20 in several different entities in our community but<br/>                 21 would be a place that is neutral. An important one<br/>                 22 that I read, I don't like reading slides to people<br/>                 23 directly but I'll read the full language here.<br/>                 24 Allocation should be made by a panel<br/>                 25 of community members reflective of the demographic</p> |
| <p style="text-align: right;">Page 166</p> <p>1 to action in the report is for the establishment or<br/>                 2 to read directly from the report the creation of a<br/>                 3 25 year managed fund to solely support regional<br/>                 4 racial equity infrastructure for all sectors.<br/>                 5 Follow for racial equity racial equity capacity<br/>                 6 needs and the training assessment, analysis,<br/>                 7 implementation, impact, sustained strategies and<br/>                 8 accountability. The accountable bodies that were<br/>                 9 named were the Arts and Education Council, the City<br/>                 10 of St. Louis, Civic Progress, the Community<br/>                 11 Foundation, Gateway Center for Giving, the Health<br/>                 12 Department, the Missouri Department of Elementary<br/>                 13 and Secondary Education, The Missouri Humanities<br/>                 14 Council, the Regional Arts Commission, the St.<br/>                 15 Louis County, St. Louis Economic Development<br/>                 16 Partnership, St. Louis Regional Chamber and the<br/>                 17 United Way. What you will see on these four slides<br/>                 18 is proposal that has been workshopped in draft<br/>                 19 form. So we not it doesn't say draft here, it says<br/>                 20 draft everywhere else so just imagine the word<br/>                 21 draft going across it. Because we recognize this<br/>                 22 has to be an out working of these engaged partners.<br/>                 23 We are appreciative to a group of funders that met<br/>                 24 last week, as has been noted before racial equity<br/>                 25 training, 30 funders gave additional input to</p> | <p style="text-align: right;">Page 168</p> <p>1 diversity of the region in a way and for corrective<br/>                 2 toward people affected by the region's history of<br/>                 3 racial segregation and inequity. Meaning that it<br/>                 4 is inappropriate quite frankly, that if the<br/>                 5 community were 50/50 black and white and I know<br/>                 6 that's too clean, we're not that clean, you know,<br/>                 7 that kind of thing, and, but the history of the<br/>                 8 oppressions that were felt by black people then<br/>                 9 it's not appropriate to have a 50/50 allocation<br/>                 10 panel that's black and white. You should actually<br/>                 11 be weighted more among those who have experienced<br/>                 12 the disparity or if our region however we define it<br/>                 13 is 13 percent of one particular racial group then<br/>                 14 13 percent is not necessarily appropriate here, it<br/>                 15 actually should be higher for weighted purposes.<br/>                 16 So these are kind of core elements<br/>                 17 that we note across the fund.<br/>                 18 What would it fund, what are the kind<br/>                 19 of broad categories. There are three that are<br/>                 20 noted here that could be funded as broad categories<br/>                 21 as racial equity infrastructure as aligned with the<br/>                 22 call to action. The first of course is pursuit of<br/>                 23 implementation of the Forward Through Ferguson<br/>                 24 policy recommendations. Here we see things like<br/>                 25 multi year general operating support for the core</p>                      |

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| <p style="text-align: right;">Page 169</p> <p>1 intermediary, support for third party evaluation<br/>                 2 and measurement which you've heard spoken of, multi<br/>                 3 year support for multi sectored networks so there<br/>                 4 are themes of the report. One of the things we<br/>                 5 talked about Ready By 21 already being in place but<br/>                 6 is there a multi sectored network around Justice<br/>                 7 For All. Once this group goes away probably not so<br/>                 8 there may need to be support, additional support<br/>                 9 there to help that work get started which would<br/>                 10 support the works of the core intermediary and<br/>                 11 finally multi year support for legislative<br/>                 12 education, funder education as necessary and<br/>                 13 community mobilization. This is something that<br/>                 14 could be contracted through because it would need<br/>                 15 to work with of course the core intermediary, but<br/>                 16 part of our concern matter of fact as we've gone<br/>                 17 through the core intermediary process is it began<br/>                 18 to assess what are some of the reasons why an<br/>                 19 entity wouldn't want to apply for this work and<br/>                 20 some of it is there's not resources anywhere for<br/>                 21 this work. So we began to instruct and say we want<br/>                 22 to be able to get the best partner so we need to be<br/>                 23 able to be able to put the support in place for<br/>                 24 this. This is one of the things that could be a<br/>                 25 corollary of funding. Second, as our working group</p> | <p style="text-align: right;">Page 171</p> <p>1 region. They pointed to an initiative in Boston<br/>                 2 called Fin Com with the finance commission that is<br/>                 3 an independent watch dog entity that actually takes<br/>                 4 legislation that is proposed in a public space in<br/>                 5 the city and rushes it through a bit of a racial<br/>                 6 equity lens, it assesses for disparate impact and<br/>                 7 that becomes part of the infrastructure for policy<br/>                 8 making in the city of Boston. So this could be<br/>                 9 tweaked of course, these are not, this is not set<br/>                 10 in stone because you're all still imaging the word<br/>                 11 draft, right? The draft.<br/>                 12 Okay. Last area, last slide is a<br/>                 13 consideration of network building in civic<br/>                 14 engagement and community organizing organizations.<br/>                 15 We note that the state wide table of community<br/>                 16 organizers here in this region is A, under funded<br/>                 17 by local funders, much of the funding for our<br/>                 18 capacity for critical fights that we've had for<br/>                 19 policy change in our region including Medicaid<br/>                 20 expansion has been largely funded by people from<br/>                 21 places like New York and California and so some of<br/>                 22 these organizations went through a six month<br/>                 23 assessment with the Wellstone Institute about how<br/>                 24 they might work together so this isn't funding<br/>                 25 necessarily for an individual institution but it</p> |
| <p style="text-align: right;">Page 170</p> <p>1 around diversity, equity and inclusion informed for<br/>                 2 us as we worked around this table that there are<br/>                 3 capacity needs there as well. We also had the<br/>                 4 opportunity to have some back and forth with<br/>                 5 funders in the community who noted some of things<br/>                 6 they've like to see from these organizations that<br/>                 7 do work in DEI space like Diversity Awareness<br/>                 8 Partnership, NCCJ and others so part of what is<br/>                 9 proposed here is a staff cohort motto for<br/>                 10 organizational capacity building among those<br/>                 11 entities. Whether we need to take those entities<br/>                 12 and rebuild their capacity by investing in<br/>                 13 leadership, strategy development to make those<br/>                 14 institutions stronger for our community, not to<br/>                 15 just get programs for it, not to write a blank<br/>                 16 check but to actually build capacity by building a<br/>                 17 community of learners together and by undergirding<br/>                 18 those institutions that organizations with this<br/>                 19 kind of strategic type of approach. So here you<br/>                 20 see the organizational capacity builder for DEI<br/>                 21 organizations in the region. We should note that<br/>                 22 as we had conversations about this we had at least<br/>                 23 one table of funders that said to us yes, we may<br/>                 24 need to build capacity among these organizations<br/>                 25 but we may also need additional capacity in the</p>                       | <p style="text-align: right;">Page 172</p> <p>1 helps them to assess how can you leverage<br/>                 2 communications capacity, how can you do your shared<br/>                 3 database, shared infrastructure to move issues of<br/>                 4 policy together on the unique critical landscape<br/>                 5 that we have in the state of Missouri and because<br/>                 6 in going through that assessment there's data<br/>                 7 already there to say that part of what we could<br/>                 8 work with those organizations is to help them work<br/>                 9 together in order to leverage one another's<br/>                 10 capacity so distinction from before where you're<br/>                 11 talking about building the organizational capacity<br/>                 12 and to continue set up organizations here you're<br/>                 13 talking about building the network capacity, the<br/>                 14 capacity to work together and advance aims among<br/>                 15 these civic engagement and Community engagement<br/>                 16 entities. I believe that's the<br/>                 17 last slide I have.<br/>                 18 Questions about those things? I<br/>                 19 don't know how to make it go backwards, so.<br/>                 20 COMMISSIONER NEGWAR: What type of<br/>                 21 funding level do you anticipate to make it<br/>                 22 effective?<br/>                 23 CO-CHAIRMAN WILSON: This is a good<br/>                 24 question. I was pleased how in the first group of<br/>                 25 funders to consider this and what I said to the</p>   |

Page 173

1 second group. First, the first group was helping  
 2 me prepare for the second group. Whatever number I  
 3 said is probably going to be too low first, second  
 4 this is what I did. I did back of the napkins  
 5 calculations. So let me say this, this is not  
 6 meant too take away the full burden of fundraising  
 7 for the core intermediary because we made that a  
 8 core capacity but it is to try to relieve it a bit  
 9 and so what I said was I on the back of my napkin  
 10 could account for about \$40 million in  
 11 announcements of funding that were responsive to  
 12 Ferguson over the course of the last 12 months.  
 13 Most of it is programmatic funding, not policy  
 14 funding and that's what we're calling for, we have  
 15 to continue to remind people these are 189 policy  
 16 recommendations, not recommendations for new  
 17 program support. Right? But what I suggested is  
 18 if that \$40 million had been placed in a managed  
 19 fund that it would produce on average about five  
 20 percent distribution rate from using the models of  
 21 a foundation, that would be \$2 million a year  
 22 perpetuated over 25 years that we could invest in  
 23 this kind of work, right? And so at that based on  
 24 the funding proposals that we've seen from the core  
 25 intermediary you can do in the model that I know of

Page 174

1 staff models for organizational capacity building,  
 2 we've been doing for about 10 years, I would  
 3 suggest that you could probably fund about a third  
 4 of the annual budget of what we're seeing for the  
 5 core intermediary with that amount and still have  
 6 enough to make substantive investments in the  
 7 organizational capacity in the network capacity  
 8 building work with about \$2 million a year and a  
 9 \$40 million managed fund so you probably, you know,  
 10 this rose, right, so you tart getting more people  
 11 around the table, you have things that likely need  
 12 to be supported in the funding. You do something  
 13 likes the finance Commission then you got to build  
 14 out a 8new entity there so I think the starting  
 15 place is 40 to \$50 million. But again I say we  
 16 have without a coordinated strategy in independent  
 17 silos announced \$40 million in the last 12 months.  
 18 With having a coordinated strategy and I want to  
 19 argue these strategies are also informed by places  
 20 like the National Committee For Responsive  
 21 Philanthropy and grant makers for effective  
 22 organizations. These are best practice investments  
 23 for effective philanthropy and one of the things we  
 24 know and yes I have my bias so I own that one, of  
 25 the things we know is you get, you have leveraged

Page 175

1 investments, there's a report called Leveraging  
 2 Limited Dollars of the National Committee for  
 3 Responsive Philanthropy that suggests for every \$1  
 4 you invest in community engaged strategies,  
 5 capacity building, organizing, advocacy work so  
 6 that make policy change you actually get a \$115  
 7 return and public benefit. So these \$40 million  
 8 have been invested in counting the number o heads  
 9 in a room or in a program could have actually had a  
 10 leverage affect and you multiply that by \$115 and I  
 11 would do that but my wife does the math in our  
 12 house and that's the kind of impact we could have  
 13 if we use those dollars to shift policy.  
 14 Other questions?  
 15 COMMISSIONER WINDMILLER: What are  
 16 the next steps?  
 17 CO-CHAIRMAN WILSON: Next steps. So  
 18 we continue to workshop the idea and concept, I was  
 19 asked by one of hour major funders to convene a  
 20 conversation, that particular institution didn't,  
 21 wasn't in either of the other groups and they asked  
 22 for a meeting to talk about this and I think we set  
 23 a smaller table with some funders who have  
 24 particular motivation around this to begin to do  
 25 some design work and begin to leverage some

Page 176

1 commitments even outside of this broader  
 2 conversation.  
 3 CO-CHAIRMAN MCCLURE: You can comment  
 4 on this but I'm encouraged by the number of  
 5 conversations that are occurring and you're being  
 6 asked and others are being asked to participate in,  
 7 I think that will get its own momentum as well.  
 8 CO-CHAIRMAN WILSON: Yeah. This is  
 9 absolutely a non-start. People have said it's  
 10 going to be hard, but folks have said okay, I think  
 11 generally people want to be helpful here, folks  
 12 have been publicly responsive so the critical part  
 13 has been what does it look like, where is it housed  
 14 and how do we make the investments.  
 15 CO-CHAIRMAN MCCLURE: We have one  
 16 other thing is we have to approve the minutes of  
 17 the September 9th meeting so I need a motion to  
 18 approve the minutes.  
 19 Moved and seconded. All in favor  
 20 please say aye. Everybody can vote on this one.  
 21 COMMISSIONER PACKNETT: I was at that  
 22 meeting and I'm listed in the present  
 23 commissioners, that's all.  
 24 CO-CHAIRMAN MCCLURE: Let the record  
 25 show to add Commissioner Packnett to the present

Page 177

1 commissioners.  
 2 All right. Thank you all for your  
 3 patience and for a long but very productive and  
 4 thoughtful meeting.  
 5 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 6 Just one other thought. So I know that we had an  
 7 action item for staff to work with FOCUS and staff  
 8 but are you okay to meeting aggressively based on  
 9 what was put forward? How does that sound to you?  
 10 I just wanted to hear your response on that.  
 11 Because I know a lot moved quickly today  
 12 MS. AKANDE-BARTSCH: Yes, it  
 13 certainly did, we're still digesting that and  
 14 something I'll have to take to the board tomorrow  
 15 so I'll circle back to you tomorrow.  
 16 MANAGING DIRECTOR JOHNSON-JAVOIS: So  
 17 the next step for you is you need to take this  
 18 change back to your board to get the green light to  
 19 know whether this is possible for you to engage  
 20 with us on.  
 21 MS. MILLER: Give us 10 hours. 12  
 22 hours.  
 23 MANAGING DIRECTOR JOHNSON-JAVOIS:  
 24 That's okay. I'm working from home tomorrow so  
 25 that's good timing. So just want to make sure that

Page 178

1 was okay.  
 2 Anything else from additional  
 3 partners that you want to say, Community Foundation  
 4 or to ARC.  
 5 Thank you.  
 6 CO-CHAIRMAN WILSON: It has become  
 7 our tradition to close our meeting by standing and  
 8 through a period of centering and silence so we  
 9 invite you to stand with us. We thank you for  
 10 hanging this long with us in this meeting, we thank  
 11 all of you who have been a part of this process and  
 12 we invite you particularly on a day that marks some  
 13 transition our state as it relates to issues of  
 14 equity inclusion and diversity with our systems of  
 15 care for one another that are supported by all of  
 16 our resources through our taxes, we began the day  
 17 in great difficulty and trial and we saw a response  
 18 from one of our state's largest bodies to the  
 19 voices of young people and quite frankly we are  
 20 still a state body seeking to respond appropriately  
 21 to the voices of young people with systematic  
 22 change so perhaps it is appropriate for us to be  
 23 reflective on the power of that moment this  
 24 morning, even the difficulty of the community going  
 25 forward and shaping a way forward in that and so I

Page 179

1 invite you to be reflective about that in this  
 2 centering time of silence.  
 3 We thank you, we ask God's blessings  
 4 upon you and bid you a good evening.  
 5  
 6  
 7 (Whereupon, the meeting concluded at 9:24 p.m.)  
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Page 180

1 REPORTER CERTIFICATE  
 2  
 3 I, SUZANNE BENOIST, Certified Shorthand  
 4 Reporter, do hereby certify that there came before  
 5 me at St. Louis Community College-Corporate  
 6 College, 3221 McKelvey Road, Bridgeton, MO the  
 7 above-referenced parties, that the proceeding was  
 8 translated and proofread using computer-aided  
 9 transcription, and the above transcript of  
 10 proceedings is a true and accurate transcript of my  
 11 notes as taken at the time of said event.  
 12 I further certify that I am neither attorney  
 13 nor counsel for nor related nor employed by any of  
 14 the parties to the action in which this examination  
 15 is taken; further, that I am not a relative or  
 16 employee of any attorney or counsel employed by the  
 17 parties hereto or financially interested in this  
 18 action.  
 19 Dated this 10th day of November, 2015.  
 20  
 21  
 22 SUZANNE BENOIST, RPR, CCR, CSR-IL  
 23  
 24  
 25

**FERGUSON COMMISSION MEETING 11/9/2015**

| <b>A</b>  |  |   |  |   |
|---|--|---|--|---|
| <b>ability (5)</b> 36:3<br>52:8 90:16<br>135:4 160:23   | <b>accomplished (3)</b><br>66:3 81:25<br>164:16  | 105:20 108:17<br>113:13   | 118:8 120:7<br>121:21 125:15<br>153:6  | <b>address (8)</b> 46:19<br>60:15 63:21<br>72:15 108:22<br>120:14 162:1<br>164:17 |
| <b>able (30)</b> 3:22<br>19:19 20:8,21<br>23:7 27:1 35:3<br>43:16 51:16<br>53:16,19,24<br>70:2 82:2 88:17<br>89:25 112:6<br>123:23 159:10<br>162:16,18<br>163:10,11<br>164:16,24<br>167:2,6 169:22<br>169:23,23 | <b>accomplishing ...</b><br>152:23   | <b>acknowledged ...</b><br>25:1 130:1<br>137:25   | <b>active (2)</b> 21:2<br>108:23   | <b>addressed (1)</b><br>68:3  |
| <b>above-referenc...</b><br>180:7   | <b>account (1)</b><br>173:10   | <b>acknowledging...</b><br>161:13   | <b>actively (4)</b> 24:21<br>89:10 98:10<br>160:4  | <b>addressing (2)</b><br>88:20 165:1  |
| <b>absence (2)</b> 3:22<br>3:24   | <b>accountability ...</b><br>22:12 39:14<br>40:4 73:8 90:2<br>101:18 117:10<br>117:15 118:3<br>161:10 166:8      | <b>act (3)</b> 35:10<br>38:14 53:3  | <b>activities (5)</b> 23:2<br>40:24 48:8<br>56:16 147:2  | <b>adequate (1)</b><br>143:16   |
| <b>absolute (1)</b><br>148:23   | <b>accountable (14)</b><br>37:14 56:15<br>59:3,11 66:8,15<br>102:6,7,10<br>105:7 128:7<br>134:10 166:8<br>167:16 | <b>acting (1)</b> 18:16   | <b>activity (2)</b> 49:5<br>59:20  | <b>adjust (1)</b> 48:9  |
| <b>absolutely (6)</b><br>92:7 97:17<br>105:24 108:7<br>136:1 176:9  | <b>accounts (3)</b><br>54:24 55:22<br>66:10  | <b>action (90)</b> 13:8<br>19:24 22:1,9<br>35:2 37:7,8,9<br>37:14,16,19<br>38:5,9,12 39:1<br>40:11 41:4,23<br>41:25 48:7<br>49:11 52:1 53:4<br>53:12 54:10,16<br>54:25 55:5,22<br>55:25 56:1,8,11<br>56:15,21 57:10<br>57:14,14,20<br>58:4,10,24 59:2<br>59:11,12,13,16<br>60:6 64:23,25<br>65:22 66:3,5,10<br>66:14,15 68:11<br>69:17 70:3 77:1<br>81:2 91:4 96:4<br>97:23 105:9<br>114:20 116:4<br>116:13 120:10<br>123:16 125:6<br>130:2,3,11,22<br>131:20,24<br>132:12 133:15<br>152:22 161:22<br>163:12 164:8<br>164:10 165:25<br>166:1 168:22<br>177:7 180:14<br>180:18 | <b>actual (3)</b> 20:1<br>36:22 102:20   | <b>adjusting (1)</b><br>164:15  |
| <b>abstain (5)</b> 30:4<br>157:10,21<br>158:5,14  | <b>accreditation (1)</b><br>45:19  | <b>actions (12)</b><br>37:15 45:6<br>57:15 58:9 60:9<br>64:23 94:8  | <b>adapting (1)</b><br>48:18   | <b>adjustments (1)</b><br>57:10   |
| <b>abstaining (1)</b><br>157:8  | <b>accurate (2)</b><br>63:24 180:10  |   | <b>adaptive (1)</b><br>110:21  | <b>ADL (1)</b> 50:15  |
| <b>abstentions (1)</b><br>158:25  | <b>accurately (1)</b><br>73:3  |   | <b>add (12)</b> 69:22<br>88:9 105:2<br>132:9 133:23<br>136:18 139:17<br>145:24 152:2<br>154:13,16<br>176:25  | <b>administration...</b><br>159:5   |
| <b>accelerated (1)</b><br>6:19  | <b>achieve (7)</b> 36:7<br>38:4 39:4 43:17<br>105:9 130:18<br>163:12   |   | <b>added (2)</b> 87:8<br>143:8   | <b>administrative ...</b><br>37:11  |
| <b>accelerator (1)</b><br>31:25   | <b>achievement (2)</b><br>37:15 56:20  |   | <b>addendum (1)</b><br>154:13  | <b>adoption (1)</b><br>19:23  |
| <b>access (6)</b> 111:24<br>112:7 127:8,10<br>127:18,22   | <b>achieves (1)</b><br>57:13   |   | <b>addition (7)</b><br>26:11 40:6<br>55:16 88:11<br>92:10 99:18<br>129:3   | <b>adults (1)</b> 6:20  |
| <b>accessible (1)</b><br>35:22  | <b>achieving (3)</b><br>37:6 39:1 53:9   |   | <b>additional (18)</b><br>24:17 25:12<br>26:11 40:25<br>70:8 73:20<br>85:24 86:19<br>87:12 89:2,3<br>102:9 132:9<br>145:24 166:25<br>169:8 170:25<br>178:2 | <b>advance (6)</b> 6:5<br>7:18 10:6,16<br>113:1 172:14                            |
| <b>accessing (1)</b><br>128:3   | <b>acknowledge (5)</b><br>48:13 100:22   |   | <b>Additionally (2)</b><br>53:14,19  | <b>advances (1)</b><br>68:10  |
| <b>accomplish (1)</b><br>102:21   |  |   |  | <b>advice (1)</b> 24:3<br><b>advise (1)</b> 41:10                                 |

|  |  |   |  |  |
|--|--|---|--|--|
| <b>affect (2)</b> 86:21<br>175:10          | 3:21 157:15                                | <b>amassed (1)</b><br>77:19               | 34:8 107:23                            | 134:22                                     |
| <b>affiliation (1)</b><br>62:15            | <b>aims (1)</b> 172:14                     | <b>Amelia (10)</b><br>32:21 34:4 44:7     | <b>answers (8)</b><br>11:18 12:9       | <b>appreciate (5)</b><br>26:15 62:4        |
| <b>affirmative (2)</b><br>53:12 54:10      | <b>Akande-Bartsc...</b><br>32:11,14,17     | 44:11 61:21                               | 25:15 48:21                            | 92:23 93:19                                |
| <b>African (3)</b> 14:25<br>119:7 137:15   | 33:13,16 42:10                             | 65:6 80:20                                | 110:7,8,9                              | 100:25                                     |
| <b>aftermath (1)</b><br>114:4              | 49:17 53:1                                 | 95:14,23                                  | 156:13                                 | <b>appreciating (1)</b><br>90:6            |
| <b>afternoon (2)</b><br>23:6 90:24         | 60:13 62:25                                | 119:13                                    | <b>anti-bias (1)</b> 8:7               | <b>appreciation (3)</b><br>9:7 109:7,10    |
| <b>age (1)</b> 14:8                        | 67:15 68:5 69:7                            | <b>Amen (1)</b> 5:19                      | <b>anticipate (1)</b><br>172:21        | <b>appreciative (7)</b><br>24:7 70:6       |
| <b>agency (6)</b> 10:11<br>71:9,10 75:4,22 | 70:16,19 71:5                              | <b>amend (1)</b> 145:5                    | <b>antsiness (1)</b><br>149:15         | 102:16,19                                  |
| 75:23                                      | 71:19 72:7 74:8                            | <b>amended (2)</b><br>143:2 155:20        | <b>anxiety (3)</b> 138:1<br>139:5,6    | 106:17 125:17                              |
| <b>agenda (5)</b> 11:5<br>23:3 121:11      | 77:14 78:8                                 | <b>amendments (1)</b><br>137:8            | <b>anyone's (1)</b><br>144:18          | 166:23                                     |
| 137:19 139:1                               | 79:10,22 80:8                              | <b>American (7)</b><br>14:19,21,25        | <b>APPEARANC...</b><br>2:1             | <b>approach (20)</b><br>20:22 27:11        |
| <b>agendas (1)</b> 10:6                    | 83:5 84:1 85:18                            | 58:18 62:17                               | <b>applicable (1)</b><br>18:3          | 30:6 34:12 35:1                            |
| <b>agent (5)</b> 73:23<br>74:1,6,24 75:1   | 86:4,13 87:13                              | 119:7 137:16                              | <b>applicant (5)</b><br>24:18 25:7     | 48:3 59:1,13                               |
| <b>aggregating (1)</b><br>45:24            | 90:22 94:16                                | <b>amount (7)</b> 55:24<br>100:22 101:4   | 67:23 155:7,10                         | 60:2 65:8 69:9                             |
| <b>aggressive (1)</b><br>43:5              | 95:6,12 96:17                              | 102:17 112:8                              | <b>application (6)</b><br>20:23 101:13 | 77:10 120:8,8                              |
| <b>aggressively (1)</b><br>177:8           | 97:2,6,17 98:5                             | 137:24 174:5                              | 111:1 150:18                           | 120:14 122:22                              |
| <b>Agil (1)</b> 79:6                       | 98:16 99:6,11                              | <b>ample (1)</b> 25:15                    | 160:22 162:7                           | 159:14 160:2,6                             |
| <b>ago (7)</b> 44:22,23<br>46:5 94:4       | 99:17 101:21                               | <b>analysis (3)</b><br>124:20,21          | <b>approached (1)</b><br>94:22         | 170:19                                     |
| 112:23 121:7                               | 103:4 104:17                               | 166:6                                     | <b>approaches (1)</b><br>167:1         | <b>approached (1)</b><br>94:22             |
| 135:12                                     | 105:24 107:7                               | <b>analyze (1)</b> 54:8                   | <b>applied (21)</b><br>30:18 32:25     | <b>approaching (2)</b><br>35:6 143:23      |
| <b>agree (7)</b> 37:23<br>38:2 78:21,21    | 113:3,21                                   | <b>analyzing (1)</b><br>123:11            | 33:1 34:7 40:7                         | <b>appropriate (12)</b><br>21:18 27:9,9,10 |
| 78:21 146:24                               | 114:23 118:11                              | <b>and/or (1)</b> 13:15                   | 49:1 67:22                             | 27:22 110:18                               |
| 153:23                                     | 129:3 131:6                                | <b>Ann (1)</b> 125:20                     | 80:19 89:23                            | 121:21 135:16                              |
| <b>agreeable (1)</b><br>167:15             | 136:6 177:12                               | <b>announced (1)</b><br>174:17            | 94:12,13 95:11                         | 155:10 168:9                               |
| <b>agreed (1)</b> 156:2                    | <b>Alaskan (1)</b><br>14:21                | <b>announcement...</b><br>9:3             | 106:16 107:17                          | 168:14 178:22                              |
| <b>agreement (2)</b><br>75:23 78:11        | <b>Aldridge (2)</b> 3:23<br>157:16         | <b>announcement...</b><br>9:1 173:11      | 119:12,23                              | <b>appropriately ...</b><br>24:15 65:15    |
| <b>ahead (7)</b> 24:15<br>29:22 44:25      | <b>align (5)</b> 8:13,18<br>9:1 10:5 44:18 | <b>annual (3)</b> 45:14<br>73:19 174:4    | 121:6,10                               | 178:20                                     |
| 46:21 57:25                                | <b>aligned (3)</b> 23:2<br>29:6 168:21     | <b>another's (1)</b><br>172:9             | 126:17 137:3                           | <b>approval (15)</b><br>40:1 138:18        |
| 78:22 151:16                               | <b>aligns (1)</b> 124:2                    | <b>answer (9)</b> 26:5<br>35:4 47:19 77:6 | 163:25                                 | 139:9 143:9                                |
| <b>Ahlbrand (2)</b>                        | <b>allocation (2)</b><br>167:24 168:9      | <b>answering (2)</b>                      | <b>apply (10)</b> 15:19<br>15:20 67:24 | 150:9 151:10                               |
|  | <b>allow (4)</b> 25:21<br>43:25 112:3      |   | 87:9 88:3 94:19                        | 151:16,25                                  |
|  | 154:17                                     |   | 100:8 160:24                           | 152:11 153:1                               |
|  | <b>allowed (3)</b><br>128:13 134:19        |   | 161:18 169:19                          | 153:16,25                                  |
|  | 134:19                                     |   | <b>applying (2)</b><br>89:20 162:3     | 155:3 156:7,9                              |
|  | <b>alternative (1)</b><br>155:17           |   | <b>appointed (2)</b><br>39:16 121:20   | <b>approve (5)</b>                         |
|  | <b>alumni (2)</b> 54:2<br>63:6             |   | <b>apposed (1)</b>                     |  |
|  | <b>alums (1)</b> 114:3                     |   |  |  |

|   |   |   |   |   |
|---|---|---|---|---|
| 41:16 153:6<br>154:12 176:16<br>176:18<br><b>approves (1)</b><br>72:14<br><b>approving (2)</b><br>153:7 155:4<br><b>April (1)</b> 8:1<br><b>ARC (16)</b> 40:8<br>41:21 49:1,3,8<br>49:13 55:12<br>57:4 77:4 118:1<br>120:8,12,22,23<br>154:11 178:4<br><b>Arch (2)</b> 31:21<br>117:4<br><b>area (13)</b> 12:24<br>13:14 24:24<br>52:2,25 64:3<br>70:1 88:13,20<br>90:1 116:10<br>121:20 171:12<br><b>areas (11)</b> 8:7<br>24:4 29:15<br>89:22 113:25<br>118:25 121:23<br>131:20 132:11<br>133:16 161:20<br><b>arena (1)</b> 106:19<br><b>argue (2)</b> 102:3<br>174:19<br><b>Aroste (1)</b> 50:14<br><b>arrangement (1)</b><br>75:22<br><b>arrest (1)</b> 59:19<br><b>Arts (2)</b> 166:9,14<br><b>Asian (1)</b> 14:20<br><b>asked (18)</b> 9:18<br>25:6 29:10 35:7<br>59:12,21 61:25<br>62:2 95:14<br>123:7,10<br>131:13 134:15<br>150:17 175:19<br>175:21 176:6,6<br><b>asking (14)</b> 20:20<br>36:13 69:14 | 74:3 76:21 95:4<br>95:8,9 99:15,15<br>123:9 153:8<br>154:14 162:10<br><b>aspect (1)</b> 149:25<br><b>aspirations (1)</b><br>52:6<br><b>assault (1)</b> 16:20<br><b>assembled (1)</b><br>8:11<br><b>assembles (1)</b><br>36:12<br><b>Assembly (1)</b><br>66:22<br><b>assess (5)</b> 42:3<br>57:9 116:4<br>169:18 172:1<br><b>assessed (1)</b><br>117:12<br><b>assesses (1)</b> 171:6<br><b>assessing (1)</b><br>55:14<br><b>assessment (9)</b><br>6:9 49:6 55:12<br>55:17 115:20<br>116:15 166:6<br>171:23 172:6<br><b>assessments (1)</b><br>6:11<br><b>asset (3)</b> 45:14,18<br>55:18<br><b>assets (2)</b> 45:11<br>126:23<br><b>assignment (1)</b><br>31:16<br><b>assist (2)</b> 57:4<br>65:3<br><b>assistance (2)</b><br>160:25 164:24<br><b>assistant (3)</b><br>32:23 34:6<br>119:21<br><b>associate (1)</b> 5:24<br><b>association (2)</b><br>58:17 137:5<br><b>assumes (1)</b><br>69:15 | <b>Atmoore (1)</b> 85:2<br><b>Atool (1)</b> 31:24<br><b>attempting (1)</b><br>159:16<br><b>attend (5)</b> 3:22<br>6:2 88:17<br>125:20 159:10<br><b>attendance (2)</b><br>3:12 33:5<br><b>attended (4)</b> 15:3<br>15:9 66:24<br>125:19<br><b>attending (1)</b><br>142:8<br><b>attention (5)</b><br>61:22 81:23<br>89:16 131:17<br>131:23<br><b>attentive (1)</b><br>127:25<br><b>attorney (2)</b><br>180:12,16<br><b>attract (1)</b> 12:20<br><b>attributed (1)</b><br>49:19<br><b>audience (18)</b><br>12:13 19:9 21:7<br>23:18 25:16<br>33:7 62:7 66:21<br>71:1,4 72:3,9<br>77:24 79:5,20<br>80:4,10 83:1<br><b>August (4)</b> 8:2<br>118:6 141:13<br>141:16<br><b>authentic (3)</b><br>42:7 76:18 81:7<br><b>authority (2)</b><br>69:2 90:16<br><b>available (8)</b><br>20:19 35:21<br>107:4 118:6<br>127:23 135:6<br>143:25 149:22<br><b>avenues (1)</b><br>161:9<br><b>average (1)</b> | 173:19<br><b>aware (9)</b> 48:8<br>52:17,20 60:1<br>63:13 115:22<br>122:3 131:21<br>132:6<br><b>Awareness (4)</b><br>50:15 58:20<br>114:10 170:7<br><b>awe (1)</b> 124:24<br><b>awning (1)</b> 83:15<br><b>awoke (1)</b> 46:24<br><b>aye (10)</b> 157:13<br>157:18,24<br>158:2,8,11,17<br>158:20,23<br>176:20<br><b>eyes (1)</b> 158:25 | <b>Bank (1)</b> 32:1<br><b>bar (1)</b> 57:2<br><b>Barker (2)</b> 65:16<br>65:16<br><b>barrier (1)</b> 120:5<br><b>base (3)</b> 37:4<br>45:14 63:22<br><b>based (11)</b> 50:24<br>63:4 85:20<br>118:16 122:15<br>122:21 129:18<br>143:4,11<br>173:23 177:8<br><b>baseline (10)</b><br>36:4 40:10 49:5<br>52:17 55:12,17<br>82:19 115:19<br>116:14 127:24<br><b>basic (2)</b> 36:1<br>135:3<br><b>basically (2)</b><br>43:20 67:10<br><b>basis (2)</b> 128:8<br>167:14<br><b>bear (1)</b> 58:11<br><b>Becky (4)</b> 2:12<br>4:9 106:13<br>158:1<br><b>began (6)</b> 3:1 8:1<br>35:6 169:17,21<br>178:16<br><b>beginning (3)</b><br>51:19 123:6<br>139:8<br><b>begins (1)</b> 60:23<br><b>behalf (4)</b> 5:23<br>10:23 27:11<br>47:17<br><b>behest (1)</b> 149:11<br><b>belabor (1)</b><br>122:20<br><b>believe (17)</b> 17:9<br>17:14 32:19<br>36:8 49:18<br>50:13 58:25<br>60:23 61:14<br>105:23 126:9 |
|---|---|---|---|---|

**B**

**B (14)** 12:4 13:1  
13:15 14:2,10  
14:19 15:10,25  
16:23 17:5,10  
17:17,24 18:6  
**back (35)** 7:16,17  
8:1,18,21 19:7  
19:7,19 20:23  
23:12,17 63:15  
66:17,23 70:10  
79:6 81:25  
90:10 98:18  
108:8 113:11  
133:18,24  
134:1 143:9  
144:17,25  
145:6 155:13  
159:25 170:4  
173:4,9 177:15  
177:18  
**backbone (4)**  
10:12 20:22  
22:7 160:19  
**background (1)**  
71:14  
**backwards (1)**  
172:19

|  |  |   |  |   |
|--|--|---|--|---|
| <p>130:25 131:16<br/>147:3 172:16<br/><b>believed (1)</b> 50:8<br/><b>Belmar (1)</b> 58:14<br/><b>belong (1)</b> 14:9<br/><b>benefit (2)</b> 144:8<br/>175:7<br/><b>Benoist (3)</b> 1:22<br/>180:3,22<br/><b>best (4)</b> 143:25<br/>161:1 169:22<br/>174:22<br/><b>Bethany (12)</b> 2:8<br/>19:3 24:9 27:12<br/>33:14 42:3<br/>49:12 135:10<br/>143:22 151:19<br/>156:4 165:18<br/><b>better (9)</b> 29:4,5<br/>60:24 61:3,6<br/>71:21 96:1<br/>140:24 163:10<br/><b>betterment (1)</b><br/>45:1<br/><b>beverages (1)</b><br/>159:11<br/><b>beyond (5)</b> 19:25<br/>76:11 101:15<br/>110:1 148:16<br/><b>bias (1)</b> 174:24<br/><b>Bible (1)</b> 33:25<br/><b>bid (1)</b> 179:4<br/><b>bidding (1)</b> 93:15<br/><b>big (4)</b> 18:6<br/>58:24 76:24<br/>98:8<br/><b>bigger (1)</b> 108:2<br/><b>biggest (1)</b><br/>137:14<br/><b>bit (30)</b> 7:8 13:8<br/>16:5 19:11,13<br/>27:15 38:17,23<br/>40:21 49:15<br/>51:2 53:2 65:21<br/>66:1 72:5 81:12<br/>101:23 119:13<br/>119:14 120:20</p> | <p>120:23 123:18<br/>123:18 124:10<br/>124:20 142:24<br/>148:13 163:23<br/>171:5 173:8<br/><b>black (8)</b> 12:4<br/>32:5 50:14<br/>58:22 117:6<br/>168:5,8,10<br/><b>Black/African ...</b><br/>14:19<br/><b>Blackmon (26)</b><br/>2:20 3:25 4:1<br/>5:10,15 94:1<br/>95:3,7 96:6,25<br/>97:3,9 98:2,6<br/>104:11 105:3<br/>105:20 124:6,9<br/>141:7 152:8,11<br/>152:25 153:9<br/>157:17,18<br/><b>Blackmon's (1)</b><br/>108:9<br/><b>blank (1)</b> 170:15<br/><b>bleeding (1)</b> 76:1<br/><b>blended (1)</b><br/>75:11<br/><b>blessings (1)</b><br/>179:3<br/><b>Block (1)</b> 32:1<br/><b>blocking (1)</b> 57:9<br/><b>blue (8)</b> 12:4,18<br/>12:19,20 39:6<br/>40:25 80:5,12<br/><b>blueprint (2)</b><br/>42:8 100:5<br/><b>board (36)</b> 8:22<br/>30:11 31:22<br/>58:14 63:15<br/>72:5,9,12,23<br/>73:5,16,25<br/>87:16,18,22<br/>88:14,20,23<br/>94:11 95:17,18<br/>95:19 96:2,16<br/>101:19,22<br/>102:1,9 109:9</p> | <p>110:4,5 119:9<br/>135:21 160:5<br/>177:14,18<br/><b>board's (1)</b> 87:15<br/><b>boards (1)</b> 82:15<br/><b>Bob (1)</b> 31:19<br/><b>bodies (3)</b> 134:10<br/>166:8 178:18<br/><b>body (5)</b> 8:1,3<br/>83:19 144:1<br/>178:20<br/><b>Bond (7)</b> 32:21<br/>34:4 44:7,10,11<br/>95:24 125:15<br/><b>born (1)</b> 140:11<br/><b>Boston (2)</b> 171:1<br/>171:8<br/><b>bottom (3)</b> 36:4<br/>40:12 80:5<br/><b>box (4)</b> 21:10<br/>43:9 80:5<br/>134:21<br/><b>boxes (1)</b> 80:18<br/><b>Boys (1)</b> 52:11<br/><b>brains (1)</b> 108:10<br/><b>breadth (1)</b> 25:3<br/><b>breakfast (1)</b><br/>109:20<br/><b>brevity (1)</b><br/>136:18<br/><b>bridges (2)</b> 53:20<br/>53:22<br/><b>Bridgeton (3)</b><br/>1:15 3:11 180:6<br/><b>brief (3)</b> 62:10<br/>160:14 165:23<br/><b>briefing (1)</b><br/>144:14<br/><b>briefly (2)</b> 26:19<br/>163:22<br/><b>bring (7)</b> 24:24<br/>25:1 46:18 67:9<br/>78:10 126:21<br/>138:16<br/><b>bringing (2)</b><br/>98:22 134:17<br/><b>brings (2)</b> 48:2</p> | <p>160:21<br/><b>Brittany (5)</b> 2:14<br/>4:18 83:8 84:2<br/>158:10<br/><b>broad (9)</b> 53:15<br/>53:17 76:24<br/>92:13 115:9<br/>118:13 119:8<br/>168:19,20<br/><b>broader (5)</b><br/>72:24 82:18<br/>94:12 140:3<br/>176:1<br/><b>broadly (3)</b> 48:23<br/>107:24 110:21<br/><b>brought (3)</b><br/>16:18 51:7<br/>125:18<br/><b>brown (1)</b> 12:4<br/><b>Brutality (1)</b><br/>58:21<br/><b>Buddy (2)</b><br/>112:14,17<br/><b>budget (17)</b><br/>34:23 42:11,13<br/>42:16,17,19,21<br/>42:22,24 43:1<br/>43:15 85:24<br/>86:2,7 111:12<br/>111:13 174:4<br/><b>budgeted (1)</b><br/>65:15<br/><b>build (11)</b> 53:16<br/>90:5 120:9<br/>127:11 132:25<br/>135:23 142:21<br/>144:1 170:16<br/>170:24 174:13<br/><b>builder (1)</b><br/>170:20<br/><b>building (13)</b><br/>49:21 106:4<br/>138:24 143:18<br/>161:17 170:10<br/>170:16 171:13<br/>172:11,13<br/>174:1,8 175:5</p> | <p><b>built (3)</b> 127:12<br/>135:2 138:25<br/><b>burden (1)</b> 173:6<br/><b>burning (1)</b><br/>136:1<br/><b>business (12)</b><br/>5:13 6:14,25<br/>7:1 39:21 43:4<br/>54:7 71:9,11<br/>82:11 108:25<br/>167:4<br/><b>businesses (2)</b><br/>6:5 61:4<br/><b>button (1)</b> 12:9<br/><b>buttons (1)</b> 15:23<br/><b>Byron (6)</b> 2:15<br/>5:2 26:2,12<br/>143:18 158:19<br/><b>Byron's (1)</b> 144:1</p> <hr/> <p style="text-align: center;"><b>C</b></p> <hr/> <p><b>C (14)</b> 12:4 13:1<br/>13:16 14:2,11<br/>14:19 15:10,25<br/>16:24 17:5,10<br/>17:17,24 18:7<br/><b>calculations (1)</b><br/>173:5<br/><b>calendar (1)</b><br/>121:25<br/><b>California (1)</b><br/>171:21<br/><b>call (27)</b> 3:3,7<br/>22:2 41:22 50:5<br/>54:25 55:5,25<br/>58:4 59:4 60:6<br/>76:5 78:9<br/>116:10,13<br/>131:19 133:24<br/>143:12,14<br/>153:4 157:3,7,8<br/>163:12 164:10<br/>165:25 168:22<br/><b>called (7)</b> 3:14<br/>74:21 75:21<br/>76:4,6 171:2<br/>175:1</p> |
|--|--|---|--|---|

|   |   |   |  |  |
|---|---|---|--|--|
| <p><b>calling (4)</b> 3:9<br/>37:18,19<br/>173:14</p> <p><b>calls (28)</b> 19:24<br/>22:1 35:2 37:7<br/>37:16 38:4,9,12<br/>39:1 41:24 53:4<br/>54:15 56:21<br/>59:13 68:10<br/>69:17 74:24<br/>77:1 85:3 116:4<br/>130:2,3,10<br/>132:12 133:15<br/>161:22 164:8<br/>165:25</p> <p><b>campaign (2)</b><br/>40:19 66:6</p> <p><b>campaigns (1)</b><br/>49:7</p> <p><b>campuses (1)</b><br/>6:22</p> <p><b>candid (2)</b> 78:19<br/>136:5</p> <p><b>candor (1)</b> 62:5</p> <p><b>capacity (23)</b><br/>92:22 107:19<br/>115:8 139:21<br/>166:5 170:3,10<br/>170:12,16,20<br/>170:24,25<br/>171:18 172:2<br/>172:10,11,13<br/>172:14 173:8<br/>174:1,7,7 175:5</p> <p><b>capture (2)</b> 15:23<br/>42:4</p> <p><b>capturing (2)</b><br/>48:22 116:14</p> <p><b>cards (3)</b> 6:25<br/>7:1 108:25</p> <p><b>care (7)</b> 46:5<br/>69:1,1 133:4,8<br/>153:4 178:15</p> <p><b>Carr (7)</b> 2:13 4:3<br/>4:4 30:24,24<br/>157:20,21</p> <p><b>carry (1)</b> 52:8</p> | <p><b>carrying (1)</b><br/>33:20</p> <p><b>case (9)</b> 18:9<br/>58:11,11 59:3<br/>104:2,4 114:17<br/>135:18 155:17</p> <p><b>cases (1)</b> 135:17</p> <p><b>Casey (1)</b> 125:20</p> <p><b>cast (1)</b> 103:11</p> <p><b>categories (3)</b><br/>116:5 168:19<br/>168:20</p> <p><b>category (1)</b><br/>132:13</p> <p><b>Catholic (1)</b><br/>63:25</p> <p><b>caught (1)</b><br/>104:21</p> <p><b>CCR (1)</b> 180:22</p> <p><b>CDA (5)</b> 56:2<br/>57:14,17<br/>115:20 131:9</p> <p><b>CDAs (4)</b> 54:24<br/>56:1,10 57:6</p> <p><b>celebrate (1)</b><br/>60:7</p> <p><b>census (1)</b> 122:12</p> <p><b>center (9)</b> 6:9,23<br/>22:2 29:3 41:19<br/>71:11 114:15<br/>121:4 166:11</p> <p><b>centered (3)</b><br/>28:25 127:6<br/>140:4</p> <p><b>centering (2)</b><br/>178:8 179:2</p> <p><b>century (2)</b> 44:22<br/>44:23</p> <p><b>CEO (6)</b> 32:18<br/>32:22 33:17<br/>34:5 44:7,11</p> <p><b>CEOs (1)</b> 10:18</p> <p><b>certain (7)</b> 39:18<br/>80:1 86:8<br/>101:22 104:21<br/>118:22 144:7</p> <p><b>certainly (49)</b></p> | <p>26:24,25 35:6<br/>36:9,13 37:23<br/>37:25 38:2,8<br/>43:8 44:3 48:1<br/>53:3,7 60:19,23<br/>60:25 61:16<br/>63:6,12,16<br/>64:12 66:11<br/>71:12,14,16<br/>73:4 75:12<br/>77:15,22 84:2,5<br/>84:9 87:16,19<br/>90:23 99:19<br/>103:5,10 104:3<br/>104:8 113:11<br/>114:3 115:3<br/>119:11 125:6<br/>129:15 133:13<br/>177:13</p> <p><b>CERTIFICAT...</b><br/>180:1</p> <p><b>certification (1)</b><br/>6:10</p> <p><b>Certified (1)</b><br/>180:3</p> <p><b>certify (2)</b> 180:4<br/>180:12</p> <p><b>cetera (3)</b> 16:2<br/>56:6 138:23</p> <p><b>chair (3)</b> 25:6<br/>31:22 120:22</p> <p><b>chaired (2)</b> 23:22<br/>71:17</p> <p><b>chairing (1)</b> 26:9</p> <p><b>Chairman (2)</b><br/>48:4 105:20</p> <p><b>CHAIRMANC...</b><br/>81:9</p> <p><b>challenge (2)</b><br/>61:7 92:13</p> <p><b>challenges (1)</b><br/>70:23</p> <p><b>challenging (1)</b><br/>61:24</p> <p><b>Chamber (2)</b><br/>117:14 166:16</p> <p><b>champions (1)</b></p> | <p>43:21</p> <p><b>chance (1)</b> 52:20</p> <p><b>chancellor (2)</b><br/>5:23,24</p> <p><b>chancellors (3)</b><br/>121:16,19<br/>135:11</p> <p><b>change (29)</b><br/>19:22 20:4<br/>36:15,18 39:4<br/>52:14 53:8 54:9<br/>58:7 59:18<br/>60:23 61:1<br/>69:21 70:3,25<br/>81:19,20 98:11<br/>113:25 117:7<br/>122:20 132:4,6<br/>145:5 153:19<br/>171:19 175:6<br/>177:18 178:22</p> <p><b>changed (3)</b> 5:19<br/>148:5 153:13</p> <p><b>changes (6)</b><br/>77:21 124:19<br/>137:8,12 154:1<br/>154:1</p> <p><b>changing (2)</b><br/>47:14 48:9</p> <p><b>characteristic (...)</b><br/>48:3</p> <p><b>charge (1)</b> 92:2</p> <p><b>charitable (2)</b><br/>45:10 47:11</p> <p><b>Charities (1)</b><br/>64:1</p> <p><b>Charles (7)</b> 13:1<br/>13:7,8,16,21<br/>64:15 71:7</p> <p><b>Charlie (1)</b> 31:19</p> <p><b>chart (4)</b> 79:7,11<br/>79:25 109:15</p> <p><b>charter (1)</b> 54:9</p> <p><b>Chasnoff (1)</b><br/>31:17</p> <p><b>check (2)</b> 15:19<br/>170:16</p> <p><b>Chief (3)</b> 9:4</p> | <p>58:13,13</p> <p><b>child (3)</b> 54:23<br/>55:21 66:9</p> <p><b>choices (1)</b> 14:2</p> <p><b>choose (2)</b> 39:19<br/>58:12</p> <p><b>chose (2)</b> 28:10<br/>131:11</p> <p><b>Chris (4)</b> 49:19<br/>49:20 62:16<br/>64:8</p> <p><b>churches (1)</b><br/>123:4</p> <p><b>circle (2)</b> 21:21<br/>177:15</p> <p><b>citizen (1)</b> 9:20</p> <p><b>citizen's (1)</b> 9:21</p> <p><b>citizens (5)</b> 8:5<br/>9:10 29:5 61:6<br/>101:13</p> <p><b>city (12)</b> 13:1,7<br/>13:15,23 31:21<br/>65:24 70:11,14<br/>117:4 166:9<br/>171:5,8</p> <p><b>civic (14)</b> 28:22<br/>32:3 43:12<br/>46:17 53:7 54:4<br/>54:7 67:20<br/>71:15 121:17<br/>166:10 167:3<br/>171:13 172:15</p> <p><b>CJJ (1)</b> 58:19</p> <p><b>Clare (2)</b> 13:3,17</p> <p><b>clarification (4)</b><br/>82:22 99:3<br/>144:21 150:4</p> <p><b>clarify (4)</b> 80:17<br/>112:13 150:6<br/>163:22</p> <p><b>clarifying (2)</b><br/>105:13 145:8</p> <p><b>clarity (2)</b> 132:9<br/>150:22</p> <p><b>class (5)</b> 89:8<br/>94:6 114:5<br/>118:20 119:1</p> |
|---|---|---|--|--|

FERGUSON COMMISSION MEETING 11/9/2015

|   |  |   |   |  |
|---|--|---|---|--|
| <b>classes (1)</b> 84:22  | 139:10,11  | 124:1 126:6   | 74:14,17,17   | 130:20 131:4   |
| <b>classrooms (2)</b><br>6:13,15  | 141:4 142:3,19   | 135:9   | 83:14 84:8  | 134:12 136:3   |
| <b>clean (3)</b> 109:16<br>168:6,6  | 145:1,9,14,17  | <b>collaboratively...</b><br>67:18 126:24   | 126:2 132:22  | 136:11 140:14  |
| <b>cleaned (1)</b> 159:3  | 145:21 147:7   | <b>collaborators (1)</b><br>42:25   | 134:22 146:17   | 140:18,21,23   |
| <b>clear (10)</b> 16:21<br>29:1 46:9 72:19<br>76:8 105:10<br>116:1 145:10<br>149:9 157:3  | 147:15,21  | <b>colleague (1)</b><br>120:21  | <b>comment (15)</b><br>62:10 69:8 82:4  | 143:12 144:14  |
| <b>cleared (2)</b> 111:1<br>142:17  | 148:1,12,22  | <b>collective (6)</b><br>22:19 27:3<br>60:17 160:19<br>160:23 162:7   | 82:6 101:6  | 144:18 146:10  |
| <b>clearly (4)</b> 93:14<br>97:25 144:2<br>151:18   | 149:3,4 150:3  | <b>collectively (1)</b><br>121:7  | 130:9,13  | 146:11,14,16   |
| <b>close (4)</b> 50:17<br>60:17 87:22<br>178:7  | 151:9 152:6,10   | <b>College (6)</b> 1:13<br>3:10 5:22 6:1<br>76:11 180:6   | 132:25 133:4  | 146:25 147:8   |
| <b>closed (2)</b> 11:24<br>100:16   | 153:10,22  | <b>College's (1)</b> 6:1  | 135:22 141:5  | 148:17 149:1   |
| <b>closely (1)</b> 44:18  | 154:4,22,24  | <b>College-Corpo...</b><br>1:13 180:5   | 143:18 144:1  | 149:12,19  |
| <b>closer (1)</b> 88:1  | 155:2,4,16,21  | <b>color (7)</b> 11:22<br>12:3,6,11,18,19<br>83:25  | 148:3 176:3   | 151:6 152:2  |
| <b>closing (1)</b> 45:16  | 156:4,23   | <b>Com (1)</b> 171:2  | <b>comments (14)</b><br>18:23 25:8  | 156:9 159:5  |
| <b>Club (1)</b> 52:11   | 157:10,13  | <b>combination (1)</b><br>20:25   | 26:21 30:3  | 166:14 171:2   |
| <b>co-chair (2)</b> 7:6<br>10:24  | 159:1 163:19   | <b>come (27)</b> 5:10<br>5:12 7:16 8:17<br>8:21 11:4 22:9<br>23:9,14 27:14<br>67:3 71:22 78:1<br>86:22 113:8<br>119:17 130:16<br>133:8 139:1<br>143:9 144:17<br>144:25 145:6<br>155:13 161:19<br>162:2 165:21 | 61:22 62:7 68:3   | 174:13   |
| <b>Co-Chairman ...</b><br>3:16,19 7:4<br>13:10 26:7,18<br>30:9,13,20 31:4<br>31:8,12,13<br>47:22 48:5<br>57:23 61:20<br>62:13 68:2 72:1<br>73:14 74:23<br>75:18 79:2 82:3<br>83:6 93:23 99:1<br>101:8 102:12<br>106:11 109:5,6<br>112:21 113:17<br>114:13 116:16<br>116:19,21<br>125:10,12<br>127:1,2 129:20<br>132:24 136:10<br>137:6,10 | 165:14,18,20<br>172:23 175:17<br>176:3,8,15,24<br>178:6  | <b>comes (2)</b> 42:7<br>43:15  | 72:2 83:13,15<br>135:23 142:20<br>144:9 148:4   | <b>Commission's ...</b><br>7:11 8:14 19:18<br>20:1 64:23<br>127:5 143:6<br>167:5   |
|   | <b>co-chairs (3)</b> 2:3<br>8:11 20:11   | <b>comfortable (7)</b><br>19:8 89:13<br>91:13 111:4<br>139:17 144:18<br>151:20  | <b>Commerce (2)</b><br>32:1 71:10   | <b>commissioned ...</b><br>8:2   |
|   | <b>Coalition (4)</b><br>31:18 58:21<br>81:11 117:7   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 | <b>commissioner (...)</b><br>3:23 4:1,4,7,10<br>4:13,16,19,22<br>4:25 5:3,6,15<br>23:16 26:17<br>30:2,14,24<br>31:23 83:9<br>84:12 85:8 86:1<br>86:10,25 87:3<br>88:8,25 91:23<br>92:17 93:21<br>94:1 95:3,7<br>96:6,25 97:3,9<br>98:2,6 99:2,9<br>99:13 100:25<br>101:9,17<br>102:13 104:10<br>104:11 106:14<br>107:22 124:6,9<br>125:8 127:4<br>129:24 131:14<br>136:17 137:9<br>137:13 140:5<br>141:7 142:4,11<br>143:16 144:20<br>145:7,18 146:6 |
|   | <b>coalitions (1)</b><br>54:13   | <b>combination (1)</b><br>20:25   | <b>Commerce (2)</b><br>32:1 71:10   |  |
|   | <b>codes (1)</b> 56:11   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>codify (2)</b> 150:19<br>156:12   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>cognizant (2)</b><br>96:10,11   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>cohort (1)</b> 170:9  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>collaborate (1)</b><br>115:3  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>collaborating (3)</b><br>39:22 49:14<br>94:14   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>collaboration (3)</b><br>54:11 118:1<br>126:6   | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   | <b>collaborative (...)</b><br>30:18 32:25<br>33:2 34:7 40:8<br>49:1 80:19<br>95:10 107:17<br>119:12,24<br>120:1,2 121:6<br>121:10 122:14 | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4,4 79:4<br>89:17 102:25<br>105:4 107:11<br>107:14 108:14<br>115:15 118:24<br>119:16 124:25<br>127:25 128:14<br>129:18 130:14 |  |
|   |  | <b>combination (1)</b><br>20:25   | <b>commission (94)</b><br>1:3 2:10 3:4,8<br>7:6,24 8:16,19<br>10:8 15:2,4<br>16:3,9 18:24<br>19:25 20:7,15<br>21:8,13 24:1,8<br>25:21 26:2,4,12<br>26:24,25 27:11<br>29:17 30:21<br>31:24 32:2<br>34:11 36:19<br>40:16 44:19<br>46:23 47:5 48:4<br>52:23 54:20<br>55:10 56:24<br>58:23 60:25<br>62:23 68:1,11<br>76:4   |  |

FERGUSON COMMISSION MEETING 11/9/2015

|  |   |  |  |   |  |  |
|--|---|--|--|---|--|--|
| 147:13,17,19<br>147:24 150:5<br>152:8,11,13,25<br>153:5,9 155:18<br>155:24 156:21<br>156:22 157:18<br>157:21,24<br>158:2,5,8,11,14<br>158:17,20,23<br>172:20 175:15<br>176:21,25   | 50:11,21 52:11<br>65:12 76:23<br>95:25 106:6,7,8<br>122:15 126:19<br>138:15 149:19  | <b>communicatio...</b><br>40:13 41:9<br>80:18 92:6<br>172:2  | 74:15 75:20,25<br>76:10 80:6,21<br>80:22 81:6,22<br>81:23 82:21<br>83:12 84:18<br>87:17 88:5<br>90:11,25 91:10<br>91:12,17 93:3<br>95:8,13,24<br>96:15 97:19<br>100:6 101:5<br>102:25 103:9<br>104:9 105:16<br>105:18 106:8<br>108:18 109:1<br>109:24 110:10<br>110:14 112:5<br>114:5,17,21<br>117:3,22 118:2<br>118:6 119:7,17<br>121:12 122:1,2<br>122:15,21<br>124:3,10,19,25<br>125:1,11,18,19<br>125:25 126:5,7<br>126:13,15,15<br>126:19,22<br>127:6,7 128:3,9<br>128:17,18,23<br>129:6,17<br>130:12,22<br>132:2,6 134:3<br>135:18 138:3<br>138:15 144:16<br>145:22 146:3<br>154:10 162:13<br>163:9 164:4<br>166:10 167:17<br>167:18,20,25<br>168:5 169:13<br>170:5,14,17<br>171:14,15<br>172:15 175:4<br>178:3,24 180:5 | <b>community-ba...</b><br>45:10<br><b>comparable (1)</b><br>42:19<br><b>compensated (1)</b><br>91:21<br><b>compensation (...)</b><br>80:22<br><b>completely (2)</b><br>78:3 146:16<br><b>complex (1)</b> 28:3<br><b>complicated (1)</b><br>165:8<br><b>complications (...)</b><br>145:24<br><b>complimentar...</b><br>164:2<br><b>component (2)</b><br>74:20 98:7<br><b>composed (1)</b><br>156:18<br><b>composition (2)</b><br>91:2 107:9<br><b>comprehensive...</b><br>42:6 57:19 58:5<br><b>computer (1)</b><br>6:13<br><b>computer-aide...</b><br>180:8<br><b>Comra (1)</b> 31:24<br><b>concept (2)</b><br>100:16 175:18<br><b>concern (7)</b><br>46:19 63:21<br>133:8 139:14<br>141:14 152:4<br>169:16<br><b>concerned (3)</b><br>67:10 75:6,9<br><b>concerns (3)</b><br>119:18 146:8<br>162:15<br><b>concert (1)</b> 145:2<br><b>conclude (1)</b><br>61:11<br><b>concluded (1)</b><br>179:7 |  |  |
| <b>commissioners...</b><br>3:6,12 8:3<br>10:24 15:5,6<br>19:6,14 23:19<br>23:22 25:16<br>29:11,21 30:7<br>31:6 32:10<br>33:16 39:19<br>41:9 58:15<br>64:14 83:7<br>91:10 93:24<br>107:1 108:2<br>110:18 116:17<br>125:14 138:2<br>142:14 143:17<br>144:3,5 146:20<br>147:9 148:17<br>149:1 151:6,14<br>156:18 165:16<br>176:23 177:1 | <b>committee (55)</b><br>20:24 23:23,23<br>24:2,13,14 25:4<br>25:7 26:1,9,14<br>29:12 31:14,17<br>37:14 41:4<br>50:25 51:8 55:7<br>55:8,20 56:7,10<br>56:14 57:9,21<br>58:4,8,18 59:4<br>59:10,12 62:1<br>63:5 66:8,13,15<br>66:17 77:6<br>80:25 91:4,8<br>97:23 98:19<br>100:10 107:10<br>116:2,4 131:12<br>132:17,22<br>133:21 156:17<br>174:20 175:2 | <b>communities (...)</b><br>6:6 11:16 36:12<br>39:21 42:8<br>44:15 46:16<br>53:19 61:5,10<br>82:2 89:18<br>120:5,7 122:13<br>122:24 123:1,2<br>163:2 | <b>community (22...)</b><br>1:13 3:10 5:22<br>5:25 6:8,16,17<br>7:22 9:10,15<br>10:6,9,13,21<br>17:3,4,23 18:8<br>18:13,25 19:13<br>20:6,14,20,25<br>21:12 24:5,22<br>25:24 26:23<br>28:14,21 29:4<br>29:14 32:9,22<br>33:8 34:5 35:10<br>35:11,15,16,17<br>35:19,22 36:5<br>36:14,22 38:4,6<br>38:11,13 39:17<br>39:24 40:3,6,15<br>41:3,5,7,8,16<br>43:1 44:5,8,12<br>44:15,17,24,25<br>45:6,9,17,20,21<br>46:3,8,10,14,18<br>46:24 47:6,8,13<br>47:15,17,25<br>49:6,13,21 50:7<br>51:13,22,25<br>52:7,13,15,18<br>53:8,11,25 54:1<br>54:12 55:2 56:6<br>58:19,23 61:1<br>66:19 67:5,20<br>68:24 70:2,3,23<br>72:18,22 73:15   | <b>committee's (2)</b><br>25:8,11<br><b>committees (15)</b><br>37:14,18 41:18<br>41:20 46:12<br>55:3,4 65:9,14<br>81:1,2 89:22<br>92:24 114:14<br>115:18  | <b>common (1)</b> 23:2<br><b>communicate (2)</b><br>56:20 122:4<br><b>communicated...</b><br>156:13<br><b>communicatin...</b><br>60:4<br><b>communicatio...</b><br>10:14 37:12<br>41:6 48:16<br>79:17 80:9<br>117:19 122:2<br>128:21 | <b>community's (4)</b><br>48:23 105:12<br>116:24 131:2 |

FERGUSON COMMISSION MEETING 11/9/2015

|  |   |  |  |                                       |
|--|---|--|--|---------------------------------------|
| <b>concludes (1)</b><br>18:14            | 82:14 84:23                                 | 83:21 85:7                               | 10:14 21:3                                   | 60:22 64:17                           |
| <b>conclusions (1)</b><br>78:14          | <b>conscience (1)</b><br>142:2              | 107:12,19                                | 52:22 63:7                                   | 76:5 92:2                             |
| <b>condition (1)</b><br>144:11           | <b>conscientious (1)</b><br>96:3            | 108:15 115:7                             | 69:16 70:8                                   | 102:23 103:2                          |
| <b>conditions (1)</b><br>151:12          | <b>consider (4) 7:25</b><br>82:16 167:5     | 117:23 127:21                            | 71:23 84:20                                  | 108:5,21                              |
| <b>conduct (1)</b><br>123:19             | 172:25                                      | 149:13 151:1,1                           | 85:1 86:16                                   | 116:12 135:7                          |
| <b>conducted (1)</b><br>122:10           | <b>consideration (4)</b><br>8:22 9:9 114:16 | 172:12 173:15                            | 96:18,19 99:7                                | 136:22,24                             |
| <b>conducting (1)</b><br>115:8           | 171:13                                      | 175:18                                   | 101:25 109:8                                 | 137:5 143:2,24                        |
| <b>conference (4)</b><br>6:14 22:21      | <b>consistent (3)</b><br>22:24 46:15        | <b>continued (8)</b><br>7:23 8:9 9:8     | 111:7,24,25                                  | 148:10 150:10                         |
| 58:19 162:4                              | 70:4  | 36:10 86:20                              | 114:8,16 115:5                               | 151:11 154:2                          |
| <b>confident (1)</b><br>103:23           | <b>Consistently (1)</b><br>12:18            | 108:14 134:6                             | 120:15,16                                    | 156:10 159:21                         |
| <b>configuration (5)</b><br>109:21 111:9 | <b>consolidation (1)</b><br>8:22            | 143:4                                    | 127:20 139:25                                | 160:18 163:16                         |
| 139:18,24                                | <b>constantly (2)</b><br>88:7 94:21         | <b>continues (1)</b><br>72:25            | 146:1 154:8,9                                | 164:25 168:16                         |
| 141:18                                   | <b>constraints (1)</b><br>98:22             | <b>continuing (3)</b><br>6:7 11:3 128:24 | 154:21 162:8                                 | 168:25 169:10                         |
| <b>confirm (1)</b><br>11:10              | <b>construction (1)</b><br>154:15           | <b>continuity (2)</b><br>115:13 146:13   | 175:20 176:2                                 | 169:15,17                             |
| <b>confirmed (1)</b><br>142:17           | <b>consultant (1)</b><br>80:19              | <b>continuous (1)</b><br>161:12          | <b>conversations (...)</b><br>43:18,22 51:24 | 173:7,8,24                            |
| <b>conflated (1)</b><br>132:7            | <b>consultants (2)</b><br>20:16 40:13       | <b>continuum (1)</b><br>115:11           | 63:3 78:13,20                                | 174:5                                 |
| <b>conflict (2) 30:10</b><br>30:15       | <b>consulting (2)</b><br>41:22 65:15        | <b>contract (2)</b><br>75:24 149:18      | 84:15 97:18                                  | <b>Coro (2) 32:19</b><br>34:3         |
| <b>conflicts (5)</b><br>29:13,20,21      | <b>contact (4) 39:12</b><br>40:24 108:20    | <b>contracted (5)</b><br>39:8 40:23 41:1 | 99:20 100:18                                 | <b>corollary (1)</b><br>169:25        |
| 30:8 163:25                              | 108:24                                      | 80:14 169:14                             | 110:12 111:21                                | <b>corporate (4)</b><br>3:10 6:1,7,11 |
| <b>congregational...</b><br>64:8         | <b>content (2) 16:12</b><br>160:14          | <b>contribute (1)</b><br>91:14           | 114:6 129:5                                  | <b>corporations (1)</b><br>99:21      |
| <b>Congregations...</b><br>51:15 68:8    | <b>context (6) 19:13</b><br>19:16 26:19     | <b>contributing (2)</b><br>86:6 126:22   | 143:4 170:22                                 | <b>correct (2) 66:12</b><br>99:12     |
| <b>connect (2) 41:7</b><br>82:9          | 63:10 109:24                                | <b>contribution (1)</b><br>85:20         | 176:5  | <b>correction (2)</b><br>57:2,6       |
| <b>connected (3) 9:2</b><br>82:12 163:5  | 110:12                                      | <b>control (1) 72:12</b><br>72:12        | <b>convince (2)</b><br>77:25 78:2            | <b>corrective (2)</b><br>57:10 168:1  |
| <b>connecting (1)</b><br>114:22          | <b>continually (1)</b><br>92:11             | <b>convene (3)</b><br>114:5 117:15       | <b>Cooksey (1)</b><br>31:19                  | <b>corresponding ...</b><br>12:9      |
| <b>connection (1)</b><br>81:21           | <b>continuation (1)</b><br>69:8             | 175:19                                   | <b>coordinated (2)</b><br>174:16,18          | <b>cost (1) 45:23</b>                 |
| <b>connections (2)</b>                   | <b>continue (22)</b><br>7:18 9:10 10:3      | <b>convened (2)</b><br>21:4 113:5        | <b>coordination (2)</b><br>37:11 41:3        | <b>council (32)</b><br>31:22 39:15    |
|  | 10:12,13,13                                 | <b>convener (6)</b><br>23:1 36:11,15     | <b>coordinator (2)</b><br>41:7 79:15         | 40:2 41:15                            |
|  | 39:19 45:5                                  | 38:10 53:11                              | <b>copies (1) 20:19</b><br>20:19             | 54:25 60:5                            |
|  |   | 104:20                                   | <b>coping (1) 17:23</b><br>17:23             | 63:25 65:25                           |
|  |   | <b>convening (4)</b><br>19:14 39:2       | <b>core (62) 10:11</b><br>20:21 21:22        | 66:20 72:6,8,13                       |
|  |   | 49:24 152:18                             | 22:5,11,16,25                                | 73:7,12 81:3                          |
|  |   | <b>conversation (...)</b>                | 23:4,24 24:25                                | 91:3 96:16 97:7                       |
|  |   |  | 25:4 27:3 28:13                              | 97:10,21 98:1                         |
|  |   |  | 32:10 33:20                                  | 101:10,24                             |
|  |   |  | 34:13,21 36:10                               | 114:25 144:3                          |
|  |   |  | 36:25 37:3,21                                | 147:11 148:2                          |
|  |   |  | 37:23 38:1,24                                | 148:24 151:5                          |
|  |   |  | 39:9 44:4 47:5                               | 166:9,14 167:4                        |
|  |   |  | 50:20 53:6                                   |                                       |

|   |  |  |  |  |
|---|--|--|--|--|
| <b>counsel (2)</b><br>180:13,16   | 138:4  | <b>current (10)</b><br>39:18 49:6,7<br>55:14 58:17<br>59:17 73:25<br>80:15 86:15<br>119:1  | <b>deadline (1)</b> 8:17   | 133:4  |
| <b>count (1)</b> 93:2   | <b>created (4)</b> 36:9<br>37:25 44:22<br>79:12  | <b>currently (6)</b><br>30:10 77:25<br>83:25 84:16,20<br>85:22                             | <b>deadlines (2)</b><br>56:8 66:14   | <b>deeper (3)</b> 40:21<br>143:13 165:3  |
| <b>counted (1)</b> 66:7   | <b>creating (6)</b><br>69:16,20,21<br>78:23 93:15<br>114:1   | <b>curriculum (3)</b><br>88:4 113:22<br>118:14   | <b>deal (5)</b> 18:6,6,7<br>68:13 133:17   | <b>deeply (8)</b> 16:18<br>28:17 29:18<br>92:19 106:17<br>137:15 144:10<br>160:10  |
| <b>counting (2)</b> 15:7<br>175:8   | <b>creation (1)</b><br>166:2   | <b>D</b>   | <b>dealing (2)</b> 64:25<br>96:12  | <b>decades (1)</b> 46:4  |
| <b>country (4)</b> 44:16<br>46:16 161:16<br>165:6   | <b>creative (3)</b> 59:1<br>60:2 129:10  | <b>D (13)</b> 12:5 13:2<br>13:16 14:3,11<br>14:20 15:10<br>16:1,24 17:6,11<br>17:18 18:8   | <b>dear (1)</b> 11:2   | <b>deceased (1)</b> 46:1   |
| <b>county (28)</b> 9:2,3<br>9:6 13:1,1,2,2,3<br>13:3,4,7,11,12<br>13:16,16,17,17<br>13:18,18,18,23<br>58:13,14 63:20<br>64:14,15,15<br>166:15 | <b>creatively (2)</b><br>128:16 129:6  | <b>Dan (3)</b> 30:14<br>147:9 148:3  | <b>December (18)</b><br>8:17 20:2,12<br>21:16 107:11<br>108:5 140:10<br>140:17 143:23<br>147:2 149:10<br>150:9,11 151:3<br>151:22 156:8<br>160:1,8 | <b>defend (1)</b><br>147:18  |
| <b>couple (8)</b> 15:16<br>26:21 68:14<br>79:3 83:10,22<br>89:14 130:9  | <b>Creatives (1)</b><br>32:3   | <b>Daniel (2)</b> 4:12<br>158:4  | <b>decided (3)</b> 94:19<br>97:15 114:5  | <b>Defenders (1)</b><br>117:4  |
| <b>courageous (1)</b><br>78:19  | <b>credit (2)</b> 112:16<br>134:17   | <b>data (5)</b> 122:12<br>125:5 164:19<br>164:21 172:6                                     | <b>decision (10)</b><br>86:11 90:21<br>97:4,16 136:25<br>138:10 143:1<br>143:22 161:9<br>164:13  | <b>defending (1)</b><br>33:23  |
| <b>course (16)</b> 43:2<br>51:20 55:5 57:2<br>57:5 58:23<br>64:18 73:10<br>84:25 88:21<br>94:18 107:21<br>168:22 169:15<br>171:9 173:12       | <b>Crimes (2)</b> 31:18<br>117:7   | <b>database (1)</b><br>172:3   | <b>decisions (3)</b> 69:3<br>163:1 164:14  | <b>defense (1)</b> 33:25   |
| <b>Court (2)</b> 8:10,20  | <b>Criminal (1)</b><br>30:16   | <b>databases (1)</b><br>122:11   | <b>deck (1)</b> 23:14  | <b>define (9)</b> 10:12<br>49:9 55:15 56:7<br>57:11 73:1<br>76:22 145:19<br>168:12 |
| <b>courts (1)</b> 8:10  | <b>Criminology (1)</b><br>30:16  | <b>date (3)</b> 56:11<br>118:22 127:22   | <b>declare (2)</b> 29:12<br>30:8   | <b>defined (2)</b><br>150:12 156:11  |
| <b>cover (2)</b> 127:14<br>165:24   | <b>criteria (2)</b> 81:17<br>150:20  | <b>Dated (1)</b> 180:19  | <b>declared (1)</b><br>29:22   | <b>definitely (4)</b><br>52:8,21 114:24<br>124:14                                  |
| <b>coworker (1)</b><br>16:2   | <b>critical (17)</b><br>10:10,19 24:14<br>25:18 51:25<br>52:19 59:1<br>98:24 103:15<br>104:7 143:19<br>145:25 149:22<br>150:1 171:18<br>172:4 176:12 | <b>David (4)</b> 68:6<br>69:23 83:16<br>84:25  | <b>decline (7)</b> 14:3<br>14:13,22 16:24<br>17:6,11,18  | <b>definition (3)</b><br>16:14,21 48:2   |
| <b>coworkers (1)</b><br>16:9  | <b>CSR (1)</b> 1:22  | <b>day (10)</b> 35:25<br>47:12 78:15,20<br>103:24 104:23<br>134:11 178:12<br>178:16 180:19 | <b>dedicated (6)</b><br>23:1 74:12 80:2<br>89:20 100:11<br>103:18  | <b>degree (1)</b> 102:10   |
| <b>Cray (2)</b> 49:20<br>49:20  | <b>CSR-IL (1)</b><br>180:22  | <b>day-to-day (2)</b><br>79:25 148:19  | <b>dedication (1)</b><br>38:3  | <b>DEI (2)</b> 170:7,20  |
| <b>Craymer (1)</b><br>49:19   | <b>cultural (2)</b><br>16:19 162:20  | <b>days (2)</b> 117:1<br>141:25  | <b>Dee (1)</b> 32:2  | <b>delegation (1)</b><br>64:8  |
| <b>create (8)</b> 6:18<br>27:16 53:20<br>54:2 70:25<br>82:14 100:4  | <b>culture (9)</b><br>109:20,21,22<br>109:25 110:10<br>110:14 112:23<br>126:3,10   | <b>DC (1)</b> 42:21  | <b>deep (6)</b> 68:19<br>69:5 83:16<br>113:23 118:22   | <b>deliberating (1)</b><br>85:19   |

|   |   |   |  |   |
|---|---|---|--|---|
| 60:25 105:4,5<br><b>demonstration ...</b><br>57:19 58:5 93:1<br><b>denotes (1)</b> 19:23<br><b>department (5)</b><br>30:15 58:15<br>71:10 166:12<br>166:12<br><b>departments (1)</b><br>9:6<br><b>depending (1)</b><br>118:16<br><b>depth (1)</b> 25:2<br><b>Derrick (1)</b> 85:2<br><b>describe (5)</b><br>14:18 25:14<br>35:20 44:16<br>45:5<br><b>described (2)</b><br>16:17 24:10<br><b>describing (1)</b><br>41:24<br><b>description (1)</b><br>122:8<br><b>desegregate (1)</b><br>164:20<br><b>design (13)</b> 23:7<br>55:2 137:21<br>139:24 143:10<br>145:3,5,12,16<br>151:15 159:18<br>159:23 175:25<br><b>designate (1)</b><br>41:17<br><b>designated (4)</b><br>44:6 46:5 91:9<br>100:13<br><b>designed (8)</b> 6:5<br>41:15 53:3 77:1<br>81:3 101:24<br>145:2 159:24<br><b>designing (1)</b><br>54:5<br><b>desire (1)</b> 46:2<br><b>Desloge (3)</b> 5:11<br>5:20,21<br><b>desperately (1)</b> | 133:10<br><b>detail (1)</b> 152:3<br><b>details (1)</b> 24:18<br><b>determine (11)</b><br>27:1 38:8 40:10<br>56:12 57:5 58:4<br>116:5 121:21<br>127:16 145:5<br>164:21<br><b>determined (1)</b><br>144:5<br><b>determining (2)</b><br>48:19 49:5<br><b>develop (10)</b> 58:5<br>104:25 133:15<br>143:3 146:21<br>153:14,17<br>159:18,22<br>167:1<br><b>developed (5)</b><br>55:4 57:18,19<br>134:8 144:12<br><b>developing (2)</b><br>42:18 126:3<br><b>development (...)</b><br>24:5 28:15<br>30:22 41:1<br>53:13,14 54:24<br>55:17,22 66:9<br>67:5 71:9 79:16<br>100:15 101:12<br>102:24 118:12<br>118:17 126:16<br>156:19 161:4,5<br>164:11 166:15<br>170:13<br><b>developmental ...</b><br>164:2,19<br><b>diagram (2)</b><br>41:11 92:5<br><b>dictate (1)</b><br>137:20<br><b>difference (3)</b><br>141:24,24<br>154:6<br><b>different (30)</b><br>69:4 76:7,17 | 78:4 84:11 91:9<br>98:9,15 99:20<br>104:6 106:9<br>109:1 110:1<br>113:6 114:1,10<br>122:22 128:17<br>129:11 139:9<br>141:17 148:13<br>153:20 162:12<br>163:4,23 164:1<br>164:22,23<br>167:20<br><b>differentiating ...</b><br>135:4<br><b>differently (5)</b><br>105:21,22<br>141:18 154:16<br>163:13<br><b>difficult (6)</b> 28:3<br>61:12 106:1<br>111:8 130:18<br>130:24<br><b>difficulty (3)</b><br>62:2 178:17,24<br><b>digesting (1)</b><br>177:13<br><b>digital (1)</b> 117:2<br><b>direct (5)</b> 38:9<br>40:24 102:4<br>108:22 153:13<br><b>directed (3)</b><br>67:25 155:6,9<br><b>direction (4)</b> 8:4<br>8:21 9:4 130:15<br><b>directive (2)</b><br>153:17 154:17<br><b>directly (6)</b> 9:1<br>73:11,12 88:21<br>166:2 167:23<br><b>director (69)</b> 2:7<br>3:2,17,20 4:2,5<br>4:8,11,14,17,20<br>4:23 5:1,4,7<br>19:4 24:9 30:11<br>30:22 32:7,15<br>32:19,20 34:3<br>40:23 41:13 | 56:17,18 57:8<br>59:5 60:3 61:25<br>66:18,19 68:7<br>71:8 79:13<br>92:12 100:13<br>100:14,20<br>112:12,19<br>121:3 128:10<br>149:7 151:23<br>152:15 153:3<br>156:6 157:6,11<br>157:14,19,22<br>157:25 158:3,6<br>158:9,12,15,18<br>158:21,24<br>159:6,7 177:5<br>177:16,23<br><b>directors (4)</b> 72:5<br>72:10 88:15<br>96:16<br><b>disagree (1)</b><br>78:21<br><b>disappointed (1)</b><br>15:17<br><b>disassemble (1)</b><br>57:15<br><b>discernment (1)</b><br>81:14<br><b>discipline (1)</b><br>134:7<br><b>discouragemen...</b><br>89:9<br><b>discuss (3)</b> 57:22<br>112:25 137:8<br><b>discussed (1)</b><br>24:14<br><b>discussing (1)</b><br>103:6<br><b>discussion (11)</b><br>10:19 25:18<br>29:25 129:22<br>136:11,14,20<br>137:11 145:12<br>156:25 167:2<br><b>disparate (1)</b><br>171:6<br><b>disparities (1)</b> | 119:6<br><b>disparity (1)</b><br>168:12<br><b>disproportiona...</b><br>165:2<br><b>disproportiona...</b><br>164:17<br><b>disruptive (1)</b><br>78:9<br><b>disseminate (2)</b><br>129:7,14<br><b>dissertation (3)</b><br>33:24 106:1,2<br><b>distinction (2)</b><br>138:5 172:10<br><b>distinguishing ...</b><br>15:4<br><b>distribution (3)</b><br>14:15 46:14<br>173:20<br><b>disturbing (1)</b><br>16:18<br><b>Ditche (2)</b> 82:5,5<br><b>Dittmer (1)</b> 32:3<br><b>dive (5)</b> 34:19<br>37:16 40:21<br>118:23 165:3<br><b>diverse (8)</b> 35:23<br>51:4 53:17<br>67:18 84:7<br>94:24 95:18<br>96:2<br><b>diversify (1)</b><br>88:23<br><b>diversity (24)</b><br>50:15 53:12<br>54:6,8 58:20<br>71:18 87:20<br>88:1,20 94:5<br>95:16,16,22,25<br>96:2,5 110:1<br>114:10 138:9<br>162:22 168:1<br>170:1,7 178:14<br><b>dives (1)</b> 113:23<br><b>division (2)</b> 6:6<br>38:21 |
|---|---|---|--|---|

|   |  |   |  |  |
|---|--|---|--|--|
| 42:6<br><b>documents (3)</b><br>44:21 45:5<br>46:15<br><b>dog (1)</b> 171:3<br><b>doing (30)</b> 7:9<br>11:3,16 33:22<br>43:4 66:5,10<br>67:8 81:15<br>85:22 98:18<br>104:1,4 113:14<br>114:11 115:13<br>118:21 119:6<br>119:14 124:3<br>134:13 141:16<br>149:24 152:17<br>155:12 161:1<br>161:15 163:13<br>165:10 174:2<br><b>dollars (7)</b> 72:20<br>72:20 111:5,20<br>112:7 175:2,13<br><b>donated (1)</b><br>72:20<br><b>donations (1)</b><br>90:20<br><b>donors (3)</b> 45:9<br>46:1 101:4<br><b>door (1)</b> 101:2<br><b>doors (1)</b> 99:15<br><b>dot (2)</b> 71:21<br>135:6<br><b>Dotson (1)</b> 58:13<br><b>doubled (1)</b><br>45:13<br><b>dove (1)</b> 35:5<br><b>dovetails (1)</b><br>163:25<br><b>download (1)</b><br>108:10<br><b>downloaded (1)</b><br>9:12<br><b>downloads (1)</b><br>116:25<br><b>Dr (4)</b> 5:23 32:23<br>34:8 119:4<br><b>draft (8)</b> 65:3 | 109:17 166:18<br>166:19,20,21<br>171:11,11<br><b>drained (2)</b> 140:7<br>140:7<br><b>draw (1)</b> 112:18<br><b>drawn (1)</b> 55:9<br><b>drilled (1)</b> 131:8<br><b>drive (1)</b> 54:9<br><b>driven (2)</b> 66:20<br>130:14<br><b>drives (1)</b> 22:8<br><b>driving (2)</b> 20:3<br>94:25<br><b>drop (1)</b> 147:2<br><b>Drucker (1)</b><br>109:20<br><b>dubious (1)</b> 67:7<br><b>due (2)</b> 6:2 17:17<br><b>duly (1)</b> 77:23<br><b>duplication (2)</b><br>73:22 75:8<br><b>duplicative (1)</b><br>116:3<br><b>duties (2)</b> 39:10<br>86:19<br><b>Dwayne (1)</b><br>31:21 | <b>earmarked (1)</b><br>118:21<br><b>earned (2)</b> 45:19<br>108:16<br><b>ears (1)</b> 5:18<br><b>easiest (1)</b> 167:8<br><b>easily (1)</b> 88:17<br><b>East (1)</b> 154:9<br><b>easy (1)</b> 134:23<br><b>eats (1)</b> 109:20<br><b>echo (1)</b> 68:14<br><b>echoing (1)</b> 93:11<br><b>economic (4)</b><br>16:19 47:2<br>117:18 166:15<br><b>economies (1)</b><br>45:24<br><b>ED (1)</b> 110:7<br><b>educate (1)</b> 70:22<br><b>educated (1)</b> 54:3<br><b>educating (1)</b><br>128:22<br><b>education (13)</b><br>6:7,17 41:7<br>56:5 67:21 71:2<br>80:7 92:7 135:9<br>166:9,13<br>169:12,12<br><b>educational (1)</b><br>35:21<br><b>Edwardsville (1)</b><br>31:1<br><b>effective (4)</b> 28:6<br>172:22 174:21<br>174:23<br><b>efficiency (1)</b><br>139:4<br><b>efficient (1)</b><br>45:23<br><b>efficiently (2)</b><br>48:19 83:11<br><b>effort (7)</b> 36:23<br>40:14 42:1,9<br>80:16 85:14<br>112:11<br><b>efforts (6)</b> 24:24<br>41:9 43:6 49:7 | 51:21 89:6<br><b>eight (1)</b> 15:11<br><b>either (5)</b> 56:21<br>80:7 127:18<br>151:16 175:21<br><b>elaborate (1)</b><br>67:7<br><b>elbow (1)</b> 3:7<br><b>elected (4)</b> 10:18<br>64:7,12,19<br><b>element (1)</b> 146:1<br><b>elemental (1)</b><br>154:5<br><b>Elementary (1)</b><br>166:12<br><b>elements (5)</b><br>109:7 110:15<br>153:12,18<br>168:16<br><b>embrace (1)</b><br>48:20<br><b>embraces (1)</b><br>35:15<br><b>Emerging (1)</b><br>52:4<br><b>emotion (1)</b><br>141:9<br><b>emotional (2)</b><br>16:19 140:6<br><b>emotionally (2)</b><br>140:7 141:8<br><b>emphasize (1)</b><br>44:2<br><b>employed (2)</b><br>180:13,16<br><b>employee (2)</b><br>65:18 180:16<br><b>employers (2)</b><br>6:12,17<br><b>employment (1)</b><br>35:20<br><b>empowered (2)</b><br>35:23 163:2<br><b>Empowerment...</b><br>51:17<br><b>en (1)</b> 110:7<br><b>encircled (1)</b> | 42:2<br><b>encourage (5)</b><br>9:13,22 10:3,4<br>82:10<br><b>encouraged (2)</b><br>59:16 176:4<br><b>ended (1)</b> 121:22<br><b>endowed (2)</b><br>167:10,12<br><b>endowment (2)</b><br>75:10,13<br><b>ends (2)</b> 20:2<br>149:18<br><b>energy (1)</b> 140:9<br><b>enforcement (2)</b><br>35:18 93:4<br><b>engage (21)</b> 10:2<br>24:21 25:18<br>35:16 38:14<br>51:25 52:3,10<br>61:3,10 63:18<br>70:2 103:13<br>108:23 128:20<br>137:19 138:20<br>152:19 159:16<br>160:8 177:19<br><b>engaged (25)</b> 8:6<br>27:20 49:16<br>54:4 63:9 69:13<br>88:14 93:13<br>108:15,19<br>122:6 123:5,16<br>125:1,3,4 135:4<br>135:20 137:16<br>138:13 142:11<br>163:1,10<br>166:22 175:4<br><b>engagement (24)</b><br>20:6 22:9 24:6<br>28:22,25 40:15<br>43:12 53:8 65:1<br>67:21 79:18<br>81:7,18,19<br>90:13,14<br>117:21 124:25<br>150:24 161:10<br>161:23 171:14 |
|---|--|---|--|--|

|                           |                           |                            |                          |                          |
|---------------------------|---------------------------|----------------------------|--------------------------|--------------------------|
| <b>engages (1)</b> 92:20  | 61:1                      | 82:13 83:24                | 50:10 63:19              | <b>exist (2)</b> 162:2   |
| <b>engaging (5)</b>       | <b>equal (11)</b> 93:3    | 123:3 150:13               | 64:20 79:5               | 165:7                    |
| 59:10 114:2               | 96:12 141:20              | 156:11                     | 96:19 103:6,10           | <b>existing (8)</b> 39:8 |
| 115:19 161:6              | 141:21 151:1,2            | <b>establishes (1)</b>     | 162:15 179:4             | 49:8 56:2 85:12          |
| 164:4                     | 154:8,14                  | 146:12                     | <b>event (1)</b> 180:11  | 101:18 144:22            |
| <b>engraft (2)</b>        | 156:15,15                 | <b>establishing (2)</b>    | <b>events (4)</b> 6:15   | 162:3,9                  |
| 117:17 118:4              | 164:14                    | 39:25 75:14                | 46:22 59:6               | <b>exists (3)</b> 73:7   |
| <b>enlightening (1)</b>   | <b>equally (3)</b> 37:20  | <b>establishment (...)</b> | 114:4                    | 127:21 162:11            |
| 125:22                    | 103:20 104:17             | 27:2 75:9,10               | <b>everybody (5)</b>     | <b>expanding (2)</b>     |
| <b>ensure (17)</b> 21:14  | <b>equitable (1)</b>      | 166:1                      | 38:20 62:19              | 42:15 148:16             |
| 22:13 36:2                | 162:24                    | <b>estimation (1)</b>      | 101:1 154:18             | <b>expansion (3)</b>     |
| 38:13 40:3                | <b>equity (58)</b> 21:21  | 17:25                      | 176:20                   | 56:10,13                 |
| 51:22 59:25               | 22:3 28:23 29:3           | <b>et (3)</b> 16:2 56:6    | <b>evident (1)</b> 35:19 | 171:20                   |
| 72:24 73:7                | 35:15 40:20               | 138:23                     | <b>evolve (1)</b> 149:13 | <b>expectation (1)</b>   |
| 86:19 87:20               | 46:25 53:12               | <b>ethnicity (1)</b>       | <b>evolving (2)</b> 47:9 | 56:8                     |
| 90:2,17,18                | 60:22 75:2,3,11           | 14:18                      | 47:13                    | <b>expected (2)</b>      |
| 112:6 113:15              | 76:6 87:6,10              | <b>evaluate (1)</b>        | <b>ex (2)</b> 31:15      | 128:10 151:6             |
| 138:8                     | 88:2,11,22 89:5           | 164:3                      | 121:17                   | <b>expecting (1)</b>     |
| <b>ensuring (6)</b> 66:6  | 89:16,20,23               | <b>evaluating (1)</b>      | <b>exact (2)</b> 44:22   | 141:17                   |
| 96:24 112:1               | 90:3 92:9,20,24           | 22:14                      | 84:8                     | <b>expenditures (1)</b>  |
| 115:17,18                 | 93:8 94:9,11              | <b>evaluation (29)</b>     | <b>exactly (2)</b> 82:20 | 41:16                    |
| 128:22                    | 95:10 101:3               | 10:14 21:24                | 86:2                     | <b>Expenses (1)</b>      |
| <b>entrepreneuris...</b>  | 109:25 125:21             | 22:10 23:4,9               | <b>examination (1)</b>   | 40:1                     |
| 36:5                      | 126:16 133:16             | 49:11 57:2,3,7             | 180:14                   | <b>experience (5)</b>    |
| <b>entire (2)</b> 42:1    | 137:2 138:9               | 150:20 159:13              | <b>examine (1)</b> 87:5  | 17:22 94:4               |
| 47:15                     | 154:7,15                  | 159:19 160:6               | <b>example (12)</b>      | 102:5 123:20             |
| <b>entities (5)</b> 117:4 | 160:24 161:7              | 160:20 161:2,4             | 41:24 54:19,21           | 134:3                    |
| 167:20 170:11             | 161:18 162:4,6            | 161:5,11                   | 54:24 56:9 57:6          | <b>experienced (7)</b>   |
| 170:11 172:16             | 162:7,22 163:8            | 162:16 163:3,4             | 59:16 66:9 86:8          | 16:16,23 17:3,5          |
| <b>entity (13)</b> 10:20  | 164:5 165:4,19            | 163:6,7,15,24              | 92:25 93:5               | 17:16 56:25              |
| 36:15 73:23               | 166:4,5,5,24              | 164:11,18,20               | 164:6                    | 168:11                   |
| 102:8 145:22              | 168:21 170:1              | 169:1                      | <b>examples (8)</b>      | <b>experienced-b...</b>  |
| 146:12,14,23              | 171:6 178:14              | <b>evaluations (1)</b>     | 35:1 54:15,17            | 67:19                    |
| 147:3 159:18              | <b>Erin (2)</b> 112:14    | 164:3                      | 65:20 126:25             | <b>experiences (4)</b>   |
| 169:19 171:3              | 112:15                    | <b>evaluator (2)</b>       | 130:7 131:9              | 16:18 47:3               |
| 174:14                    | <b>error (1)</b> 132:8    | 42:2 55:13                 | 167:17                   | 108:12 123:24            |
| <b>entrepreneuria...</b>  | <b>especially (4)</b>     | <b>evening (38)</b> 3:3    | <b>excellence (1)</b>    | <b>expertise (10)</b>    |
| 43:24                     | 21:16 34:25               | 3:5,6 5:15,20              | 45:22                    | 24:4 34:24 53:2          |
| <b>entrepreneurs...</b>   | 63:8 162:3                | 7:4 11:6 18:18             | <b>exciting (1)</b>      | 65:11 77:4,5,11          |
| 24:24                     | <b>essentially (2)</b>    | 20:16 21:9                 | 119:19                   | 90:1 92:15               |
| <b>environmental ...</b>  | 114:12 161:4              | 25:10 28:1 29:8            | <b>excuse (3)</b> 13:12  | 160:21                   |
| 16:20                     | <b>establish (5)</b> 40:9 | 29:23 32:9,21              | 43:2 66:15               | <b>experts (3)</b>       |
| <b>envision (1)</b>       | 75:13 121:25              | 33:15,15,19                | <b>excused (2)</b> 3:22  | 132:18,22                |
| 19:23                     | 144:21,23                 | 34:2 35:3 36:13            | 3:24                     | 161:16                   |
| <b>envisioned (2)</b>     | <b>established (10)</b>   | 37:21 38:20                | <b>executive (4)</b> 9:3 | <b>explain (1)</b> 79:7  |
| 85:23 127:22              | 8:12 46:13                | 44:10,13,14                | 9:19 20:1                | <b>explained (1)</b>     |
| <b>epicenter (1)</b>      | 75:23 76:3 82:7           | 47:19 48:6                 | 149:18                   | 160:15                   |

|  |  |   |   |   |
|--|--|---|---|---|
| <b>explaining (1)</b><br>75:22                         | <b>facilitation (1)</b><br>20:14           | 42:15 50:24                             | <b>fiduciary (1)</b><br>73:17               | <b>fine (2)</b> 15:23<br>96:22                            |
| <b>explanation (1)</b><br>91:6                         | <b>facilitator (1)</b><br>130:22           | 51:6 63:4 70:4                          | <b>field (2)</b> 46:6<br>132:19             | <b>finish (1)</b> 125:13                                  |
| <b>explicitly (1)</b><br>150:16                        | <b>fact (11)</b> 28:2<br>33:25 43:16       | 70:7 85:5 89:4                          | <b>fifth (1)</b> 156:18                     | <b>finished (2)</b><br>18:11 47:23                        |
| <b>explore (1)</b> 43:17                               | 44:2 48:4 49:21                            | 89:12 90:5,8                            | <b>fighters (1)</b> 141:2                   | <b>fire (2)</b> 140:16,25                                 |
| <b>explored (1)</b> 47:5                               | 65:6 67:23                                 | 92:3 93:11                              | <b>fighths (1)</b> 171:18                   | <b>firm (1)</b> 48:22                                     |
| <b>exploring (1)</b><br>81:8                           | 105:17 143:20                              | 96:20,22                                | <b>figure (3)</b> 81:17<br>155:9,14         | <b>firms (1)</b> 167:4                                    |
| <b>express (1)</b><br>119:18                           | 169:16                                     | 100:10 147:12                           | <b>figuring (3)</b><br>123:11 129:13        | <b>first (40)</b> 5:9 7:11<br>11:8,10,18                  |
| <b>expressed (1)</b><br>51:20                          | <b>faculty (1)</b> 30:15                   | 159:25                                  | 162:11                                      | 15:10,15 16:14  |
| <b>extended (1)</b><br>107:9                           | <b>failing (1)</b> 48:17                   | <b>feel (13)</b> 77:7<br>91:6,12 128:19 | <b>file (2)</b> 27:4<br>73:18               | 23:25 24:17   |
| <b>extension (1)</b><br>130:20                         | <b>failings (1)</b> 46:25                  | 129:4 133:9                             | <b>files (1)</b> 73:19                      | 26:22 39:23   |
| <b>extensive (1)</b><br>134:3                          | <b>failures (4)</b> 42:4<br>48:13,13,15    | 134:4 138:3                             | <b>fill (1)</b> 66:1                        | 42:11,17 50:1   |
| <b>extent (4)</b> 80:20<br>101:22 104:21<br>144:7      | <b>fair (1)</b> 147:5                      | 139:5 140:11                            | <b>filling (1)</b> 87:18                    | 54:19 68:15   |
| <b>external (14)</b><br>20:24 23:23                    | <b>fairly (2)</b> 97:11<br>123:3           | 140:24 141:7                            | <b>Fin (1)</b> 171:2                        | 72:16 94:1  |
| 24:1,13 26:1   | <b>faith (5)</b> 39:21<br>54:1 63:22 64:1  | 142:4                                   | <b>final (6)</b> 59:18<br>82:3 122:7        | 100:14 102:13   |
| 29:11 31:10,14   | 144:8                                      | <b>feeling (1)</b> 137:23               | 135:8 143:13                                | 104:12 105:15   |
| 50:25 55:13  | <b>familiar (8)</b> 20:4<br>22:19 60:16    | <b>feels (3)</b> 33:24<br>139:6,7       | 145:13                                      | 105:16 106:15   |
| 62:1 63:5 98:18  | 71:16 74:10,10                             | <b>Felicia (7)</b> 2:11<br>4:21 30:21   | <b>finalize (1)</b><br>151:21               | 106:21,22   |
| 161:15   | 122:10 161:3                               | 127:2 142:3                             | <b>finally (3)</b> 40:12<br>42:1 169:11     | 110:12,23   |
| <b>externally (1)</b><br>22:13                         | <b>family (2)</b> 140:22<br>140:22         | 146:7 158:13                            | <b>finance (4)</b> 5:13<br>5:21 171:2       | 127:15 134:6  |
| <b>extra (1)</b> 57:24                                 | <b>famous (1)</b> 11:20                    | <b>Fellows (2)</b> 32:19<br>34:3        | 174:13                                      | 139:14 140:11   |
| <b>extreme (2)</b><br>46:24 133:20                     | <b>fan (1)</b> 98:8                        | <b>Fellowship (1)</b><br>54:6           | <b>financial (7)</b><br>31:25 40:4          | 142:25 144:13   |
| <b>extremely (1)</b><br>126:7                          | <b>far (10)</b> 18:24<br>51:19 62:20       | <b>felt (5)</b> 89:10<br>106:1 125:22   | 72:10 90:13,19                              | 168:22 172:24   |
| <b>eyes (2)</b> 5:17<br>103:25                         | 67:12 87:10                                | 144:10 168:8                            | 123:19 156:19                               | 173:1,1,3   |
|  | 103:6 113:8                                | <b>female (2)</b> 14:2,4                | <b>financially (2)</b><br>89:25 180:17      | <b>fiscal (9)</b> 40:3<br>73:22 74:1,6,24<br>75:1,4,22,22 |
|  | 123:10 124:21                              | <b>Ferguson (40)</b><br>1:3 3:4,8 7:12  | <b>financing (4)</b><br>37:5 72:13          | <b>fit (1)</b> 140:2                                      |
|  | 162:15                                     | 9:22 15:2 16:3                          | 103:21 104:6                                | <b>fits (2)</b> 140:1<br>144:6                            |
|  | <b>favor (2)</b> 12:20<br>176:19           | 20:15 25:23                             | <b>find (8)</b> 9:8 10:4<br>10:5 43:20 74:4 | <b>five (13)</b> 9:23<br>13:5 15:11                       |
|  | <b>favorite (5)</b> 11:22<br>12:3,11,17,19 | 26:1 31:21,22                           | 74:6 112:6                                  | 17:21 43:2  |
|  | <b>fearless (1)</b> 61:7                   | 31:24 33:25                             | 154:18                                      | 45:17 49:3  |
|  | <b>feasibility (1)</b><br>116:7            | 36:8,8 44:19                            | <b>finding (2)</b> 43:8<br>48:20            | 125:19 147:18   |
| <b>F (7)</b> 12:5 13:2<br>13:17 14:12,21<br>15:11 16:1 | <b>February (1)</b><br>149:21              | 46:22 47:1,4                            | <b>findings (5)</b> 8:14<br>8:19 10:15      | 147:23 148:15   |
| <b>Facebook (1)</b><br>15:25                           | <b>Federal (1)</b> 71:9                    | 50:2 62:23                              | 113:1 118:5                                 | 148:21 173:19   |
| <b>faces (1)</b> 11:9                                  | <b>feedback (20)</b><br>18:22 25:8         | 70:11,14 71:17                          |   | <b>flags (1)</b> 68:19                                    |
|  |  | 84:19 94:8                              |   | <b>flexibility (2)</b><br>43:25 112:3                     |
|  |  | 114:4 115:2,15                          |   | <b>flexible (2)</b> 48:2<br>48:8                          |
|  |  | 127:17 129:18                           |   | <b>floor (3)</b> 30:7<br>83:7 136:11                      |
|  |  | 130:20 131:3                            |   | <b>fluster (1)</b> 131:18                                 |
|  |  | 135:5 146:10                            |   |   |
|  |  | 148:25 149:19                           |   |   |
|  |  | 168:23 173:12                           |   |   |

|  |  |   |   |  |
|--|--|---|---|--|
| <p><b>focus (124)</b> 21:5<br/>                 21:25 24:15<br/>                 25:5,9,12 26:20<br/>                 27:3 28:17,20<br/>                 30:12,19,22<br/>                 32:18,20 33:6<br/>                 33:17 35:4 38:1<br/>                 38:8,24 39:8<br/>                 41:18 42:5<br/>                 43:10 44:3<br/>                 47:21 50:8 53:4<br/>                 53:10 55:13<br/>                 60:15,16,16,19<br/>                 61:2 66:17<br/>                 67:17 69:24<br/>                 70:13,15 71:16<br/>                 71:21 72:5,11<br/>                 72:23,23 73:2,3<br/>                 73:6 74:3,3,17<br/>                 75:10,13,17<br/>                 79:24,24 80:15<br/>                 81:13 85:12,22<br/>                 86:16,24 87:10<br/>                 89:4 92:1,11,21<br/>                 93:5 94:3,4,11<br/>                 95:5 96:16<br/>                 101:18,22<br/>                 102:9,17,22<br/>                 104:15 105:15<br/>                 108:20,20<br/>                 109:8 112:23<br/>                 113:18,19,20<br/>                 115:22 118:2<br/>                 118:16,18<br/>                 126:20 130:23<br/>                 131:11,13<br/>                 132:10,23<br/>                 133:24,24<br/>                 135:18 136:22<br/>                 138:18 143:2<br/>                 144:2 146:12<br/>                 151:11 152:19<br/>                 153:14,17,24<br/>                 154:7,9,20<br/>                 155:5,7,7 156:8<br/>                 160:9,19<br/>                 163:21,24</p> | <p>177:7<br/> <b>FOCUS's (6)</b><br/>                 24:20 25:9<br/>                 34:24 53:2<br/>                 74:10 105:12<br/> <b>focused (6)</b> 20:6<br/>                 29:4,15 126:15<br/>                 130:5 131:7<br/> <b>focuses (1)</b> 128:6<br/> <b>focusing (2)</b><br/>                 125:24 130:15<br/> <b>folks (9)</b> 9:4,11<br/>                 29:17 51:14<br/>                 84:21 90:7<br/>                 134:13 176:10<br/>                 176:11<br/> <b>follow (3)</b> 8:4<br/>                 73:15 166:5<br/> <b>followed (4)</b> 5:10<br/>                 13:7 14:5,25<br/> <b>following (7)</b><br/>                 27:18 34:15<br/>                 87:1 136:21,23<br/>                 149:21 150:11<br/> <b>follows (2)</b> 29:20<br/>                 82:6<br/> <b>followup (1)</b><br/>                 65:19<br/> <b>fondly (1)</b> 49:19<br/> <b>footing (4)</b> 151:1<br/>                 154:7,20<br/>                 156:15<br/> <b>forbid (1)</b> 100:6<br/> <b>force (3)</b> 6:3 8:7<br/>                 53:13<br/> <b>forces (2)</b> 5:22<br/>                 121:20<br/> <b>forefront (2)</b><br/>                 24:25 92:9<br/> <b>foremost (1)</b><br/>                 127:15<br/> <b>foresight (1)</b> 46:2<br/> <b>forget (1)</b> 36:3<br/> <b>form (3)</b> 109:3<br/>                 119:11 166:19<br/> <b>formal (4)</b> 90:5<br/>                 92:3 126:2</p> | <p>128:9<br/> <b>formally (1)</b><br/>                 92:19<br/> <b>format (3)</b> 67:11<br/>                 129:22 162:18<br/> <b>formation (2)</b><br/>                 41:23 148:2<br/> <b>formed (4)</b> 56:1<br/>                 58:10 121:7<br/>                 148:25<br/> <b>former (1)</b> 65:17<br/> <b>forming (1)</b><br/>                 115:18<br/> <b>forth (4)</b> 36:18<br/>                 57:13 100:24<br/>                 170:4<br/> <b>forums (2)</b> 56:21<br/>                 119:3<br/> <b>forward (96)</b><br/>                 7:12,19 8:15<br/>                 9:21 10:21<br/>                 19:25 23:10,15<br/>                 24:23 25:5,19<br/>                 25:23 29:7<br/>                 33:20 36:8,25<br/>                 38:15 41:24<br/>                 44:1 48:11,18<br/>                 48:20 50:2,9,9<br/>                 50:12,19,20<br/>                 52:9,11,21<br/>                 55:23 61:16,17<br/>                 63:14 66:16<br/>                 69:20,25 71:24<br/>                 72:25 77:2,10<br/>                 77:11,20 78:12<br/>                 80:3 81:5 82:12<br/>                 83:22 87:7,23<br/>                 87:25 89:13<br/>                 93:7 94:22,25<br/>                 98:15,23,25<br/>                 100:4 103:14<br/>                 103:21,24<br/>                 104:5,8,20,23<br/>                 107:3 108:6<br/>                 112:10 113:14<br/>                 115:2,4,21<br/>                 116:7 121:13</p> | <p>127:17 128:15<br/>                 128:20 129:2<br/>                 130:19 131:24<br/>                 132:1,14,15<br/>                 133:11 135:5<br/>                 136:22 142:15<br/>                 142:23 162:19<br/>                 164:10 168:23<br/>                 177:9 178:25<br/>                 178:25<br/> <b>forwarding (1)</b><br/>                 51:20<br/> <b>forwardthroug...</b><br/>                 20:9<br/> <b>forwardthroug...</b><br/>                 7:13<br/> <b>found (5)</b> 28:8<br/>                 110:11 113:12<br/>                 113:16 132:12<br/> <b>foundation (51)</b><br/>                 31:20 32:22<br/>                 33:8 34:5 39:24<br/>                 40:3,7 41:17<br/>                 44:5,8,12,24<br/>                 45:7,9,15,21<br/>                 46:10,15 47:8<br/>                 47:13,18,25<br/>                 49:13 65:17<br/>                 72:18,22 74:15<br/>                 75:20,25 80:21<br/>                 95:9,13,25<br/>                 96:15 101:20<br/>                 112:5 118:2<br/>                 125:11,20,25<br/>                 126:5,7,9,13,19<br/>                 126:22 154:10<br/>                 166:11 167:18<br/>                 173:21 178:3<br/> <b>Foundation's (2)</b><br/>                 44:17 80:22<br/> <b>foundations (4)</b><br/>                 45:18,20 99:10<br/>                 99:12<br/> <b>founding (1)</b><br/>                 46:15<br/> <b>four (19)</b> 15:10<br/>                 39:7 43:2</p> | <p>103:19 121:20<br/>                 133:23 147:18<br/>                 147:19,22,25<br/>                 148:7 152:6<br/>                 153:6,15,23<br/>                 156:16 158:25<br/>                 165:23 166:17<br/> <b>fourth (1)</b> 45:15<br/> <b>frame (7)</b> 7:8<br/>                 20:12 21:13<br/>                 136:14 140:3<br/>                 159:15 160:7<br/> <b>framework (1)</b><br/>                 161:5<br/> <b>Franklin (2)</b> 13:2<br/>                 13:17<br/> <b>frankly (14)</b> 8:25<br/>                 29:16 75:2<br/>                 109:12,15<br/>                 110:2,7 135:14<br/>                 139:20 140:1<br/>                 145:23 154:19<br/>                 168:4 178:19<br/> <b>Franks (3)</b> 18:16<br/>                 18:18,19<br/> <b>Free (1)</b> 66:22<br/> <b>frequent (1)</b><br/>                 54:12<br/> <b>frequently (2)</b><br/>                 56:24 143:22<br/> <b>Friday (1)</b> 167:2<br/> <b>friend (2)</b> 7:6<br/>                 111:2<br/> <b>friends (3)</b> 16:2,8<br/>                 58:18<br/> <b>frisky (1)</b> 7:17<br/> <b>front (3)</b> 34:1<br/>                 94:7 131:19<br/> <b>full (6)</b> 15:4<br/>                 74:12 108:14<br/>                 145:25 167:23<br/>                 173:6<br/> <b>full-time (1)</b><br/>                 85:22<br/> <b>fully (1)</b> 77:6<br/> <b>fun (2)</b> 7:17<br/>                 165:21</p> |
|--|--|---|---|--|

|  |  |  |   |  |
|--|--|--|---|--|
| <b>function (6)</b><br>21:23,24 22:7<br>23:4,9 161:11  | <b>fundraising (11)</b><br>41:2 43:6,7,11<br>43:20 85:25<br>100:12 126:18<br>152:3 156:20<br>173:6 | 168:25   | 63:15 69:5<br>70:14 78:15<br>80:16 98:4<br>109:16 123:14<br>124:19 130:11<br>130:13 133:18<br>134:1 140:17<br>140:20 141:1<br>144:24 145:4<br>149:25 153:25<br>172:19   | 116:8,12<br>118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24 |
| <b>functioning (1)</b><br>86:20  | <b>functions (4)</b><br>22:10,17,25<br>44:15   | <b>generally (3)</b><br>51:23 63:24<br>176:11  | <b>goal (5)</b> 22:4<br>44:13 57:11<br>70:24 117:19   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>fund (33)</b> 24:5<br>32:4 39:25<br>41:17 44:9<br>46:12 47:4,6<br>72:22 74:22,24<br>75:2,3,4,16,17<br>75:21,25 76:3,5<br>76:5,6 80:23<br>101:3 126:23<br>165:19 166:3<br>167:7 168:17<br>168:18 173:19<br>174:3,9 | <b>funds (12)</b> 44:6<br>45:10,25 46:6,6<br>47:11 72:17<br>75:14 85:17<br>100:19 111:11<br>167:12 | <b>generate (1)</b> 67:3   | <b>goals (1)</b> 57:5   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>fundamentally...</b><br>153:19  | <b>further (9)</b> 33:11<br>51:3 85:5 114:3<br>140:10 156:24<br>167:2 180:12<br>180:15             | <b>generated (1)</b><br>24:11  | <b>God (2)</b> 5:17<br>100:5  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>funded (4)</b> 6:22<br>168:20 171:16<br>171:20  | <b>Furthermore (1)</b><br>54:8   | <b>generations (1)</b><br>21:11  | <b>God's (1)</b> 179:3  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>funder (2)</b> 75:7<br>169:12   | <b>future (8)</b> 35:8<br>35:13 36:2 42:9<br>44:18 48:23<br>104:25 127:16                          | <b>gentle (1)</b> 15:15  | <b>goes (6)</b> 65:23<br>90:10 96:14<br>101:20 134:12<br>169:7  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>funders (11)</b><br>43:18,23 99:8<br>166:23,25<br>170:5,23<br>171:17 172:25<br>175:19,23  | <b>G</b>   | <b>geographic (2)</b><br>12:24 13:14   | <b>going (113)</b> 7:9<br>11:7,18,23<br>12:21,23 16:12<br>18:15,15 19:10<br>19:15 20:13<br>23:12,13,16,18<br>26:18,19 29:20<br>29:24 30:6<br>34:18 38:5,16<br>43:4,5,16,20,24<br>48:9,13 49:14<br>59:1 62:6,21<br>63:15 65:3,9,10<br>67:10,14 68:19<br>69:19 72:17<br>74:16 77:18,24<br>78:2 81:25 82:8<br>82:12 83:2,10<br>84:4 85:9,20<br>89:12 91:1<br>94:19 96:23<br>97:10 99:13,14<br>102:21 103:7<br>103:14,17,20<br>107:9 115:23 | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>funding (23)</b><br>23:3 24:21<br>43:17,25 82:25<br>83:2 86:21,22<br>99:3,4,4,22<br>100:17 103:21<br>169:25 171:17<br>171:24 172:21<br>173:11,13,14<br>173:24 174:12  | <b>G (7)</b> 12:5 13:3<br>13:18 14:12,22<br>15:11 16:2   | <b>Gerth (2)</b> 68:6,7  | <b>good (29)</b> 3:3,5<br>5:15,20 7:4,15<br>11:6 16:8 18:18<br>33:15,15 38:19<br>44:10 46:20<br>63:19 64:20<br>79:5 81:13 87:6<br>120:25 124:13<br>135:15 142:2<br>148:22 150:8<br>152:22 172:23<br>177:25 179:4  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
| <b>fundraiser (3)</b><br>46:11 126:20<br>126:21  | <b>Gabe (3)</b> 4:6<br>129:21 157:23   | <b>getting (8)</b> 66:2<br>82:8 105:8<br>122:16,23<br>139:5 140:12<br>174:10                               | <b>goodwill (1)</b><br>104:9  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>Gabriel (1)</b> 2:18  | <b>give (13)</b> 7:15<br>11:4 18:15,22<br>70:7 77:25 78:2<br>84:9 108:18<br>140:12 143:23<br>162:16 177:21 | <b>Gore (7)</b> 2:18 4:6<br>4:7 129:24<br>131:14 157:23<br>157:24   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gaining (1)</b> 59:2  | <b>given (9)</b> 8:4<br>29:14 55:24<br>100:23 102:18<br>110:24 111:24<br>115:12 159:20                     | <b>governance (4)</b><br>74:2 75:7 95:19<br>109:23  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gap (1)</b> 66:1  | <b>gives (2)</b> 33:18<br>140:3  | <b>governing (1)</b><br>74:4  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gaps (5)</b> 51:10<br>55:19 115:12<br>124:21 162:2  | <b>giving (5)</b> 34:11<br>45:25 46:8 77:6<br>166:11   | <b>government (3)</b><br>6:12,18 132:4  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>Gateway (2)</b><br>154:9 166:11   | <b>glad (4)</b> 7:7<br>14:16 42:14<br>117:13   | <b>governmental (...)</b><br>159:17,17  | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gather (1)</b> 10:13  | <b>go (35)</b> 10:7 11:7<br>12:21 13:22,25<br>14:16 16:11<br>18:15 19:2<br>22:20 27:8<br>29:22 57:25,25    |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gathered (3)</b> 8:3<br>8:5 167:4   |  |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gathering (2)</b><br>7:14 123:10  |  |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>geez (1)</b> 106:5  |  |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>gender (1)</b> 14:1   |  |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |
|  | <b>general (3)</b><br>130:22 165:9   |  |   | 118:22 120:18<br>122:3,23<br>124:11 129:21<br>130:19 131:4<br>132:10,18<br>133:11 136:4<br>136:10,18<br>138:7 139:22<br>140:8,9,15,16<br>140:23,25<br>141:10,10<br>147:22 149:15<br>155:15,17<br>157:2,7 159:8<br>160:13 162:19<br>163:7 164:10<br>165:21 166:21<br>172:6 173:3<br>176:10 178:24             |

|   |   |  |  |  |
|---|---|--|--|--|
| <b>Governor (1)</b><br>8:19               | 94:16 120:24<br>133:17 141:14             | 24:4                                     | 47:19 57:22                                | 150:20 151:7                             |
| <b>Governor's (1)</b><br>130:15           | 178:17                                    | <b>guide (3)</b> 9:21<br>45:6 106:20     | 58:2 62:9,12                               | 152:4 163:20                             |
| <b>grab (1)</b> 159:12                    | <b>greater (2)</b><br>134:16 163:11       | <b>guys (9)</b> 7:15<br>12:14 71:14      | <b>hard (8)</b> 21:14<br>24:2 26:9,15      | 169:2                                    |
| <b>grabbing (1)</b><br>19:9               | <b>greatly (1)</b><br>102:14              | 89:12 90:7                               | 28:2 131:1,4                               | <b>hearing (12)</b> 29:7<br>36:24 51:22  |
| <b>graduate (1)</b> 94:3                  | <b>green (6)</b> 11:25<br>12:5 39:9 80:14 | 129:25 130:19                            | 176:10                                     | 59:7 90:7 91:16                          |
| <b>graduates (3)</b><br>54:2 117:8        | 152:21 177:18                             | 140:15,23                                | <b>harder (1)</b> 106:2                    | 133:8,12 138:1                           |
| 126:8                                     | <b>ground (7)</b> 26:23<br>26:24,25 60:24 |  | <b>hate (1)</b> 78:13                      | 142:8 151:18                             |
| <b>Granich (2)</b><br>81:10,11            | 66:6 138:24                               | <b>H</b>                                 | <b>hats (2)</b> 30:2<br>101:14             | 151:19                                   |
| <b>grant (7)</b> 6:21<br>31:2 45:13,14    | 160:1                                     | <b>H (6)</b> 12:5 13:3<br>13:18 14:22    | <b>Hawaiian (1)</b><br>14:22               | <b>heart (1)</b> 50:7                    |
| 126:1 148:5                               | <b>group (29)</b> 5:23<br>14:9 15:6,7     | 15:12 16:4                               | <b>head (2)</b> 106:25<br>107:1            | <b>hearts (1)</b> 5:18                   |
| 174:21                                    | 53:23 56:2                                | <b>Haddie (1)</b> 76:10                  | <b>headed (1)</b> 68:12                    | <b>heavy (1)</b> 20:6                    |
| <b>granted (1)</b> 72:20                  | 57:13 70:13                               | <b>half (3)</b> 9:25<br>17:20 18:2       | <b>heads (2)</b> 149:6<br>175:8            | <b>held (1)</b> 167:19                   |
| <b>grants (3)</b> 31:21<br>45:12 100:15   | 71:17 73:13                               | <b>hallmark (1)</b><br>127:11            | <b>health (5)</b> 31:20<br>65:17 119:6     | <b>help (24)</b> 6:20<br>10:20 23:7 26:4 |
| <b>grass (44)</b> 39:20<br>51:13,17 62:18 | 84:7 102:5,6                              | <b>hand (9)</b> 11:11<br>19:3 22:22 33:3 | 160:5 166:11                               | 28:12 38:3                               |
| 62:21,23 68:9                             | 106:16 113:5                              | 50:19 100:20                             | <b>hear (23)</b> 5:18<br>26:20 27:15,25    | 48:16 57:8                               |
| 68:24 81:14                               | 124:4 130:5                               | 107:16 110:16                            | 28:17 56:19                                | 66:13 74:15                              |
| 82:7,14 84:18                             | 143:16 144:7                              | 133:7                                    | 64:24 68:12,13                             | 77:20 79:19                              |
| 90:25 91:12                               | 148:6,16                                  | <b>handle (1)</b> 29:20                  | 69:17 76:20                                | 86:19 97:22                              |
| 93:13 96:16                               | 166:23 168:13                             | <b>hands (2)</b> 9:25<br>21:6            | 90:13 91:18                                | 102:6 103:21                             |
| 97:4,11,12,19                             | 169:7,25                                  | <b>hanging (1)</b><br>178:10             | 105:21,21                                  | 116:13 129:6,9                           |
| 123:2 136:25                              | 172:24 173:1,1                            | <b>happen (8)</b> 67:14<br>83:11 92:23   | 108:25 109:2                               | 144:24 164:20                            |
| 139:19,22,23                              | 173:2                                     | 117:23 120:7                             | 122:18 131:5                               | 165:12 169:9                             |
| 141:19 143:3                              | <b>groups (11)</b> 8:5<br>8:12,16 21:1    | 120:18 150:11                            | 144:9 147:22                               | 172:8                                    |
| 143:11 144:9                              | 68:9 81:14                                | 151:3                                    | 147:22 177:10                              | <b>helped (1)</b> 104:25                 |
| 144:12,22,23                              | 125:20 143:1                              | <b>happened (4)</b><br>19:17 23:5        | <b>heard (46)</b> 38:12<br>42:3 49:1,12,18 | <b>helpful (7)</b> 31:9<br>84:13 85:8    |
| 145:3,4,11,15                             | 162:9 164:22                              | 89:11 139:4                              | 51:23 55:1                                 | 151:25 163:20                            |
| 145:19 150:12                             | 175:21                                    | <b>happening (7)</b><br>20:17 22:5       | 68:24 69:1,4,9                             | 165:15 176:11                            |
| 150:24,25                                 | <b>grow (3)</b> 56:23<br>85:7 88:19       | 55:11 100:2                              | 69:10,12,23                                | <b>helping (6)</b> 40:14<br>49:2 54:6    |
| 151:12 154:6                              | <b>growing (3)</b><br>55:11 64:16         | 117:21 122:19                            | 70:5 76:23                                 | 146:21 161:25                            |
| 156:10,15                                 | 88:14                                     | 162:14                                   | 80:20 90:8 91:6                            | 173:1                                    |
| <b>grateful (3)</b><br>26:10 47:25        | <b>growth (3)</b> 36:6<br>52:25 95:21     | <b>happens (7)</b><br>21:12 49:21        | 91:18 93:1                                 | <b>helps (1)</b> 172:1                   |
| 112:10                                    | <b>guarantee (1)</b><br>93:7              | 81:19 89:8                               | 94:10,10 98:7                              | <b>Henson (2)</b> 71:7<br>71:8           |
| <b>great (16)</b> 9:7<br>20:25 22:19      | <b>guard (1)</b> 149:23                   | 150:21,24                                | 98:18 107:13                               | <b>hereto (1)</b> 180:17                 |
| 33:18 48:11                               | <b>guess (3)</b> 65:25<br>78:6 82:5       | 156:14                                   | 110:3,4 130:9                              | <b>hesitation (1)</b><br>137:22          |
| 62:15 70:19                               | <b>guidance (2)</b> 11:4                  | <b>happy (6)</b> 26:4                    | 132:2 133:3,13                             | <b>Hi (2)</b> 66:21 71:7                 |
| 76:12 84:1                                |   |  | 135:13 136:19                              | <b>high (1)</b> 6:12                     |
| 87:14 90:22                               |   |  | 137:25 141:13                              | <b>higher (4)</b> 56:5<br>64:19 135:9    |
|   |   |  | 141:25 142:22                              | 168:15                                   |
|   |   |  | 149:12 150:6,8                             | <b>highest (2)</b> 45:22<br>130:6        |

|  |  |  |  |   |
|--|--|--|--|---|
| <b>highlight (2)</b><br>59:15 108:4                          | <b>hour (2)</b> 9:25<br>175:19   | <b>immediately (1)</b><br>117:17   | 34:20 36:16<br>91:11   | <b>inclusiveness (1)</b><br>138:8   |
| <b>highlighted (5)</b><br>9:16 39:9,15,23<br>48:4            | <b>hours (3)</b> 74:12<br>177:21,22  | <b>impact (16)</b><br>22:19 27:3 46:3<br>82:19 83:2<br>160:19,23<br>161:18,21<br>162:8 163:11<br>164:17,22<br>166:7 171:6<br>175:12  | <b>impressed (1)</b><br>124:24   | <b>incorporates (1)</b><br>156:17   |
| <b>highly (1)</b> 45:23                                      | <b>house (3)</b> 75:17<br>167:14 175:12  | <b>impacted (4)</b><br>9:16 81:18,20<br>115:10   | <b>improve (1)</b> 96:4  | <b>incorporating ...</b><br>91:18   |
| <b>Highway (1)</b><br>58:16                                  | <b>housed (2)</b><br>111:22 176:13   | <b>impactful (1)</b><br>130:25   | <b>improved (1)</b><br>102:15  | <b>increase (6)</b> 8:6<br>85:15,16 86:12<br>86:18 95:21  |
| <b>hire (1)</b> 92:21  | <b>huge (1)</b> 81:21  | <b>impartial (1)</b><br>53:10  | <b>improvement (2)</b><br>161:13,20  | <b>incredible (1)</b><br>119:20   |
| <b>hired (1)</b> 39:13                                       | <b>Hughes (1)</b> 31:19  | <b>implementatio...</b><br>21:11 51:21<br>59:8 65:22<br>67:12 76:25<br>92:3 97:5,15<br>100:5 111:6,16<br>112:9 116:11<br>166:7 168:23  | <b>Imster (1)</b> 31:20  | <b>incredibly (1)</b><br>47:24  |
| <b>hiring (1)</b> 94:21                                      | <b>Humanities (1)</b><br>166:13  | <b>implemented (2)</b><br>90:9 123:15  | <b>in-demand (1)</b><br>6:20   | <b>incubate (1)</b><br>36:16  |
| <b>Hispanic (1)</b><br>14:20                                 | <b>hyper (1)</b> 67:13   | <b>implications (1)</b><br>155:1   | <b>in-depth (1)</b> 38:5   | <b>incubator (1)</b><br>38:11   |
| <b>historically (1)</b><br>29:7                              | <b>hyphen (1)</b> 71:21  | <b>importance (1)</b><br>93:18   | <b>in-kind (1)</b> 85:20   | <b>independent (2)</b><br>171:3 174:16  |
| <b>history (6)</b> 53:9<br>60:17,18<br>112:22 168:2,7        | <b>I</b>   | <b>important (29)</b><br>10:8 27:6,21<br>37:20 47:1<br>55:16 63:17<br>65:5,5 68:23<br>75:19 80:17<br>90:14 94:9 97:1<br>103:20 104:2<br>105:4 116:9<br>125:24 126:7<br>126:12 130:21<br>133:5 134:5<br>142:5,16<br>146:15 167:21 | <b>inadvertently (1)</b><br>41:10  | <b>incubator (1)</b><br>38:11   |
| <b>idea (6)</b> 7:15<br>66:25 76:1<br>78:17 162:20<br>175:18 | <b>idea (6)</b> 7:15<br>66:25 76:1<br>78:17 162:20<br>175:18   | <b>importantly (3)</b><br>138:5,25   | <b>inappropriate ...</b><br>168:4  | <b>independ (2)</b><br>171:3 174:16   |
| <b>hit (3)</b> 76:12<br>152:24 163:22                        | <b>ideas (4)</b> 59:14<br>129:16 138:16<br>167:1   |  | <b>inaudible (2)</b><br>66:22 83:3   | <b>Indian (1)</b> 14:21   |
| <b>hold (7)</b> 26:5<br>56:15 59:6,11<br>66:14 102:5,6       | <b>identified (11)</b><br>50:4 51:9 58:8<br>58:9 92:15<br>97:13 113:7<br>118:2,23 131:8<br>134:2                     |  | <b>include (7)</b> 39:10<br>39:16 56:2,10<br>70:1 136:25<br>148:17                         | <b>indicate (2)</b><br>15:20 17:8   |
| <b>holder (1)</b> 36:21                                      | <b>identify (14)</b> 14:1<br>48:17 49:9 50:3<br>55:15,21,24<br>66:13 88:19<br>97:22 117:15<br>131:21 147:9<br>161:20 |  | <b>included (6)</b><br>31:15 38:12<br>91:10 138:23<br>139:8 150:17                         | <b>indicated (8)</b><br>11:24 17:1,14<br>54:14 96:20<br>118:15 129:4<br>144:2   |
| <b>holders (1)</b> 9:7                                       | <b>identify (14)</b> 14:1<br>48:17 49:9 50:3<br>55:15,21,24<br>66:13 88:19<br>97:22 117:15<br>131:21 147:9<br>161:20 |  | <b>includes (13)</b> 6:7<br>35:14,17,19,22<br>37:4,7,10,13<br>49:3 110:15<br>153:15,18     | <b>indicative (1)</b><br>105:16   |
| <b>holding (5)</b> 37:13<br>47:11 52:12<br>59:2 105:7        | <b>identify (14)</b> 14:1<br>48:17 49:9 50:3<br>55:15,21,24<br>66:13 88:19<br>97:22 117:15<br>131:21 147:9<br>161:20 |  | <b>including (7)</b><br>24:5 26:1 49:5<br>54:1,9 117:18<br>171:19                          | <b>individual (6)</b><br>50:22 55:7 64:2<br>144:5 161:22<br>171:25  |
| <b>holds (1)</b> 66:8  | <b>identifying (3)</b><br>65:7 123:6<br>162:9  |  | <b>includes (13)</b> 6:7<br>35:14,17,19,22<br>37:4,7,10,13<br>49:3 110:15<br>153:15,18     | <b>individually (1)</b><br>92:21  |
| <b>holidays (1)</b><br>21:17                                 | <b>IHN (1)</b> 149:19  |  | <b>including (7)</b><br>24:5 26:1 49:5<br>54:1,9 117:18<br>171:19                          | <b>individuals (28)</b><br>6:10 9:15 10:17<br>49:25 50:11,18<br>52:13,19 55:2<br>61:15 63:8,18<br>84:17 85:21<br>86:5 87:21<br>97:22 98:23<br>100:1 103:12<br>108:24 114:2,6<br>123:5 129:5,9<br>137:4 138:22 |
| <b>home (3)</b> 12:25<br>37:4 177:24                         | <b>Illinois (1)</b> 13:3   |  | <b>inclusion (9)</b><br>53:13 71:12<br>110:1 120:17<br>139:14,15<br>162:22 170:1<br>178:14 |   |
| <b>honest (2)</b> 14:8<br>149:17                             | <b>imagine (2)</b><br>110:9 166:20   |  | <b>inclusive (7)</b> 51:3<br>60:20 84:7<br>103:11 133:19                                   |   |
| <b>honestly (3)</b> 89:4<br>109:1 128:1                      | <b>imaging (1)</b><br>171:10   |  |  |   |
| <b>honor (1)</b> 44:12                                       | <b>immediate (2)</b><br>116:6 131:23   |  |  |   |
| <b>hope (2)</b> 28:16<br>35:3                                |  |  |  |   |
| <b>hopeful (1)</b> 76:13                                     |  |  |  |   |
| <b>hopefully (2)</b><br>115:23 162:16                        |  |  |  |   |
| <b>host (2)</b> 10:13<br>114:9                               |  |  |  |   |
| <b>hosted (1)</b> 162:5                                      |  |  |  |   |
| <b>hosts (1)</b> 6:9   |  |  |  |   |

|  |   |  |  |  |
|--|---|--|--|--|
| <b>inequities (1)</b><br>47:3              | 103:13,18,23<br>105:15,16                 | 169:21                                   | 25:4 27:3 28:13<br>32:10 33:20           | 98:21  |
| <b>inequity (1)</b><br>168:3               | 106:6 121:25<br>124:5 126:13              | <b>instruction (1)</b><br>8:4            | 34:13,21 36:11<br>36:25 37:3,21          | <b>introductory (1)</b><br>26:21                         |
| <b>inflated (1)</b><br>131:17              | 126:14 128:10<br>171:1                    | <b>instructions (1)</b><br>9:23          | 37:23 38:1,24<br>39:10 44:4 47:6         | <b>invest (4)</b> 21:3<br>38:25 173:22<br>175:4          |
| <b>influence (3)</b><br>69:3 90:21 93:9    | <b>initiatives (8)</b><br>42:20 54:13     | <b>instrumental (1)</b><br>49:2          | 50:21 53:6<br>60:22 64:17                | <b>invested (1)</b><br>175:8                             |
| <b>inform (2)</b><br>120:10 165:12         | 67:21 121:12<br>121:24 122:5              | <b>integrated (1)</b><br>162:10          | 67:1 76:5 86:17<br>92:2 102:23           | <b>investing (2)</b><br>167:16 170:12                    |
| <b>information (23)</b><br>6:24 21:4 22:24 | 126:5,11                                  | <b>integrating (1)</b><br>162:19         | 103:2 104:14<br>108:6,21                 | <b>investments (5)</b><br>43:10 174:6,22<br>175:1 176:14 |
| 24:20 25:12                                | <b>Injustice (1)</b><br>58:20             | <b>intend (1)</b> 144:2                  | 116:12 135:8<br>136:23 137:5             | <b>InvestSTL (1)</b><br>126:12                           |
| 37:12 48:10                                | <b>innovation (3)</b><br>36:5 48:20       | <b>intensive (1)</b><br>159:21           | 143:3,24<br>148:11 150:10                | <b>invitation (1)</b><br>71:20                           |
| 55:11 58:1                                 | 78:10                                     | <b>intent (1)</b> 152:18                 | 151:11 154:2<br>156:10 159:21            | <b>invitations (1)</b><br>107:8                          |
| 92:14 109:2                                | <b>innovative (3)</b><br>36:17 43:10      | <b>intention (7)</b><br>72:17 75:13      | 160:18 163:17<br>164:25 169:1            | <b>invite (9)</b> 10:22<br>10:25 44:7                    |
| 123:10,11                                  | 59:14                                     | <b>intentional (6)</b><br>42:5 46:25     | 169:10,15,17<br>173:7,25 174:5           | 49:14 107:12<br>137:19 178:9                             |
| 124:16,23                                  | <b>innovatively (1)</b><br>129:7          | <b>intentionality (1)</b><br>126:10      | <b>intermediary's...</b><br>24:25 136:24 | 178:12 179:1   |
| 125:5 127:9,20                             | <b>input (9)</b> 9:4 59:2                 | <b>intentionally (6)</b><br>52:3 68:23   | <b>internal (2)</b><br>22:11 49:11       | <b>invited (1)</b> 38:14                                 |
| 127:23 128:3,8                             | 65:12 82:21                               | 124:4 126:4,20                           | <b>internally (2)</b><br>82:14 137:3     | <b>invites (1)</b> 36:5                                  |
| 129:8,12                                   | 108:20 134:3                              | 137:3                                    | <b>internationalit...</b><br>125:24      | <b>invocation (1)</b><br>5:10                            |
| <b>informed (6)</b><br>11:16 16:9,13       | 144:16 164:14                             | <b>interest (4)</b> 29:13<br>46:6 51:20  | <b>interpret (1)</b><br>154:23           | <b>involve (2)</b> 43:6<br>144:3                         |
| 93:16 170:1                                | 166:25                                    | 136:18                                   | <b>interpretation ...</b><br>154:25      | <b>involved (16)</b><br>26:3 29:18                       |
| 174:19                                     | <b>inquisitive (1)</b><br>61:6            | <b>interested (8)</b><br>24:19 51:21     | <b>interpreting (1)</b><br>155:1         | 36:22 71:15<br>76:17 84:19                               |
| <b>infrastructure ...</b><br>46:18 47:10   | <b>insightful (1)</b><br>85:5             | 65:12 76:9                               | <b>interviews (2)</b><br>59:6 115:9      | 94:7 98:11 99:5<br>119:10 133:11                         |
| 76:7 166:4                                 | <b>inspiration (1)</b><br>11:2            | 92:19 101:14                             | <b>intrical (1)</b><br>120:19            | 134:12 138:19<br>140:14,15                               |
| 167:13 168:21                              | <b>Inspire (1)</b> 31:19                  | 119:2 180:17                             | <b>introduce (1)</b><br>32:8             | 151:13   |
| 171:7 172:3                                | <b>instance (1)</b><br>58:25              | <b>interesting (1)</b><br>135:13         | <b>introduced (1)</b><br>67:1            | <b>involvement (1)</b><br>71:15                          |
| <b>initial (2)</b> 99:7<br>102:18          | <b>Institute (1)</b><br>171:23            | <b>interface (2)</b> 28:9<br>28:13       | <b>introduction (1)</b><br>98:20         | <b>Irvin (1)</b> 68:6                                    |
| <b>initiative (50)</b><br>31:23 36:20,21   | <b>institution (2)</b><br>171:25 175:20   | <b>interfering (1)</b><br>59:20          | <b>introductions (1)</b>                 | <b>island (1)</b> 101:20                                 |
| 37:1 40:1,9,22                             | <b>institutional (2)</b><br>139:18 153:21 | <b>intermediary (...)</b><br>10:11 20:21 |  | <b>Islander (1)</b><br>14:22                             |
| 40:22 41:12                                | <b>institutions (7)</b><br>35:25 100:2    | 21:22 22:5,11                            |  | <b>Isom (8)</b> 4:12,13<br>9:5 30:14,14                  |
| 42:22 44:6 49:4                            | 103:13 117:25                             | 22:16,25 23:24                           |  |  |
| 52:7 54:8 56:14                            | 121:10 170:14                             |  |  |  |
| 56:17,18 57:8                              | 170:18                                    |  |  |  |
| 59:4 60:3 61:17                            | <b>instruct (1)</b>                       |  |  |  |
| 62:22 66:18,19                             |   |  |  |  |
| 73:4,9 74:18                               |   |  |  |  |
| 75:15 79:13                                |   |  |  |  |
| 80:3 86:24                                 |   |  |  |  |
| 92:12 94:15,25                             |   |  |  |  |
| 95:4 96:13                                 |   |  |  |  |
| 98:25 100:19                               |   |  |  |  |

|   |  |   |   |  |
|---|--|---|---|--|
| 146:6 158:4,5<br><b>issue (6)</b> 67:20<br>74:25 94:6<br>99:24 118:15<br>164:19<br><b>issued (1)</b> 113:4<br><b>issues (18)</b> 9:16<br>46:19 54:4<br>70:23 100:8<br>113:24 118:19<br>118:23 122:13<br>131:4 132:3<br>133:5 134:20<br>161:9 162:1<br>165:1 172:3<br>178:13<br><b>item (2)</b> 55:22<br>177:7<br><b>items (3)</b> 80:12<br>80:14 153:15<br><b>iterations (1)</b><br>135:1 | 81:11 117:5<br>138:23<br><b>John (7)</b> 31:17<br>31:25 70:10,14<br>70:20 71:5,25<br><b>Johnson-Javoi...</b><br>2:8 3:2,17,20<br>4:2,5,8,11,14<br>4:17,20,23 5:1<br>5:4,7 19:4<br>24:10 27:13<br>32:7,15 112:12<br>112:19 149:7<br>151:23 152:15<br>153:3 156:6<br>157:6,11,14,19<br>157:22,25<br>158:3,6,9,12,15<br>158:18,21,24<br>159:7 177:5,16<br>177:23<br><b>join (4)</b> 10:25<br>49:15 52:14<br>54:16<br><b>joined (2)</b> 40:8<br>120:2<br><b>joining (2)</b> 15:17<br>34:2<br><b>journey (4)</b> 62:4<br>107:12 120:13<br>127:5<br><b>Julie (1)</b> 39:10<br><b>jump (1)</b> 65:21<br><b>justice (12)</b> 22:2<br>30:16 41:18<br>51:14 57:21<br>58:3 81:11<br>89:16 117:5<br>121:25 138:23<br>169:6 | 135:4,19<br>139:21 142:24<br>143:21<br><b>keeping (4)</b> 18:8<br>18:8,12 51:11<br><b>Kelly (3)</b> 5:11,12<br>5:21<br><b>Kemper (1)</b><br>31:25<br><b>Kevin (2)</b> 3:21<br>157:15<br><b>key (6)</b> 24:4<br>51:17 94:14<br>95:10 96:23<br>149:25<br><b>keypad (5)</b> 11:11<br>11:12,12 12:7,8<br><b>keypads (1)</b><br>17:13<br><b>kid (1)</b> 116:22<br><b>kind (31)</b> 7:16<br>64:22,25 67:2<br>84:14 89:15<br>90:5 110:21<br>111:3 117:11<br>117:21,22,24<br>130:5,11<br>134:20 135:23<br>138:17,20<br>139:9,13 146:9<br>147:1 160:18<br>162:21 168:7<br>168:16,18<br>170:19 173:23<br>175:12<br><b>kinds (3)</b> 73:20<br>100:16 140:20<br><b>King (5)</b> 62:16<br>62:16 64:9<br>70:10,18<br><b>knew (2)</b> 49:23<br>50:25<br><b>knocking (2)</b><br>99:15 101:2<br><b>know (120)</b><br>11:23 12:1<br>16:24 17:6,11 | 17:18,21 28:21<br>33:21 35:12<br>37:20 40:18<br>43:19,24 47:12<br>48:3,11 49:23<br>50:7 52:5,24<br>53:6 55:7 60:22<br>61:13 63:3,17<br>64:24 65:13<br>71:13 76:14,17<br>78:14,16,22,23<br>84:16,21 87:22<br>89:4,6,7 91:24<br>92:24 94:18<br>96:19 99:19,23<br>100:3 101:12<br>101:21 102:22<br>103:1,6,16<br>104:20 105:22<br>105:25 106:3<br>106:18,21,24<br>107:5,25 108:4<br>108:7,13<br>109:14 110:8,9<br>111:2,3,4 114:1<br>114:9 115:20<br>115:20,25<br>116:12 118:24<br>119:2,4,11<br>121:17 125:2<br>126:23 127:15<br>130:13 131:24<br>132:18 134:14<br>134:24 139:25<br>140:1,9,14,15<br>140:24 142:5,6<br>142:12 144:5<br>144:15 145:18<br>145:19 146:6<br>149:25 153:24<br>161:18 163:21<br>168:5,6 172:19<br>173:25 174:9<br>174:24,25<br>177:6,11,19<br><b>knowing (2)</b> 65:9<br>77:9 | <b>knowledge (6)</b><br>43:12 120:3,9,9<br>146:22 148:18<br><b>knows (1)</b> 38:24<br><b>knowswhat (1)</b><br>152:17<br><b>Kristen (4)</b> 32:23<br>34:6 119:14,21   |
| <b>L</b>  |  |   |   |  |
|   |  |   |   | <b>laid (1)</b> 8:13<br><b>landscape (3)</b><br>55:15 65:10<br>172:4<br><b>language (6)</b> 67:8<br>115:1 150:7<br>156:1,7 167:23<br><b>large (2)</b> 43:7<br>59:6<br><b>largely (1)</b><br>171:20<br><b>larger (2)</b> 102:1<br>144:7<br><b>largest (2)</b> 45:15<br>178:18<br><b>Latino (1)</b> 14:20<br><b>launch (1)</b> 54:7<br><b>Laura (3)</b> 81:10<br>83:16 84:25<br><b>law (5)</b> 35:17<br>59:17,22,23<br>93:3<br><b>Lawson (1)</b><br>39:11<br><b>lay (2)</b> 101:5,5<br><b>lead (1)</b> 35:23<br><b>leader (2)</b> 28:21<br>108:7<br><b>leaders (20)</b><br>35:23 39:20<br>51:18 52:5<br>53:25 54:1 56:2<br>61:12 64:2,2<br>67:18 70:22<br>71:2 90:25<br>93:13 97:19<br>98:14 103:1 |

|                        |                           |                           |                          |                          |
|------------------------|---------------------------|---------------------------|--------------------------|--------------------------|
| 106:18 113:6           | 93:20 109:12              | <b>letters (2)</b> 12:8   | <b>listen (1)</b> 142:10 | <b>longer (4)</b> 116:8  |
| <b>leadership (68)</b> | 128:5 129:15              | 64:13                     | <b>listening (1)</b>     | 123:18 132:5,5           |
| 11:1 20:7,14           | 161:12,15                 | <b>level (13)</b> 7:24    | 124:10                   | <b>look (43)</b> 8:15    |
| 21:21,25 28:25         | <b>leave (5)</b> 23:12    | 80:21 85:21               | <b>listing (1)</b> 63:22 | 12:7 23:11               |
| 34:4 37:12             | 32:16 46:2                | 95:19,19 97:23            | <b>literally (1)</b>     | 34:18,19,22              |
| 39:15 40:2             | 107:2 147:11              | 125:1 132:4               | 134:11                   | 35:8,10 37:22            |
| 41:14 43:13            | <b>leaving (1)</b>        | 135:3 150:14              | <b>little (31)</b> 7:8   | 41:24 42:19,21           |
| 50:14 52:4 54:6        | 111:19                    | 151:13 156:12             | 13:8 15:16 16:5          | 42:23 43:24              |
| 54:25 58:16            | <b>led (3)</b> 73:2 83:25 | 172:21                    | 19:13 38:17,23           | 44:25 48:20              |
| 60:5,5,20 66:20        | 84:18                     | <b>levels (6)</b> 7:22    | 40:21 49:15              | 50:10 53:14              |
| 70:13 72:7,13          | <b>left (13)</b> 6:25     | 35:24 49:4                | 51:2 53:2 57:24          | 59:17 76:19,24           |
| 73:7,12 77:5           | 12:16 14:23               | 53:25 64:19               | 65:21 66:1,24            | 86:14 88:1               |
| 81:2 83:17             | 15:13 16:6                | 138:10                    | 67:7,9 72:5              | 89:21 100:7              |
| 88:23 89:8 91:3        | 17:12 18:10               | <b>leverage (7)</b>       | 80:5 81:12               | 105:19 113:8             |
| 91:7 92:10             | 21:25 25:20               | 111:2,8,8 172:1           | 101:22 119:13            | 113:11,23                |
| 96:15 97:7,10          | 41:10 46:5                | 172:9 175:10              | 119:13 120:20            | 118:13 119:5             |
| 97:14,21 98:1          | 80:14 111:17              | 175:25                    | 120:23 123:18            | 120:18 130:12            |
| 101:10,23              | <b>left-hand (2)</b>      | <b>leveraged (5)</b>      | 123:18 139:3             | 131:1 134:1              |
| 102:8 107:10           | 20:5 21:22                | 109:13 110:25             | 148:13 163:23            | 141:18 144:6             |
| 110:13 114:25          | <b>legacy (4)</b> 11:21   | 111:6 148:19              | 165:3                    | 154:15 161:2             |
| 118:12,15,17           | 46:3 47:15,16             | 174:25                    | <b>live (5)</b> 17:3,4   | 161:19 163:7             |
| 118:20 119:1           | <b>legal (1)</b> 60:1     | <b>leveraging (2)</b>     | 55:6 87:17 88:6          | 164:11 176:13            |
| 136:24 139:15          | <b>legislation (1)</b>    | 114:16 175:1              | <b>lived (1)</b> 123:24  | <b>looked (4)</b> 28:8   |
| 142:25 144:3           | 171:4                     | <b>libraries (1)</b> 9:13 | <b>lives (1)</b> 57:20   | 42:21 50:2               |
| 145:2 146:9,11         | <b>legislative (3)</b>    | <b>lied (1)</b> 98:2      | <b>loaned (3)</b> 149:18 | 130:18                   |
| 146:16 147:10          | 64:23 65:1                | <b>life (3)</b> 18:5      | 150:1 160:4              | <b>looking (30)</b> 22:8 |
| 148:2 150:14           | 169:11                    | 129:2 140:8               | <b>local (7)</b> 43:22   | 29:7 43:9 52:21          |
| 151:5,13               | <b>legislators (1)</b>    | <b>lift (1)</b> 68:21     | 49:3 64:12               | 53:21 63:5               |
| 156:12 160:17          | 65:13                     | <b>light (3)</b> 51:7     | 132:6 163:4              | 78:23 83:3               |
| 163:16 170:13          | <b>legislature (1)</b>    | 152:21 177:18             | 164:18 171:17            | 94:21 95:20              |
| <b>leap (1)</b> 144:8  | 65:24                     | <b>likes (1)</b> 174:13   | <b>locally (2)</b> 42:24 | 98:9,9,12,13,19          |
| <b>learn (9)</b> 15:18 | <b>lens (18)</b> 87:6,10  | <b>limited (2)</b> 25:19  | 165:13                   | 99:17 100:2,4            |
| 15:24 40:18            | 89:21,23 94:11            | 175:2                     | <b>located (2)</b> 3:11  | 110:14 119:8,8           |
| 56:23 70:18            | 94:13,14 95:11            | <b>Linda (1)</b> 32:1     | 12:25                    | 123:8 124:15             |
| 88:19 112:3            | 126:3,12,16,16            | <b>line (8)</b> 20:3,10   | <b>location (1)</b> 6:3  | 126:1,2,11,21            |
| 125:23 128:14          | 137:2 160:24              | 23:4 24:3,10              | <b>logic (1)</b> 115:17  | 163:5 164:7,18           |
| <b>learned (7)</b>     | 161:19 162:4              | 36:4 94:7 96:13           | <b>logical (2)</b> 64:18 | <b>looks (6)</b> 35:14   |
| 108:13 109:15          | 163:8 171:6               | <b>lines (4)</b> 56:16    | 75:15                    | 37:17 91:8               |
| 129:19 133:9           | <b>lessons (1)</b>        | 61:23,24 63:18            | <b>long (13)</b> 5:25    | 115:11 144:4             |
| 134:24 137:14          | 137:14                    | <b>link (3)</b> 10:2      | 44:25 48:12              | 161:6                    |
| 160:22                 | <b>let's (11)</b> 12:15   | 22:21 162:5               | 57:16 60:9 78:6          | <b>Lorna (1)</b> 62:8    |
| <b>learners (1)</b>    | 13:25 14:16               | <b>list (5)</b> 31:10     | 107:6 117:25             | <b>losses (2)</b> 47:2   |
| 170:17                 | 16:11 36:3                | 58:11 63:24               | 123:17 131:25            | 49:10                    |
| <b>learning (13)</b>   | 42:10,14 79:2             | 84:4 133:23               | 141:23 177:3             | <b>lot (25)</b> 17:24    |
| 48:14,22 57:2          | 83:6 134:1                | <b>listed (6)</b> 12:6,11 | 178:10                   | 18:2 22:24               |
| 69:24 72:6             | 164:7                     | 82:23 83:23               | <b>long-term (1)</b>     | 52:24 65:23              |
| 77:18 88:15            | <b>letter (1)</b> 63:12   | 143:1 176:22              | 45:25                    | 68:15 71:14              |

|  |   |  |  |   |
|--|---|--|--|---|
| 77:12 100:1,21<br>107:20 109:13<br>120:16 122:11<br>122:12 125:23<br>130:1 133:9<br>137:17 138:6<br>139:5 162:6,8<br>162:13 177:11<br><b>lots (2)</b> 9:25<br>150:16<br><b>Louis (112)</b> 1:13<br>3:10 5:22,25<br>9:2,6 12:25<br>13:1,7,10,12,15<br>13:16,23,23<br>21:5 24:15 25:9<br>25:12 30:12,17<br>30:19,23 31:2<br>32:6,18,20,22<br>32:24 33:6,8,17<br>34:5 35:9 39:9<br>39:24 41:16<br>44:5,8,12,17,18<br>44:24,24 45:3,6<br>45:8,15 46:8,10<br>46:20 47:8,12<br>47:15,17,21<br>49:12 52:4,18<br>54:7 58:12,13<br>58:14 62:17<br>63:20 64:14,15<br>67:17 69:24<br>70:13,15 71:11<br>71:16 72:23<br>73:2,3,6 75:17<br>76:10 86:24<br>94:3 95:8,13,24<br>96:14 98:11,14<br>99:21,22 100:3<br>103:25 112:25<br>117:8 118:1,20<br>119:1,23,24<br>121:5 125:19<br>126:8,21<br>141:23 146:12<br>160:5,9 166:10<br>166:15,15,16 | 167:18 180:5<br><b>Louis's (2)</b> 25:5<br>136:22<br><b>Louisans (1)</b><br>61:5<br><b>love (4)</b> 71:22<br>84:16 106:5<br>108:14<br><b>low (1)</b> 173:3<br><b>lower (1)</b> 80:23<br><b>LSL (1)</b> 114:4<br><hr/> <b>M</b> <hr/> <b>machine (1)</b> 22:8<br><b>Maddie (1)</b> 63:20<br><b>Maddie's (1)</b><br>64:22<br><b>Madison (2)</b> 13:3<br>13:18<br><b>main (1)</b> 141:11<br><b>maintain (3)</b><br>40:14 51:11<br>53:16<br><b>major (2)</b> 152:4<br>175:19<br><b>majority (1)</b><br>141:12<br><b>maker (1)</b> 155:22<br><b>makers (1)</b><br>174:21<br><b>makeup (2)</b><br>146:24,25<br><b>making (28)</b> 30:2<br>45:13,14 50:22<br>87:16 90:19,21<br>92:9 97:4,16<br>104:2,4 117:18<br>126:1,10<br>127:23 128:6,7<br>128:15,25<br>136:25 161:1,7<br>161:9 164:4,5<br>164:13 171:8<br><b>male (2)</b> 14:2,5<br><b>manage (2)</b> 40:19<br>82:2<br><b>managed (5)</b> | 76:3 166:3<br>167:7 173:18<br>174:9<br><b>management (3)</b><br>40:4 67:13<br>68:18<br><b>manager (8)</b> 5:12<br>5:21 41:2,4<br>70:14 73:9<br>79:14 80:7<br><b>manager's (1)</b><br>7:1<br><b>managing (47)</b><br>2:7 3:2,17,20<br>4:2,5,8,11,14<br>4:17,20,23 5:1<br>5:4,7 19:4 24:9<br>32:7,15 39:25<br>61:25 112:12<br>112:19 149:7<br>151:23 152:15<br>153:3 156:6<br>157:6,11,14,19<br>157:22,25<br>158:3,6,9,12,15<br>158:18,21,24<br>159:6,7 177:5<br>177:16,23<br><b>mandatory (1)</b><br>39:17<br><b>manner (2)</b><br>107:18 167:13<br><b>map (5)</b> 36:9,9<br>110:23 112:4<br>112:16<br><b>maps (1)</b> 55:18<br><b>March (1)</b> 8:23<br><b>marginalized (1)</b><br>90:15<br><b>Margo (1)</b> 64:20<br><b>mark (4)</b> 34:8<br>60:7 120:21<br>121:3<br><b>marketing (1)</b><br>80:18<br><b>marks (1)</b> 178:12<br><b>masters (1)</b> 72:15 | <b>materials (1)</b><br>20:18<br><b>math (2)</b> 147:21<br>175:11<br><b>matter (4)</b> 98:21<br>129:17 130:18<br>169:16<br><b>mayor (1)</b> 64:14<br><b>McCarthy (1)</b><br>31:2<br><b>McClure (68)</b> 2:5<br>3:18,19 7:7<br>10:24 26:3,7,18<br>30:13,20 31:4<br>31:12,16 47:22<br>48:5,5 57:23<br>61:20 62:13<br>79:2 82:3 83:6<br>93:23 99:1<br>101:8 102:12<br>106:11 109:5<br>116:19 125:12<br>127:2 129:20<br>132:24 136:10<br>137:6,10<br>139:10 141:4<br>142:3,19 145:1<br>145:14 147:7<br>147:15,21<br>148:1,22 149:4<br>150:3 151:9<br>152:6,10<br>153:22 154:22<br>155:2,16,21<br>156:4,23<br>157:12,13<br>159:1 163:19<br>165:14,18<br>176:3,15,24<br><b>McKelvey (3)</b><br>1:14 3:11 180:6<br><b>McNeil (3)</b> 64:20<br>64:21 65:2<br><b>MCU (2)</b> 117:6<br>138:23<br><b>mean (5)</b> 76:12<br>79:20,23 | 104:16 106:18<br><b>meaning (3)</b> 70:1<br>159:23 168:3<br><b>meaningful (1)</b><br>123:21<br><b>meaningfully (1)</b><br>70:1<br><b>means (4)</b> 15:19<br>45:21 48:18<br>145:20<br><b>meant (1)</b> 173:6<br><b>measure (6)</b><br>34:23 39:14<br>40:11 49:9<br>76:15 88:13<br><b>measured (1)</b><br>45:18<br><b>measurement (4)</b><br>10:15 23:3<br>163:6 169:2<br><b>measurements ...</b><br>57:4<br><b>measures (1)</b><br>77:3<br><b>measuring (4)</b><br>76:16 161:21<br>161:22,23<br><b>mechanism (4)</b><br>22:13 73:8 74:4<br>122:2<br><b>media (7)</b> 41:6,6<br>58:17 59:19,25<br>80:6 102:6<br><b>Medicaid (1)</b><br>171:19<br><b>meet (4)</b> 47:14<br>51:16 52:21<br>61:24<br><b>meeting (30)</b> 3:1<br>3:4,8 7:10,11<br>15:1,4,19,25<br>24:13 36:1<br>37:10 66:24<br>88:16 90:24<br>143:13 149:10<br>151:3 152:20<br>156:9 159:9,15 |
|--|---|--|--|---|

|  |   |   |   |  |
|--|---|---|---|--|
| 175:22 176:17<br>176:22 177:4,8<br>178:7,10 179:7<br><b>meetings (6)</b> 15:2<br>15:7,8,9 56:22<br>140:19<br><b>meets (2)</b> 45:21<br>74:5<br><b>member (20)</b><br>30:15 34:7 56:5<br>66:21 71:1,4<br>72:3,9 77:24<br>79:5,20 80:4,10<br>83:1 86:18<br>91:25 92:1,1<br>119:23 142:8<br><b>members (54)</b><br>2:10 7:24 20:25<br>24:1,22 25:25<br>26:2 29:4,11,17<br>31:10,13,16<br>34:10 35:16<br>36:18 38:4,13<br>39:17 51:25<br>52:7 53:22 56:6<br>58:14 59:3 68:1<br>69:11 70:2 86:8<br>89:9 91:9,11<br>94:22 97:19<br>99:18 102:25<br>103:8,17<br>107:13 110:5<br>119:12,16,16<br>120:11 121:17<br>125:18 128:18<br>128:23 129:16<br>129:17 140:13<br>140:18,22<br>167:25<br><b>membership (2)</b><br>118:25 119:10<br><b>memberships (1)</b><br>82:15<br><b>memos (1)</b><br>144:15<br><b>mental (2)</b> 45:1<br>160:5 | <b>mention (6)</b> 42:3<br>48:1 49:12 55:1<br>64:11 150:16<br><b>mentioned (10)</b><br>15:20 41:14<br>48:5,21,25<br>67:23 95:18<br>108:22 115:4<br>142:1<br><b>messages (1)</b><br>139:6<br><b>messy (2)</b> 61:13<br>109:14<br><b>met (5)</b> 6:23 57:5<br>129:8 135:11<br>166:23<br><b>methods (5)</b> 38:9<br>59:7,18 162:20<br>164:22<br><b>metric (1)</b> 110:3<br><b>metrics (2)</b> 110:2<br>110:4<br><b>Metropolitan (3)</b><br>51:15 58:12<br>68:7<br><b>mic (2)</b> 18:15<br>19:3<br><b>Michelle (15)</b><br>32:18 34:3<br>38:16 51:1<br>54:16 57:24<br>60:14 61:21<br>77:16 106:3<br>107:8 112:13<br>115:4 129:4<br>131:9<br><b>Michelle's (2)</b><br>65:17 91:6<br><b>microphones (1)</b><br>62:9<br><b>mid (3)</b> 47:7<br>48:12 131:25<br><b>middle (2)</b> 39:7<br>80:13<br><b>millennials (5)</b><br>98:10,13<br>107:25 137:1 | 141:21<br><b>Miller (39)</b> 32:18<br>34:3 38:17,19<br>47:24 51:5<br>54:18 58:2<br>63:23 64:11<br>65:2 66:4 69:22<br>72:16 74:20<br>75:12 76:20<br>80:6,12 81:1<br>82:20 84:24<br>86:15 87:2<br>88:10 91:15<br>92:4 93:11<br>100:9 101:11<br>102:3 105:2<br>108:3 111:18<br>115:16 127:13<br>131:12,16<br>177:21<br><b>million (17)</b><br>42:17,23 43:2<br>45:11,12 99:14<br>111:5,20 112:7<br>173:10,18,21<br>174:8,9,15,17<br>175:7<br><b>mind (14)</b> 35:5,7<br>59:13 84:5,10<br>87:19 88:7 95:1<br>106:24 110:21<br>113:14 147:16<br>151:18 163:24<br><b>mindful (7)</b> 95:1<br>98:24 112:9<br>143:17,20<br>148:1,4<br><b>minds (1)</b> 5:19<br><b>minimum (5)</b><br>82:17 147:14<br>147:16 148:7<br>159:22<br><b>Minority (1)</b> 71:8<br><b>minute (3)</b> 42:11<br>133:25 136:1<br><b>minutes (6)</b> 9:24<br>9:24 18:22 | 25:13 176:16<br>176:18<br><b>missing (3)</b> 62:19<br>92:5 120:15<br><b>mission (3)</b> 44:17<br>72:24 102:20<br><b>missional (1)</b><br>146:2<br><b>Missouri (21)</b><br>8:10,20 30:17<br>31:2,20 32:24<br>54:9,10 56:3,5<br>58:16,17 65:10<br>65:16 117:5,5<br>119:23 121:4<br>166:12,13<br>172:5<br><b>Missourians (1)</b><br>51:16<br><b>mistakes (1)</b><br>48:18<br><b>mixing (1)</b><br>162:21<br><b>MO (2)</b> 1:15<br>180:6<br><b>mobility (2)</b><br>117:19,19<br><b>mobilization (1)</b><br>169:13<br><b>mobilize (1)</b><br>24:20<br><b>mobilized (2)</b><br>23:3 49:7<br><b>mobilizing (1)</b><br>163:9<br><b>model (5)</b> 22:19<br>39:6 57:17 65:6<br>173:25<br><b>models (4)</b> 27:18<br>165:12 173:20<br>174:1<br><b>moment (3)</b><br>47:10 68:16<br>178:23<br><b>momentum (2)</b><br>134:17 176:7<br><b>money (9)</b> 74:14 | 82:8 99:16<br>100:21 101:4<br>104:3 111:12<br>112:1,8<br><b>monies (1)</b> 74:15<br><b>Monique (1)</b> 11:2<br><b>monitoring (12)</b><br>21:24 22:10<br>23:5,9 159:14<br>159:19 160:6<br>160:21 161:3<br>161:11 163:3<br>163:14<br><b>Monroe (2)</b> 13:4<br>13:18<br><b>Monsanto (1)</b><br>32:4<br><b>month (1)</b> 171:22<br><b>months (6)</b> 42:17<br>88:16 147:4<br>148:10 173:12<br>174:17<br><b>montras (1)</b><br>120:3<br><b>Moore (4)</b> 63:19<br>63:20 64:6<br>138:23<br><b>moral (2)</b> 45:1<br>52:16<br><b>morning (1)</b><br>178:24<br><b>motion (28)</b><br>136:12,19,21<br>137:7,11,21<br>140:1 141:22<br>143:8 145:15<br>150:7 152:7<br>153:12,13<br>155:6,6,17,19<br>155:20,20,22<br>155:25 156:1,7<br>156:24 159:1,2<br>176:17<br><b>motivation (1)</b><br>175:24<br><b>motto (1)</b> 170:9<br><b>mouth (2)</b> 16:1,8 |
|--|---|---|---|--|

|   |  |  |   |  |
|---|--|--|---|--|
| <p><b>move (41)</b> 10:20<br/>23:17 24:23<br/>25:5 44:1 48:10<br/>50:19 52:10<br/>55:23 58:9<br/>61:16 69:25<br/>72:25 77:2,20<br/>78:4,11 93:7<br/>100:4 102:18<br/>103:21 104:5<br/>104:20 112:4<br/>116:7 128:15<br/>129:2,22<br/>130:19 131:2<br/>132:1,14,15<br/>136:21,21<br/>142:23 151:16<br/>156:21 159:4<br/>164:10 172:3<br/><b>moved (3)</b> 77:11<br/>176:19 177:11<br/><b>movement (8)</b><br/>7:23 8:9 22:9<br/>82:12 84:20<br/>113:15 137:17<br/>161:17<br/><b>movements (1)</b><br/>115:21<br/><b>moves (3)</b> 81:5<br/>87:7 131:23<br/><b>moving (27)</b><br/>19:25 36:25<br/>38:15 48:6<br/>50:12 60:6<br/>63:14 66:16<br/>69:20 71:23<br/>78:22 80:3<br/>83:21 87:23,24<br/>89:13 94:22<br/>98:24 103:14<br/>103:23 104:8<br/>104:23 113:14<br/>115:4,21<br/>128:19 143:21<br/><b>Muhammad (5)</b><br/>23:6 159:8<br/>160:4,13 164:1</p> | <p><b>multi (7)</b> 114:18<br/>132:16 168:25<br/>169:2,3,6,11<br/><b>multiple (2)</b><br/>15:22 25:2<br/><b>multiply (1)</b><br/>175:10<br/><b>municipal (3)</b><br/>8:10 9:5 58:15<br/><b>mutual (1)</b> 35:18<br/><b>mutually (1)</b><br/>167:15</p> <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <p><b>name (16)</b> 3:13<br/>7:5 23:21 33:16<br/>44:10 62:14,16<br/>63:19 68:6 71:7<br/>79:6 81:10<br/>83:13 105:19<br/>121:2 123:4<br/><b>named (5)</b> 27:14<br/>55:5 84:24<br/>105:17 166:9<br/><b>names (1)</b> 157:7<br/><b>naming (1)</b> 36:23<br/><b>napkin (1)</b> 173:9<br/><b>napkins (1)</b><br/>173:4<br/><b>nation (2)</b> 34:17<br/>42:20<br/><b>national (10)</b><br/>27:18,19 43:18<br/>45:20 58:19<br/>63:24 99:8,25<br/>174:20 175:2<br/><b>nationally (1)</b><br/>162:14<br/><b>nationwide (1)</b><br/>45:18<br/><b>Native (2)</b> 14:21<br/>14:21<br/><b>naturally (1)</b><br/>67:7<br/><b>nature (1)</b> 86:20<br/><b>NCCJ (2)</b> 114:10<br/>170:8</p> | <p><b>nearly (6)</b> 14:5<br/>15:12 17:13<br/>18:11 44:22<br/>45:17<br/><b>necessarily (7)</b><br/>78:11 93:17<br/>133:1 135:22<br/>161:21 168:14<br/>171:25<br/><b>necessary (6)</b><br/>24:18 73:21<br/>74:4 132:21<br/>153:2 169:12<br/><b>need (77)</b> 10:1,17<br/>11:12 18:7<br/>20:19,21 25:1<br/>38:25 43:8,16<br/>44:2 60:10<br/>63:11 65:9,14<br/>71:1 75:3 78:18<br/>81:18 82:13,21<br/>83:16 85:7 88:4<br/>89:14 90:4 92:2<br/>93:6 98:7,8<br/>100:11 102:22<br/>102:25 103:2<br/>103:11 105:10<br/>105:22 108:9<br/>108:10 113:9<br/>114:22 116:9<br/>116:13 123:7<br/>125:6 127:15<br/>133:18 138:22<br/>139:22,23<br/>140:16 141:17<br/>141:19,20<br/>142:16 143:15<br/>143:20,21,23<br/>144:6 151:15<br/>152:23 153:24<br/>154:8 155:16<br/>155:22,25<br/>160:25 169:8<br/>169:14,22<br/>170:11,24,25<br/>174:11 176:17<br/>177:17</p> | <p><b>needed (13)</b><br/>22:13 41:22<br/>56:13 57:6,10<br/>57:11 58:6<br/>73:22 91:21,24<br/>92:21 152:12<br/>159:21<br/><b>needing (2)</b><br/>100:20 131:22<br/><b>needs (20)</b> 23:11<br/>36:1 45:2 47:14<br/>50:23 81:6<br/>87:12 89:24<br/>91:17 102:22<br/>104:5 121:9<br/>124:20 134:15<br/>137:7 146:18<br/>150:18 164:9<br/>166:6 170:3<br/><b>neglect (1)</b><br/>127:14<br/><b>Negwar (8)</b> 4:15<br/>4:16 26:2 31:23<br/>32:2 158:7,8<br/>172:20<br/><b>Negwer (5)</b> 2:17<br/>101:9,17 137:9<br/>145:18<br/><b>neighborhood ...</b><br/>42:22 54:1<br/><b>neighborhoods...</b><br/>35:24<br/><b>neighbors (2)</b><br/>29:5 61:3<br/><b>neither (1)</b><br/>180:12<br/><b>net (1)</b> 103:11<br/><b>network (6)</b><br/>53:17 54:2<br/>169:6 171:13<br/>172:13 174:7<br/><b>networks (1)</b><br/>169:3<br/><b>neutral (2)</b> 23:1<br/>167:21<br/><b>neutrally (1)</b><br/>167:14</p> | <p><b>never (2)</b> 12:7<br/>137:25<br/><b>new (40)</b> 8:18<br/>11:9 26:23,24<br/>26:25 36:17<br/>39:7,13 40:24<br/>43:17 48:7,19<br/>55:13 57:11,12<br/>57:12 78:5,23<br/>80:13 82:8<br/>94:21 95:4<br/>119:23,24,25<br/>126:13 146:14<br/>146:16,22<br/>147:3 155:20<br/>155:23 160:23<br/>161:14 162:7<br/>162:18 165:8,9<br/>171:21 173:16<br/><b>newer (1)</b> 160:25<br/><b>newly (1)</b> 8:2<br/><b>newness (1)</b><br/>111:25<br/><b>newspaper (1)</b><br/>16:1<br/><b>nice (1)</b> 109:16<br/><b>Nickels (1)</b> 32:2<br/><b>nine (4)</b> 15:11<br/>117:3 157:1<br/>158:25<br/><b>nodding (1)</b><br/>149:6<br/><b>nodes (1)</b> 22:4<br/><b>non-start (1)</b><br/>176:9<br/><b>nonprofit (2)</b><br/>110:8 155:11<br/><b>nonprofits (2)</b><br/>123:3,4<br/><b>normal (1)</b> 43:11<br/><b>norms (1)</b> 27:19<br/><b>note (18)</b> 7:10<br/>9:17,19 10:17<br/>15:3 28:15,20<br/>75:19 88:11<br/>101:11 116:24<br/>117:16 118:5</p> |
|---|--|--|---|--|

|  |   |   |  |   |
|--|---|---|--|---|
| 159:14 160:16<br>168:17 170:21<br>171:15<br><b>noted (14)</b> 7:14<br>24:15 26:22<br>29:24 33:10<br>75:20 76:2<br>77:16,23 127:5<br>166:24 167:7<br>168:20 170:5<br><b>notes (1)</b> 180:11<br><b>notice (1)</b> 65:5<br><b>noting (2)</b> 27:7<br>145:10<br><b>notion (1)</b> 27:2<br><b>November (4)</b><br>1:7 3:9 113:5<br>180:19<br><b>number (23)</b><br>26:13 28:7<br>39:18 42:25<br>49:25 121:23<br>122:5,9,14<br>123:16 126:5<br>131:10 146:10<br>146:20 147:9<br>148:7,9,23<br>156:16 162:25<br>173:2 175:8<br>176:4<br><b>numbers (3)</b> 84:8<br>128:1 148:7<br><b>numerically (1)</b><br>93:9 | <b>occupations (1)</b><br>6:21<br><b>occurring (4)</b><br>55:16,25<br>134:21 176:5<br><b>October (2)</b><br>20:17 21:4<br><b>offer (9)</b> 6:4,19<br>77:10 139:24<br>145:21 148:12<br>148:14 156:1<br>164:24<br><b>offered (2)</b> 6:22<br>24:3<br><b>offering (2)</b><br>47:25 155:19<br><b>office (3)</b> 9:7<br>56:4 106:3<br><b>officer (2)</b> 8:8<br>59:23<br><b>official (2)</b> 51:6<br>108:11<br><b>officials (5)</b><br>10:18 64:7,12<br>64:19 134:9<br><b>officio (2)</b> 31:16<br>121:17<br><b>okay (45)</b> 11:13<br>11:20,22 12:10<br>12:21 13:6,22<br>14:14,24 15:14<br>15:19,24 16:7<br>16:22 17:13<br>18:10 19:2 31:6<br>31:11 32:16<br>33:7,10 42:13<br>58:2 81:9 82:3<br>84:12 86:25<br>87:2 97:2 98:5<br>112:20 129:24<br>136:4 137:6,11<br>145:17 157:7<br>159:1,4 171:12<br>176:10 177:8<br>177:24 178:1<br><b>old (2)</b> 14:11,15<br><b>on-line (4)</b> 56:24 | 127:23 128:4<br>128:12<br><b>once (3)</b> 23:5<br>47:23 169:7<br><b>one-third (1)</b><br>14:14<br><b>ones (3)</b> 79:9<br>82:2 130:12<br><b>OneSTL (2)</b><br>42:24 54:11<br><b>ongoing (9)</b><br>16:17 29:3<br>30:25 41:19<br>60:21 86:23<br>121:24 129:15<br>167:14<br><b>open (45)</b> 5:17,18<br>5:18 11:25 12:1<br>12:1,15,15 13:4<br>13:19 14:3,13<br>14:23 15:13<br>16:4,25 17:6,11<br>17:19,25 18:10<br>18:15,20 27:17<br>28:18 29:1 30:7<br>48:16 51:11<br>59:13 61:19<br>62:8 79:1 81:4<br>81:8 83:6 96:17<br>107:8 129:15<br>133:19 136:5<br>136:11 143:14<br>144:15 147:11<br><b>opened (1)</b><br>111:21<br><b>opening (1)</b> 68:3<br><b>openness (1)</b><br>29:10<br><b>operate (6)</b> 52:4<br>53:7,20 78:1,3<br>86:23<br><b>operating (4)</b> 6:6<br>54:5 78:5<br>168:25<br><b>operations (1)</b><br>117:18<br><b>opportunities (7)</b> | 6:18 22:3 35:21<br>40:17 46:20<br>98:19 109:12<br><b>opportunity (22)</b><br>15:21 18:21<br>22:20 25:18<br>27:20 34:11<br>36:2 41:19<br>47:18 55:6,21<br>60:11 88:19<br>95:21 132:12<br>140:3 142:9,13<br>149:11,13<br>167:11 170:4<br><b>oppressions (1)</b><br>168:8<br><b>option (1)</b> 143:12<br><b>options (3)</b> 15:24<br>81:8 104:6<br><b>orally (1)</b> 29:23<br><b>orange (1)</b> 12:5<br><b>order (8)</b> 3:9<br>5:14 10:6 20:2<br>40:10 108:8<br>143:15 172:9<br><b>org (5)</b> 71:21<br>79:11,25<br>109:15 135:6<br><b>organization (...)</b><br>32:4 38:6 50:23<br>58:21 67:3<br>72:11 73:18,18<br>73:19 82:11<br>88:2,5 97:11<br>102:21 103:1<br>113:1 117:6,14<br>144:22<br><b>organizational ...</b><br>24:6 34:22<br>62:15 72:4 79:7<br>96:9 98:12<br>118:4 170:10<br>170:20 172:11<br>174:1,7<br><b>organizations (...)</b><br>6:17 28:7,7<br>29:14,18 35:24 | 37:5 39:23<br>49:25 50:18<br>51:19 52:10,19<br>61:15 67:16<br>76:16 78:2 79:8<br>82:8 83:23<br>84:11,17 87:5<br>93:2 97:13<br>100:1 103:12<br>113:6 114:10<br>115:9 117:4<br>118:9 123:3<br>137:1,2,4<br>138:19,21<br>155:12 170:6<br>170:18,21,24<br>171:14,22<br>172:8,12<br>174:22<br><b>organized (1)</b><br>117:9<br><b>organizers (1)</b><br>171:16<br><b>organizing (11)</b><br>44:21 51:17<br>66:6 67:8<br>110:10,14<br>118:7 145:22<br>146:3 171:14<br>175:5<br><b>orient (1)</b> 10:21<br><b>oriented (1)</b><br>85:14<br><b>origin (1)</b> 14:20<br><b>original (4)</b> 44:21<br>102:15 150:18<br>155:25<br><b>originally (2)</b><br>109:17 159:14<br><b>originating (1)</b><br>45:4<br><b>ot (1)</b> 82:1<br><b>ought (1)</b> 142:24<br><b>outcome (2)</b> 67:2<br>123:21<br><b>outcomes (4)</b><br>48:10 57:12 |
|--|---|---|--|---|

**O**

|   |  |  |   |  |
|---|--|--|---|--|
| 119:5 123:8<br><b>outline (2)</b> 23:10<br>44:14<br><b>outlined (1)</b><br>35:14<br><b>outlining (1)</b><br>84:4<br><b>outreach (4)</b><br>51:12 64:3,4<br>100:20<br><b>outright (1)</b><br>68:17<br><b>outside (6)</b> 6:23<br>43:9,11 99:21<br>159:11 176:1<br><b>overarching (1)</b><br>165:25<br><b>overcharging (1)</b><br>22:4<br><b>overheads (1)</b><br>80:23<br><b>overlap (1)</b><br>115:14<br><b>oversee (2)</b> 46:13<br>72:23<br><b>oversight (4)</b><br>37:8 73:17 74:1<br>101:23<br><b>owned (1)</b> 37:24<br><b>ownership (8)</b><br>10:9,9,17,22<br>21:12 25:22<br>123:22 128:19<br><b>owning (1)</b> 38:2 | 152:13 153:5<br>158:10,11<br>176:21,25<br><b>padding (1)</b><br>66:23<br><b>page (2)</b> 16:15<br>117:2<br><b>paid (11)</b> 79:8,14<br>79:16,18 80:10<br>85:13,17 89:19<br>91:25,25 92:1<br><b>palatable (1)</b><br>148:20<br><b>panel (4)</b> 8:11,20<br>167:24 168:10<br><b>par (2)</b> 141:20,21<br><b>paradigm (2)</b><br>78:25 79:1<br><b>paragraph (1)</b><br>163:23<br><b>parallels (1)</b><br>115:1<br><b>parceled (1)</b><br>124:17<br><b>parity (1)</b> 146:1<br><b>part (57)</b> 18:5,5<br>28:9 29:9 30:18<br>31:1 52:14<br>55:14 69:15,15<br>69:19 71:23<br>73:4 74:21<br>76:20 77:8 78:9<br>79:17 83:19<br>84:21 87:21<br>92:13 96:4,18<br>97:24,25 98:17<br>103:25 104:3<br>104:22,22<br>111:14 113:22<br>117:20 120:11<br>120:12,20<br>121:8,14,21,24<br>126:6 134:9<br>139:23 144:12<br>145:11,12<br>147:10 154:21<br>156:13 163:2 | 169:16 170:8<br>171:7 172:7<br>176:12 178:11<br><b>part-time (2)</b><br>74:11,13<br><b>participants (1)</b><br>87:25<br><b>participate (5)</b><br>88:17 89:10<br>105:18 115:23<br>176:6<br><b>participated (2)</b><br>21:1 114:7<br><b>participation (4)</b><br>10:22 28:14<br>29:25 62:22<br><b>participatory (3)</b><br>69:11 122:15<br>122:21<br><b>particular (8)</b><br>55:5,25 80:2<br>121:24 135:24<br>168:13 175:20<br>175:24<br><b>particularly (5)</b><br>24:19 29:2,14<br>135:19 178:12<br><b>parties (5)</b> 50:4<br>59:8 180:7,14<br>180:17<br><b>partner (31)</b> 6:16<br>38:7 54:12 74:6<br>87:5 110:3,15<br>121:1 139:18<br>139:20,23<br>143:24 144:12<br>145:3,4,11,15<br>150:25,25<br>151:2,12<br>153:21 154:6,9<br>154:14,19<br>155:14 156:15<br>156:16 163:25<br>169:22<br><b>partnered (2)</b><br>114:9 119:4<br><b>partners (33)</b> | 21:5 25:2 28:6<br>28:18 34:24<br>49:14,16 51:14<br>53:17 54:7<br>55:12 57:3,8<br>76:22 77:4<br>82:23 94:14<br>95:10,11<br>109:21 111:9<br>115:19 123:1<br>124:5,15 126:9<br>135:20 141:12<br>154:11 160:9<br>166:22 167:16<br>178:3<br><b>partnership (18)</b><br>32:1 50:12,15<br>56:17 58:20<br>106:8 112:1<br>114:11 127:6<br>127:12 143:3<br>143:11 144:10<br>144:24 150:12<br>153:14 166:16<br>170:8<br><b>partnerships (4)</b><br>43:11 53:8<br>83:24 156:11<br><b>parts (3)</b> 77:17<br>81:21 104:8<br><b>party (2)</b> 42:2<br>169:1<br><b>pass (3)</b> 107:3,3<br>108:1<br><b>passed (2)</b> 65:24<br>66:7<br><b>passes (1)</b> 159:2<br><b>passing (1)</b><br>141:15<br><b>passion (1)</b> 61:10<br><b>passionately (1)</b><br>119:18<br><b>Pastor (3)</b> 3:25<br>150:13 157:17<br><b>Pat (4)</b> 4:24 99:1<br>111:3 158:16<br><b>path (3)</b> 29:1 | 48:14 109:1<br><b>paths (1)</b> 48:19<br><b>patience (1)</b><br>177:3<br><b>Patrick (1)</b> 2:19<br><b>Patrol (1)</b> 58:16<br><b>Patterson (1)</b><br>32:3<br><b>PC (1)</b> 66:22<br><b>pdf (1)</b> 116:25<br><b>people (76)</b> 6:5<br>10:4 12:20,20<br>14:7 17:22 18:7<br>37:5,24,25<br>38:25 39:3 45:2<br>54:3 68:25<br>78:10,18 81:18<br>81:20 82:15<br>83:25 84:15<br>90:15,18,19<br>94:6 101:2<br>102:16 104:19<br>104:24 105:8<br>105:21 106:4<br>117:10,13,16<br>119:20 122:10<br>122:24 123:1,2<br>123:22 125:3<br>129:1,12<br>132:18 134:18<br>135:4 137:19<br>137:21 138:14<br>139:22 140:25<br>141:25 146:10<br>150:22 157:1<br>161:6,25<br>162:25 163:1,9<br>164:12,14<br>165:10,11<br>167:22 168:2,8<br>171:20 173:15<br>174:10 176:9<br>176:11 178:19<br>178:21<br><b>people's (2)</b><br>83:20 139:6<br><b>perceive (1)</b> |
| <b>P</b>  |  |  |   |  |
| <b>p.m (2)</b> 3:1 179:7<br><b>P.S (1)</b> 159:10<br><b>Pacific (1)</b> 14:22<br><b>Packnett (25)</b><br>2:14 4:18,19<br>83:9 84:12 85:8<br>86:1,10,25 87:3<br>88:8,25 91:23<br>92:17 93:21<br>137:13 144:20<br>145:7 150:5   |  |  |   |  |

|   |  |   |   |  |
|---|--|---|---|--|
| <p>11:17<br/> <b>perceives (1)</b><br/> 38:2<br/> <b>percent (19)</b> 13:6<br/> 13:20,22 14:4<br/> 17:1,8,20,21<br/> 18:11 45:17<br/> 46:1 86:7,8<br/> 87:23 96:1<br/> 110:4 168:13<br/> 168:14 173:20<br/> <b>percentage (7)</b><br/> 80:1,16 85:12<br/> 85:13,16 86:5<br/> 167:12<br/> <b>performance (1)</b><br/> 6:13<br/> <b>period (7)</b> 10:8<br/> 54:22 146:9,18<br/> 146:21 147:1<br/> 178:8<br/> <b>permissible (1)</b><br/> 127:19<br/> <b>permits (1)</b> 81:6<br/> <b>Pernell (1)</b> 119:4<br/> <b>perpetuated (2)</b><br/> 167:13 173:22<br/> <b>persevere (1)</b><br/> 140:10<br/> <b>person (9)</b> 56:19<br/> 70:12 82:7<br/> 86:16 90:4,4<br/> 128:11 154:13<br/> 154:18<br/> <b>personal (7)</b><br/> 45:25 46:2,3<br/> 133:14,17<br/> 137:15 140:8<br/> <b>personally (1)</b><br/> 140:10<br/> <b>personnel (1)</b><br/> 58:18<br/> <b>perspective (8)</b><br/> 29:2 60:21 68:8<br/> 75:7 87:15<br/> 94:20 133:14<br/> 133:18</p> | <p><b>pertains (2)</b><br/> 34:25 36:17<br/> <b>Peter (2)</b> 32:5<br/> 109:20<br/> <b>phase (2)</b> 25:22<br/> 138:20<br/> <b>Phil's (1)</b> 87:4<br/> <b>philanthropic (...)</b><br/> 45:22<br/> <b>philanthropy (4)</b><br/> 39:21 174:21<br/> 174:23 175:3<br/> <b>Phillip (1)</b> 82:5<br/> <b>phone (3)</b> 50:5<br/> 59:5 143:14<br/> <b>phrase (1)</b> 68:22<br/> <b>physical (2)</b><br/> 16:19 45:2<br/> <b>physically (2)</b><br/> 84:19 140:7<br/> <b>pick (5)</b> 86:18<br/> 147:3 148:7,9<br/> 155:15<br/> <b>picked (3)</b> 50:5<br/> 131:10 134:15<br/> <b>piece (10)</b> 89:3,5<br/> 90:3 103:15<br/> 120:15 163:3<br/> 163:15 164:11<br/> 164:20 165:19<br/> <b>pieces (3)</b> 77:17<br/> 89:11 127:14<br/> <b>piggyback (1)</b><br/> 64:8<br/> <b>Pitman (1)</b> 5:24<br/> <b>pivot (1)</b> 112:6<br/> <b>place (17)</b> 10:5<br/> 36:21 75:3,16<br/> 90:18,18<br/> 114:19 142:22<br/> 163:8 165:5<br/> 167:9,15,17,21<br/> 169:5,23<br/> 174:15<br/> <b>placed (2)</b> 167:9<br/> 173:18<br/> <b>places (4)</b> 28:8</p> | <p>167:19 171:21<br/> 174:19<br/> <b>plan (17)</b> 21:15<br/> 21:18 53:3<br/> 57:20 58:6<br/> 89:17 96:4<br/> 117:20 127:10<br/> 137:20,23<br/> 150:10 151:2,4<br/> 153:7 156:8,10<br/> <b>planning (3)</b><br/> 116:8 156:14<br/> 159:5<br/> <b>plans (2)</b> 24:20<br/> 37:8<br/> <b>platform (2)</b><br/> 46:17 117:2<br/> <b>platitudes (1)</b><br/> 67:13<br/> <b>plausible (1)</b><br/> 132:20<br/> <b>play (2)</b> 44:15<br/> 141:13<br/> <b>playbook (2)</b><br/> 27:7 100:5<br/> <b>played (1)</b> 130:8<br/> <b>players (1)</b><br/> 141:22<br/> <b>please (15)</b> 3:13<br/> 14:1,9 18:3<br/> 30:8 31:12<br/> 47:12 62:14<br/> 82:4 83:7 127:3<br/> 129:23 136:16<br/> 139:1 176:20<br/> <b>pleased (10)</b> 7:5<br/> 7:10,17,20,23<br/> 8:9,24,25<br/> 116:23 172:24<br/> <b>pleasure (1)</b><br/> 33:18<br/> <b>plugged (1)</b><br/> 162:17<br/> <b>plus (3)</b> 9:15<br/> 71:14 141:25<br/> <b>podium (1)</b> 32:12<br/> <b>point (24)</b> 20:7</p> | <p>39:12 40:23<br/> 56:13 82:22<br/> 85:6 88:15 89:2<br/> 91:20 93:14<br/> 101:6,12<br/> 109:15 112:5<br/> 114:18,24<br/> 118:8 132:8<br/> 138:9 143:19<br/> 144:8 146:23<br/> 148:5 154:11<br/> <b>pointed (3)</b> 61:25<br/> 62:2 171:1<br/> <b>points (1)</b> 87:11<br/> <b>poking (1)</b><br/> 111:13<br/> <b>polarization (1)</b><br/> 53:21<br/> <b>police (14)</b> 8:6<br/> 9:5,6 31:18<br/> 58:12,13,15,15<br/> 58:21 59:19,20<br/> 59:21,25 117:7<br/> <b>policies (4)</b> 76:18<br/> 78:4 164:17<br/> 165:2<br/> <b>policing (2)</b> 8:8<br/> 58:7<br/> <b>policy (19)</b> 22:21<br/> 28:24 49:7 53:8<br/> 54:9 65:22<br/> 119:3 121:3<br/> 123:15 124:18<br/> 162:5 168:24<br/> 171:7,19 172:4<br/> 173:13,15<br/> 175:6,13<br/> <b>politely (1)</b> 14:12<br/> <b>political (3)</b> 65:8<br/> 65:10 116:6<br/> <b>polling (18)</b> 11:7<br/> 11:23,25 12:15<br/> 13:4,19 14:3,13<br/> 14:23 15:13<br/> 16:4,24 17:6,11<br/> 17:18,25 18:10<br/> 18:14</p> | <p><b>portal (1)</b> 128:12<br/> <b>portals (1)</b> 128:4<br/> <b>portion (3)</b> 3:4<br/> 11:5 126:24<br/> <b>posed (1)</b> 148:23<br/> <b>position (11)</b><br/> 41:11 79:13,14<br/> 79:15,16,18<br/> 80:9 89:19<br/> 91:24 128:6<br/> 149:20<br/> <b>positioned (1)</b><br/> 55:23<br/> <b>positions (8)</b><br/> 40:25 79:8,17<br/> 80:13,15 87:18<br/> 91:20 103:19<br/> <b>positive (7)</b> 20:4<br/> 28:15 52:14<br/> 69:21 70:3,25<br/> 114:8<br/> <b>possess (1)</b><br/> 137:17<br/> <b>possibility (2)</b><br/> 75:16 100:17<br/> <b>possible (6)</b> 53:5<br/> 96:9,13 134:23<br/> 161:2 177:19<br/> <b>possibly (2)</b><br/> 131:17,18<br/> <b>POST (2)</b> 7:24<br/> 8:16<br/> <b>posted (2)</b> 159:3<br/> 159:24<br/> <b>potentially (1)</b><br/> 120:14<br/> <b>power (7)</b> 81:22<br/> 93:10 117:5<br/> 120:3 161:8<br/> 164:6 178:23<br/> <b>practical (1)</b><br/> 160:22<br/> <b>practice (2)</b><br/> 19:17 174:22<br/> <b>practices (1)</b> 58:7<br/> <b>pray (1)</b> 5:16<br/> <b>prayerfully (1)</b></p> |
|---|--|---|---|--|

|  |  |  |  |  |
|--|--|--|--|--|
| <b>pre-employme...</b><br>6:11   | 15:22  | <b>proceeding (1)</b><br>180:7   | 169:17 178:11  | 167:3  |
| <b>preacher (2)</b> 98:3<br>116:22   | <b>pressure (1)</b><br>135:19  | <b>proceedings (2)</b><br>1:5 180:10   | <b>processes (3)</b><br>81:20 90:17<br>129:13  | <b>project (12)</b><br>36:20 42:12,25<br>49:10 66:22<br>71:8 72:11 73:1<br>73:1,2 90:20<br>119:19                                    |
| <b>preacher's (1)</b><br>116:22  | <b>pretty (2)</b> 160:14<br>160:15   | <b>process (113)</b> 8:6<br>20:13,24 21:2<br>22:14 23:8,11<br>23:24 24:11<br>25:6 27:17,17<br>27:21 29:1,9<br>41:23 49:8<br>51:23 55:3<br>56:12,23 60:20<br>63:13,17 66:11<br>66:12,23 68:10<br>68:18 69:24<br>72:19 73:9<br>74:15 76:13<br>77:2,9,15 78:15<br>81:5,15,16<br>82:11,13,21<br>83:21 90:2,17<br>90:21 92:20<br>93:6,15,19<br>100:21 101:13<br>101:25 102:24<br>104:15 105:5,6<br>105:8,18<br>108:13 115:24<br>121:1,14,18<br>123:1,5,17,22<br>124:2,24 125:3<br>125:9 126:2<br>127:4 128:12<br>128:13,19<br>129:1,19 130:2<br>130:4,8,16<br>132:5 133:20<br>135:5 138:12<br>142:7,7 143:6,7<br>143:15,19,21<br>144:17 147:4<br>150:18 152:20<br>159:17,20,21<br>161:8,12,20<br>162:11 164:3,4<br>164:5,13 | <b>processing (1)</b><br>80:23   | <b>promote (1)</b> 23:2<br><b>promoting (1)</b><br>40:17   |
| <b>precursors (1)</b><br>66:25   | <b>prevent (1)</b> 98:22   | <b>professor (3)</b><br>32:23 34:6<br>119:22   | <b>produce (2)</b> 42:7<br>173:19  | <b>Promise (1)</b><br>42:22  |
| <b>prepare (2)</b><br>53:24 173:2  | <b>pride (1)</b> 87:11   | <b>proficient (2)</b><br>161:16,17   | <b>product (2)</b><br>130:4 145:13   | <b>proper (1)</b> 59:24<br><b>proportions (1)</b><br>16:7  |
| <b>prepared (1)</b><br>67:17   | <b>primary (4)</b><br>12:25 13:15<br>39:2,12   | <b>program (17)</b><br>28:24 32:19<br>34:4 41:3 52:5<br>56:6 79:14,15<br>87:25 92:18<br>113:22 118:13<br>118:20,22<br>124:18 173:17<br>175:9   | <b>productive (1)</b><br>177:3   | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 |
| <b>preparing (2)</b><br>47:9 136:12  | <b>prior (2)</b> 6:2<br>141:16   | <b>program's (1)</b><br>86:19  | <b>proofread (1)</b><br>180:8  | <b>proposals (2)</b><br>30:4 173:24  |
| <b>present (28)</b> 3:13<br>3:16,19 4:1,4,7<br>4:10,13,16,19<br>4:22,25 5:3,6<br>15:5,6 22:12<br>23:15 25:13<br>32:12,21 33:19<br>34:12 92:11<br>125:21 162:12<br>176:22,25      | <b>priorities (11)</b><br>8:13 22:1 37:6<br>37:16 53:4<br>130:23 131:15<br>133:22 134:2<br>135:16,16 | <b>programmatic ...</b><br>173:13  | <b>proposal (1)</b> 59:24  | <b>proposed (12)</b><br>34:21,23 38:18<br>38:23 39:6 47:4<br>64:24 103:19<br>127:8 165:3<br>170:9 171:4                              |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>prioritization (1)</b><br>134:4   | <b>programming ...</b><br>88:3 119:9<br>123:15   | <b>proper (1)</b> 59:24  | <b>proposing (3)</b><br>42:16 78:17<br>97:20   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>prioritize (2)</b><br>130:10 131:22   | <b>programs (17)</b><br>6:4,20,21,24<br>7:2 39:11 53:15<br>56:3 67:20<br>70:22 86:23<br>88:24 118:15<br>118:16,18<br>138:21 170:15   | <b>proportions (1)</b><br>16:7   | <b>prospective (1)</b><br>148:19   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>prioritized (1)</b><br>83:19  | <b>progress (12)</b><br>10:16 18:24<br>22:15 37:9<br>38:11,14 40:17<br>56:20 57:9<br>121:18 166:10   | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>priority (5)</b> 99:22<br>130:6 131:20<br>132:11 133:16   |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>prison (1)</b> 89:7   |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>private (5)</b> 92:16<br>99:4,10,11<br>100:19   |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>privilege (3)</b><br>36:14 90:19<br>137:18  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>probably (10)</b><br>21:16 64:22<br>78:24,24 167:8<br>167:8 169:7<br>173:3 174:3,9                |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>problems (4)</b><br>18:7 82:1<br>122:13 134:21  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 | <b>proceed (5)</b> 26:8<br>38:7 42:15<br>102:2 165:13  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15 21:8 23:5<br>25:10,17 26:6<br>26:20 33:12,23<br>36:24 47:21<br>68:12,22 75:19<br>77:16 83:12<br>94:2 102:14<br>104:12 110:20<br>131:7 163:21 |  |  | <b>proposal (18)</b><br>24:12,12,16,16<br>25:5,14 28:4,5<br>28:6,17 33:19<br>97:24 102:15<br>102:18 136:22<br>152:19 162:3<br>166:18 | <b>protest (2)</b> 84:19<br>137:17   |
| <b>presentation (2...)</b><br>19:15  |  |  |  |  |

|  |  |   |  |   |
|--|--|---|--|---|
| <p>18:21 25:7<br/>46:17 53:5<br/>96:20 133:2<br/>151:10<br/><b>provided (6)</b> 9:3<br/>21:5 24:4 31:11<br/>63:11 152:21<br/><b>providing (5)</b> 3:6<br/>37:4,8,10 57:4<br/><b>provision (3)</b><br/>139:12,14<br/>143:8<br/><b>provisional (7)</b><br/>138:18 139:9<br/>143:8 151:10<br/>151:25 153:1<br/>155:3<br/><b>provisionally (1)</b><br/>153:7<br/><b>provisions (3)</b><br/>136:19,23<br/>153:23<br/><b>provisto (3)</b><br/>142:25 143:2<br/>144:11<br/><b>provisos (1)</b><br/>152:7<br/><b>provost (1)</b><br/>135:11<br/><b>public (40)</b> 9:13<br/>18:15 21:8<br/>24:13 31:10<br/>32:20 37:11<br/>39:14 40:16<br/>48:16 52:23<br/>54:20 56:19,21<br/>56:22 59:6 60:4<br/>67:21 73:8,13<br/>79:18 81:20<br/>92:7 99:4<br/>100:17 102:5<br/>117:9 121:3<br/>128:11 133:4<br/>134:9 142:8,9<br/>143:14 144:15<br/>152:20 161:10<br/>161:10 171:4</p> | <p>175:7<br/><b>publicly (4)</b><br/>48:15 73:13<br/>102:10 176:12<br/><b>pulled (2)</b> 19:15<br/>141:8<br/><b>Pulliam (10)</b> 2:11<br/>4:21,22 30:21<br/>30:21 125:8<br/>127:4 142:4<br/>158:13,14<br/><b>punishment (1)</b><br/>59:22<br/><b>purple (6)</b> 12:5<br/>21:21 39:23<br/>40:12 57:1<br/>80:18<br/><b>purpose (3)</b> 39:2<br/>112:3 163:14<br/><b>purposes (2)</b><br/>136:20 168:15<br/><b>pursue (1)</b> 42:9<br/><b>pursuit (1)</b><br/>168:22<br/><b>push (1)</b> 154:12<br/><b>pushed (1)</b> 98:14<br/><b>pushing (1)</b> 37:9<br/><b>put (16)</b> 9:20<br/>12:11 14:7<br/>29:22 49:22<br/>86:6 107:20<br/>109:11 112:10<br/>117:10 130:7<br/>144:11 150:6<br/>154:19 169:23<br/>177:9<br/><b>puts (2)</b> 120:5<br/>154:6<br/><b>putting (3)</b> 9:18<br/>83:19 148:4<br/><b>puzzle (1)</b> 120:15</p> <hr/> <p style="text-align: center;"><b>Q</b></p> <hr/> <p><b>qualifications (2)</b><br/>25:3 34:12<br/><b>qualify (1)</b> 63:1<br/><b>quarter (6)</b> 111:5</p> | <p>111:19 112:7<br/>132:14 147:20<br/>147:24<br/><b>quarterly (2)</b><br/>56:22 128:9<br/><b>quest (4)</b> 29:3<br/>60:21 61:8<br/>67:25<br/><b>question (55)</b><br/>11:19,22 12:22<br/>13:9,25 14:6<br/>16:11 17:2,16<br/>35:4,7 59:21<br/>62:10 64:21<br/>70:20 72:3<br/>73:16 74:2<br/>76:11,14 84:2<br/>84:13 85:11<br/>87:9,14 90:8,12<br/>90:23 94:12,16<br/>96:7 102:20<br/>103:5 104:12<br/>108:9 110:23<br/>112:22 116:17<br/>117:24 121:16<br/>124:7,14 125:9<br/>125:11 127:3<br/>129:22,25<br/>130:6 140:6,6<br/>144:20 152:9<br/>152:14 153:1<br/>172:24<br/><b>questioning (1)</b><br/>74:25<br/><b>questions (53)</b><br/>7:2 12:23 16:13<br/>25:15 26:5<br/>28:18 30:1,3<br/>34:8 47:20,23<br/>61:19 62:7 66:1<br/>72:2 73:24<br/>77:12,22 79:4<br/>83:7,10,13,14<br/>83:22 90:14<br/>93:23 106:12<br/>106:20,22<br/>110:6,6,19,22</p> | <p>116:18 123:7,9<br/>123:9 125:13<br/>134:11,14<br/>136:2,8 137:11<br/>138:2,7 142:10<br/>150:17,19<br/>156:12 163:18<br/>165:16 172:18<br/>175:14<br/><b>quick (6)</b> 31:8<br/>83:22 85:11<br/>112:13 140:5<br/>147:12<br/><b>quickly (6)</b> 48:19<br/>58:6,10 91:20<br/>116:7 177:11<br/><b>quite (19)</b> 8:24<br/>19:10 63:2 75:2<br/>75:9 109:1,12<br/>109:14 110:2,7<br/>122:12 124:10<br/>128:1 139:20<br/>139:25 145:23<br/>154:19 168:4<br/>178:19<br/><b>quo (1)</b> 61:7<br/><b>quorum (1)</b> 15:5<br/><b>quote (3)</b> 45:4<br/>49:18 141:16<br/><b>quoting (1)</b> 44:20<br/><b>Quou (1)</b> 79:6</p> <hr/> <p style="text-align: center;"><b>R</b></p> <hr/> <p><b>race (3)</b> 14:19<br/>112:24 114:8<br/><b>racial (57)</b> 21:20<br/>22:3 28:23 29:3<br/>35:15 40:19<br/>46:25 47:3<br/>53:12,20 60:22<br/>75:2,2,11 76:6<br/>87:6,9 88:2,11<br/>88:22 89:5,16<br/>89:20,23 90:3<br/>92:9,20 94:5,9<br/>94:11 95:10,16<br/>95:25 96:5</p> | <p>101:3 109:25<br/>125:21 126:3<br/>126:11,16<br/>133:16 137:2<br/>160:24 161:18<br/>162:4,5,7 163:8<br/>165:19 166:4,5<br/>166:5,24 168:3<br/>168:13,21<br/>171:5<br/><b>racism (4)</b> 17:10<br/>17:15,17<br/>112:24<br/><b>radical (1)</b> 68:16<br/><b>radio (1)</b> 16:1<br/><b>raise (6)</b> 11:11<br/>21:6 22:22 33:2<br/>50:19 100:21<br/><b>raised (3)</b> 107:15<br/>112:17 162:15<br/><b>raises (1)</b> 68:18<br/><b>raising (1)</b> 24:5<br/><b>range (2)</b> 48:12<br/>116:8<br/><b>rapidly (1)</b><br/>151:22<br/><b>Rasheen (2)</b> 3:23<br/>157:16<br/><b>rate (1)</b> 173:20<br/><b>ratio (1)</b> 148:14<br/><b>reach (7)</b> 63:6<br/>64:18 71:20<br/>85:3 128:17,20<br/>162:9<br/><b>reached (4)</b><br/>51:13 63:10<br/>84:10 85:1<br/><b>reaching (2)</b><br/>71:17 84:6<br/><b>Reactions (1)</b><br/>149:4<br/><b>read (14)</b> 9:12<br/>10:4 12:4,10<br/>16:14,22 31:9<br/>80:7 92:25 93:3<br/>142:10 166:2<br/>167:22,23</p> |
|--|--|---|--|---|

|  |   |  |  |  |
|--|---|--|--|--|
| <p><b>readily (1)</b> 35:21<br/> <b>reading (3)</b> 9:21<br/> 42:13 167:22<br/> <b>ready (10)</b> 12:14<br/> 114:18,25<br/> 115:20 130:12<br/> 131:2,2 140:12<br/> 159:4 169:5<br/> <b>real (4)</b> 12:22<br/> 69:2 82:18 83:2<br/> <b>realistic (3)</b><br/> 42:12 146:17<br/> 147:6<br/> <b>realize (2)</b> 43:5<br/> 61:23<br/> <b>realized (1)</b><br/> 43:15<br/> <b>realizing (1)</b><br/> 151:22<br/> <b>really (48)</b> 21:2<br/> 22:6 33:18<br/> 34:15,16 35:12<br/> 40:14 42:18<br/> 48:7 49:13 51:7<br/> 52:5 68:17,25<br/> 70:6 71:2 76:12<br/> 81:15,17 103:7<br/> 106:5 107:20<br/> 112:13 115:16<br/> 116:23 119:19<br/> 120:17,19<br/> 122:18,21<br/> 124:13,23<br/> 125:1 127:25<br/> 130:4,14,16,19<br/> 130:23,24<br/> 135:3 137:24<br/> 146:17 147:5<br/> 149:23 150:7<br/> 152:4 153:4<br/> <b>reason (4)</b> 96:18<br/> 114:20 121:13<br/> 141:11<br/> <b>reasonable (2)</b><br/> 58:8 100:23<br/> <b>reasons (6)</b> 67:22<br/> 74:9,19 102:7</p> | <p>120:10 169:18<br/> <b>rebuild (1)</b><br/> 170:12<br/> <b>receive (4)</b> 42:14<br/> 82:24 86:17<br/> 129:12<br/> <b>received (10)</b><br/> 20:23 24:16<br/> 28:4,5 51:6<br/> 63:4 85:4 89:4<br/> 92:5 93:12<br/> <b>recognize (5)</b><br/> 102:17 103:10<br/> 113:13 117:3<br/> 166:21<br/> <b>Recognizing (1)</b><br/> 146:23<br/> <b>recollecting (1)</b><br/> 79:12<br/> <b>recommendati...</b><br/> 52:23 59:18<br/> 63:12 146:19<br/> <b>recommendati...</b><br/> 7:25 25:23 27:5<br/> 46:14 59:24<br/> 64:4 81:24<br/> 106:23 107:4<br/> 117:12 124:18<br/> 168:24 173:16<br/> 173:16<br/> <b>recommended ...</b><br/> 47:4<br/> <b>Reconciliation ...</b><br/> 58:22<br/> <b>reconvene (2)</b><br/> 150:8 156:8<br/> <b>record (11)</b> 1:5<br/> 29:23 30:10<br/> 31:15 87:4,7<br/> 109:10 111:10<br/> 150:1 151:8<br/> 176:24<br/> <b>recorded (1)</b><br/> 117:1<br/> <b>records (2)</b><br/> 108:11,12<br/> <b>recruit (1)</b> 90:1</p> | <p><b>recruiting (1)</b><br/> 87:21<br/> <b>recuse (1)</b> 31:3<br/> <b>recused (2)</b><br/> 107:14 142:6<br/> <b>recycled (1)</b><br/> 109:18<br/> <b>red (2)</b> 12:5<br/> 68:18<br/> <b>redesign (9)</b><br/> 138:20 140:4<br/> 144:24,25<br/> 150:21,23<br/> 151:13,17<br/> 156:14<br/> <b>redesigned (1)</b><br/> 139:16<br/> <b>redesigning (1)</b><br/> 150:23<br/> <b>redone (1)</b><br/> 143:10<br/> <b>Reed (1)</b> 32:4<br/> <b>reenforce (1)</b><br/> 133:14<br/> <b>refer (2)</b> 36:24<br/> 49:20<br/> <b>referenced (2)</b><br/> 105:25 138:22<br/> <b>referred (2)</b><br/> 135:10 150:15<br/> <b>referring (1)</b><br/> 36:19<br/> <b>refine (1)</b> 160:6<br/> <b>reflect (3)</b> 25:10<br/> 81:12 130:2<br/> <b>reflected (5)</b> 28:3<br/> 28:4 64:22<br/> 83:21 138:2<br/> <b>reflections (1)</b><br/> 61:4<br/> <b>reflective (6)</b><br/> 87:17 88:5<br/> 142:12 167:25<br/> 178:23 179:1<br/> <b>reflects (1)</b> 69:23<br/> <b>Reform (1)</b> 51:17<br/> <b>regarding (1)</b></p> | <p>144:9<br/> <b>region (22)</b> 25:24<br/> 35:20 45:16<br/> 46:20 47:2<br/> 54:13 67:19<br/> 76:24 80:24<br/> 82:19 104:24<br/> 105:1 112:24<br/> 117:20 160:25<br/> 165:9 168:1,12<br/> 170:21 171:1<br/> 171:16,19<br/> <b>region's (2)</b><br/> 46:24 168:2<br/> <b>regional (10)</b><br/> 29:2 40:19<br/> 60:21 99:25<br/> 117:14 121:8<br/> 166:3,14,16<br/> 167:4<br/> <b>regular (1)</b> 128:8<br/> <b>regulations (1)</b><br/> 8:18<br/> <b>reinventing (1)</b><br/> 114:24<br/> <b>relate (1)</b> 132:3<br/> <b>related (9)</b> 8:21<br/> 9:5 16:12 49:7<br/> 72:24 84:13<br/> 86:22 92:6<br/> 180:13<br/> <b>relates (4)</b> 29:2<br/> 51:12 116:13<br/> 178:13<br/> <b>relationship (2)</b><br/> 30:25 35:17<br/> <b>relationships (5)</b><br/> 52:18 53:16,18<br/> 93:16 99:19<br/> <b>relative (2)</b> 16:2<br/> 180:15<br/> <b>relatively (4)</b><br/> 126:12 160:23<br/> 165:8,9<br/> <b>release (5)</b> 7:21<br/> 9:18 19:17 20:8<br/> 159:19</p> | <p><b>released (7)</b> 7:13<br/> 20:18,20 21:19<br/> 46:23 125:16<br/> 128:25<br/> <b>relentless (1)</b><br/> 61:8<br/> <b>relevant (2)</b> 59:8<br/> 162:20<br/> <b>relies (1)</b> 52:8<br/> <b>relieve (1)</b> 173:8<br/> <b>rely (1)</b> 135:17<br/> <b>relying (1)</b><br/> 132:17<br/> <b>remaining (1)</b><br/> 160:3<br/> <b>remains (2)</b> 92:9<br/> 124:22<br/> <b>remarkable (2)</b><br/> 40:15 55:9<br/> <b>remarks (1)</b><br/> 23:15<br/> <b>remember (1)</b><br/> 70:10<br/> <b>remind (4)</b> 14:7<br/> 91:22 101:1<br/> 173:15<br/> <b>reminded (1)</b><br/> 47:1<br/> <b>reminds (1)</b><br/> 143:22<br/> <b>rent (1)</b> 6:14<br/> <b>reopening (1)</b><br/> 111:25<br/> <b>reorientation (1)</b><br/> 155:5<br/> <b>repeat (1)</b> 17:4<br/> <b>repeatedly (1)</b><br/> 81:4<br/> <b>report (59)</b> 7:11<br/> 7:12,21 8:14<br/> 9:8,12,17,22<br/> 10:3,4,9,10<br/> 19:18 20:8<br/> 21:19 22:15<br/> 27:4,23 36:9<br/> 46:23 48:7 50:3<br/> 50:4 73:19</p> |
|--|---|--|--|--|

|   |   |  |   |  |
|---|---|--|---|--|
| 74:21,23 76:25<br>83:20,20<br>104:18,19<br>112:24 113:2,4<br>113:5,7,10,11<br>113:16,19,20<br>114:3,12 115:2<br>116:24 117:1<br>117:12,15<br>118:3,5 121:23<br>125:16 128:25<br>129:1,14 166:1<br>166:2 169:4<br>175:1<br><b>report's (3)</b> 9:18<br>10:15 37:6<br><b>Reported (1)</b><br>1:22<br><b>Reporter (2)</b><br>180:1,4<br><b>reporting (5)</b><br>40:17 56:22,24<br>73:10 128:9<br><b>reports (5)</b> 66:18<br>66:19 73:10,12<br>122:25<br><b>represent (2)</b><br>85:15 86:12<br><b>representation ...</b><br>14:17 98:12<br><b>representative ...</b><br>32:25 64:21<br>65:2 97:11<br>132:3<br><b>representative...</b><br>33:9 56:4<br>135:12,18<br>167:3<br><b>represented (8)</b><br>24:21 50:16<br>51:23 53:23<br>91:5 103:9<br>143:7 151:14<br><b>representing (2)</b><br>53:18 93:14<br><b>Repression (2)</b><br>31:18 117:8 | <b>request (2)</b> 25:11<br>31:9<br><b>requested (1)</b><br>25:3<br><b>require (12)</b> 40:1<br>64:23 69:25<br>74:1 75:24<br>76:21 77:3,4<br>78:25 132:6<br>135:22 154:17<br><b>required (5)</b><br>73:18 85:25<br>89:18 109:23<br>139:21<br><b>requirement (2)</b><br>75:1 159:22<br><b>requires (2)</b><br>110:13 132:4<br><b>requiring (1)</b><br>87:5<br><b>research (30)</b><br>30:18 32:25<br>33:2 34:7 40:7<br>49:1 55:9 80:19<br>107:17 119:12<br>119:24,25<br>120:4,4,6,8,19<br>121:4,6,9,10,11<br>121:12 122:8<br>122:10,16,21<br>122:22 123:19<br>124:11<br><b>researched (1)</b><br>112:23<br><b>researcher (1)</b><br>122:23<br><b>researchers (3)</b><br>41:21 57:3<br>123:25<br><b>reserve (1)</b> 112:9<br><b>reserved (2)</b><br>39:18 111:15<br><b>reservoir (1)</b><br>148:18<br><b>reside (1)</b> 45:3<br><b>residence (1)</b><br>12:25 | <b>residents (4)</b> 6:19<br>29:5 58:23 61:3<br><b>resolving (1)</b><br>100:8<br><b>resource (6)</b> 41:1<br>46:17 79:16<br>100:13,14<br>163:20<br><b>resources (10)</b><br>38:25 41:3 49:8<br>55:18 56:12<br>116:9 123:19<br>167:9 169:20<br>178:16<br><b>respect (4)</b> 35:18<br>54:18 67:11<br>113:10<br><b>respectful (2)</b><br>138:12,14<br><b>Respectfully (1)</b><br>154:4<br><b>respective (1)</b><br>10:6<br><b>respond (16)</b> 3:4<br>8:1 9:8,11 10:2<br>16:24 17:6,11<br>17:18 20:21<br>28:11 35:10<br>57:7 62:12<br>121:8 178:20<br><b>responded (3)</b><br>63:1 90:9<br>118:10<br><b>respondents (1)</b><br>62:12<br><b>responding (2)</b><br>71:20 81:5<br><b>responds (1)</b><br>121:12<br><b>response (16)</b><br>25:11 27:9<br>57:19,20 58:5<br>59:25 67:3 93:1<br>100:12 116:24<br>128:2 133:1,2<br>135:13 177:10<br>178:17 | <b>responses (8)</b><br>7:22 8:15,21<br>12:4,10 91:19<br>118:9 165:24<br><b>responsibilities...</b><br>26:12 41:2<br>73:25 80:1<br><b>responsibility (4)</b><br>26:11 69:2<br>72:10 74:6<br><b>responsible (5)</b><br>50:3 60:3 65:25<br>66:5 73:17<br><b>responsive (5)</b><br>133:12 173:11<br>174:20 175:3<br>176:12<br><b>responsiveness...</b><br>61:23 62:5<br><b>rest (3)</b> 107:1<br>108:16,17<br><b>restore (1)</b> 81:21<br><b>result (5)</b> 28:10<br>46:5 47:3<br>141:17 163:11<br><b>return (1)</b> 175:7<br><b>Rev (1)</b> 2:20<br><b>Reverend (8)</b> 2:4<br>3:15 5:9 105:2<br>108:8 121:14<br>138:9 157:9<br><b>review (23)</b> 20:24<br>23:22,23 24:2<br>24:13 25:4,11<br>26:1 29:11<br>31:10,14 34:14<br>50:25 51:8 58:7<br>62:1 63:5 98:19<br>100:10 131:12<br>143:13 144:13<br>144:25<br><b>reviewed (1)</b><br>24:12<br><b>Reviewer's (1)</b><br>25:8<br><b>Reviewers (2)</b><br>24:19 25:1 | <b>reviewing (2)</b><br>34:17 118:7<br><b>revisited (3)</b> 50:2<br>113:4 114:12<br><b>revitalization (1)</b><br>47:7<br><b>revolution (1)</b><br>68:17<br><b>RFP (1)</b> 159:23<br><b>RFQ (12)</b> 20:18<br>23:8,24 24:11<br>27:18 28:8<br>42:13 49:23<br>152:20 159:18<br>159:23,24<br><b>Rich (8)</b> 2:5 3:18<br>7:6 10:24 26:3<br>31:16 152:8<br>157:12<br><b>right (46)</b> 7:8<br>11:13 14:3,8<br>15:8 19:2 22:22<br>26:5 33:25 39:3<br>39:3,3,22 43:22<br>51:10 61:8<br>67:10 77:14<br>85:23 90:7<br>92:23 99:24<br>101:19 104:4<br>104:18 105:8,9<br>111:23 115:12<br>118:24 130:17<br>132:20 140:8<br>143:18 145:14<br>147:18 154:18<br>157:2 161:25<br>163:9 164:12<br>171:11 173:17<br>173:23 174:10<br>177:2<br><b>right-hand (1)</b><br>21:23<br><b>rights (1)</b> 60:1<br><b>ring (1)</b> 101:14<br><b>risen (1)</b> 98:14<br><b>road (6)</b> 1:14<br>3:11 36:9,9 |
|---|---|--|---|--|

|  |   |   |   |   |
|--|---|---|---|---|
| 148:6 180:6<br><b>role (26)</b> 34:20<br>37:3,7,13,21,22<br>39:20 44:14<br>57:16 67:11<br>72:22 73:4,6<br>79:25 89:24<br>92:5,8 100:12<br>104:19 115:7<br>130:8 134:9<br>159:19 160:17<br>160:18,21<br><b>roles (3)</b> 56:8<br>85:12 90:18<br><b>roll (3)</b> 3:7 157:3<br>157:7<br><b>Ron (1)</b> 50:13<br><b>room (29)</b> 3:7<br>5:11 6:23 11:14<br>12:18 22:18,23<br>23:7 26:14<br>31:15 33:3,9<br>50:10,13,16<br>53:21 70:21<br>103:10 107:2<br>112:14 114:7<br>115:22 117:11<br>119:20 150:21<br>162:1,25<br>164:12 175:9<br><b>rooms (2)</b> 6:13<br>6:14<br><b>root (3)</b> 93:13<br>97:4 144:12<br><b>roots (41)</b> 39:20<br>51:13,18 62:19<br>62:21,23 68:9<br>68:24 81:14<br>82:7,14 84:18<br>90:25 91:12<br>96:16 97:11,13<br>97:19 123:2<br>136:25 139:19<br>139:22,23<br>141:19 143:3<br>143:11 144:9<br>144:22,23 | 145:3,4,11,15<br>145:19 150:12<br>150:24,25<br>151:12 154:6<br>156:10,15<br><b>rose (13)</b> 2:16 5:5<br>23:14,21 26:8<br>28:19 102:12<br>103:5 135:11<br>136:12,16<br>158:22 174:10<br><b>roughly (1)</b> 45:25<br><b>round (2)</b> 106:21<br>106:22<br><b>route (1)</b> 74:19<br><b>row (1)</b> 34:1<br><b>RPR (2)</b> 1:22<br>180:22<br><b>run (3)</b> 71:10<br>78:7 107:6<br><b>running (2)</b> 67:4<br>138:11<br><b>runs (1)</b> 92:18<br><b>runway (1)</b><br>117:25<br><b>rushed (1)</b> 139:7<br><b>rushes (1)</b> 171:5<br><b>Ryan (2)</b> 65:16<br>66:11<br><hr/> <p style="text-align:center"><b>S</b></p> <hr/> <b>sake (6)</b> 110:25<br>139:4,20 146:1<br>163:7 167:10<br><b>salary (2)</b> 85:15<br>86:12<br><b>Sam (1)</b> 58:13<br><b>sample (1)</b> 50:17<br><b>Saratino (1)</b> 32:5<br><b>saved (1)</b> 111:12<br><b>Savings (1)</b> 56:5<br><b>saw (2)</b> 20:5<br>178:17<br><b>saying (18)</b> 34:16<br>61:13 69:13,18<br>81:17 90:7<br>91:16,23 97:8,9 | 131:15 132:11<br>134:13 138:25<br>144:21,23<br>152:18 153:6<br><b>says (5)</b> 109:17<br>143:16 145:15<br>154:20 166:19<br><b>scale (2)</b> 43:7<br>45:24<br><b>schedule (1)</b><br>92:22<br><b>scheduled (1)</b><br>88:16<br><b>scholarship (1)</b><br>126:8<br><b>scholarships (1)</b><br>46:6<br><b>school (5)</b> 13:15<br>13:23 32:23<br>54:10 88:18<br><b>schools (2)</b> 114:1<br>123:4<br><b>scope (1)</b> 99:25<br><b>Scott (9)</b> 2:17<br>4:15 26:2,13<br>31:23 32:2<br>66:21 101:8<br>158:7<br><b>scratch (1)</b> 63:16<br><b>screen (1)</b> 19:10<br><b>scribe (1)</b> 18:17<br><b>search (1)</b> 92:14<br><b>seat (1)</b> 19:9<br><b>seats (5)</b> 39:17<br>51:11 52:12<br>91:9 93:17<br><b>second (18)</b><br>20:23 22:6<br>54:21 57:25<br>68:20 75:8<br>91:21,24 137:7<br>137:9,10<br>147:18 149:16<br>156:24 169:25<br>173:1,2,3<br><b>Secondary (1)</b><br>166:13 | <b>seconded (2)</b><br>156:22 176:19<br><b>secondly (3)</b><br>27:12 29:24<br>134:7<br><b>seconds (12)</b><br>12:16 13:5,5<br>14:13,23 15:13<br>16:5,25 17:7,12<br>18:1,10<br><b>secretary (1)</b><br>30:11<br><b>sector (1)</b> 114:18<br><b>sectored (2)</b><br>169:3,6<br><b>sectors (4)</b> 50:1<br>53:18 128:17<br>166:4<br><b>see (67)</b> 5:17 7:7<br>7:21,23 8:9,15<br>8:25 11:9 12:8<br>14:7,17 19:19<br>19:23 21:7,10<br>21:25 22:17<br>28:12 33:3 35:9<br>36:11 37:2,3<br>39:2,7,15 40:7<br>40:13,22 42:1<br>42:14 45:25<br>50:10,13,14,15<br>50:16 53:22<br>55:18 59:9 63:6<br>72:21 73:11<br>76:17 80:5<br>81:18 89:19,22<br>90:11 93:6<br>100:19 112:14<br>115:1 117:13<br>119:19 125:2<br>130:8,12 131:3<br>137:23 141:20<br>142:22 162:18<br>166:17 168:24<br>170:6,20<br><b>seeing (6)</b> 19:6<br>24:19 82:7<br>89:15 106:7 | 174:4<br><b>seek (4)</b> 43:20<br>88:23 150:9<br>156:9<br><b>seeking (3)</b> 38:3<br>165:24 178:20<br><b>seen (8)</b> 57:1<br>67:6,13 89:14<br>118:8 134:8<br>142:15 173:24<br><b>segregation (1)</b><br>168:3<br><b>seize (1)</b> 46:19<br><b>select (7)</b> 12:19<br>14:1,10 15:22<br>18:3,9 154:2<br><b>selected (11)</b><br>50:20 55:8 64:5<br>64:17 70:9<br>101:10 108:4<br>115:6,7 131:8<br>135:7<br><b>selection (1)</b> 27:2<br><b>selective (1)</b><br>161:17<br><b>semantics (4)</b><br>69:18 104:21<br>154:3,5<br><b>semiannual (1)</b><br>56:21<br><b>sense (13)</b> 11:14<br>11:17 81:21<br>115:11 134:4,7<br>134:10,16,16<br>134:18 135:14<br>147:8 148:6<br><b>sensing (1)</b> 133:2<br><b>sensitivity (1)</b><br>132:19<br><b>sent (1)</b> 50:5<br><b>sentence (1)</b><br>18:12<br><b>separate (3)</b> 74:1<br>101:3 114:20<br><b>separation (1)</b><br>74:16<br><b>September (6)</b> |
|--|---|---|---|---|

|   |  |   |  |  |
|---|--|---|--|--|
| 7:13 20:9,12<br>27:23 159:15<br>176:17<br><b>Serena (6)</b> 23:6<br>159:8 160:4,11<br>163:19 165:17<br><b>series (2)</b> 83:14<br>114:5<br><b>serve (16)</b> 30:11<br>30:22 34:13<br>36:14 38:10<br>39:12 40:23<br>41:15 44:11<br>54:12 55:8 61:9<br>72:22 114:25<br>146:11,21<br><b>served (1)</b> 26:14<br><b>serves (1)</b> 45:9<br><b>service (3)</b> 48:1<br>49:12 58:18<br><b>services (7)</b> 6:4,4<br>6:7,8,16 49:6<br>65:15<br><b>serving (4)</b> 26:13<br>52:10 82:16<br>149:20<br><b>session (1)</b> 11:7<br><b>sessions (1)</b> 6:15<br><b>set (19)</b> 19:12<br>26:19 36:18<br>40:16 44:5<br>57:13 66:14<br>75:25 82:1<br>100:23 114:17<br>114:19 137:18<br>137:20 159:8<br>167:11 171:9<br>172:12 175:22<br><b>seven (4)</b> 14:24<br>15:11 118:14<br>132:13<br><b>shape (2)</b> 109:3<br>119:11<br><b>shaping (1)</b><br>178:25<br><b>share (6)</b> 44:8<br>48:15 101:16 | 108:20 109:4<br>167:6<br><b>shared (15)</b> 23:3<br>25:9 36:12<br>41:11 81:13<br>109:23,24<br>128:2,8 131:9<br>161:8 163:6<br>164:6 172:2,3<br><b>sharing (3)</b> 37:12<br>48:23 103:24<br><b>Shaw (2)</b> 70:11<br>70:14<br><b>shelf (1)</b> 120:6<br><b>shepherd (1)</b><br>23:7<br><b>Sheriffs (1)</b><br>58:17<br><b>shift (4)</b> 21:12<br>78:25 79:1<br>175:13<br><b>short (4)</b> 48:12<br>102:17 131:25<br>137:24<br><b>Shorthand (1)</b><br>180:3<br><b>shortly (1)</b> 25:13<br><b>shot (2)</b> 101:6<br>153:11<br><b>show (1)</b> 176:25<br><b>shy (2)</b> 110:17<br>130:24<br><b>sic (8)</b> 31:17,24<br>32:2,3,5 49:19<br>50:14 79:6<br><b>side (5)</b> 20:5<br>21:22,23 32:13<br>109:8<br><b>sides (1)</b> 142:7<br><b>sign (1)</b> 18:20<br><b>signaling (1)</b><br>12:1<br><b>signals (1)</b> 141:9<br><b>signature (11)</b><br>22:1 37:6,15<br>53:4 130:3,23<br>131:15,20 | 133:15,22<br>134:2<br><b>signatures (1)</b><br>132:11<br><b>signed (1)</b> 18:17<br><b>significant (6)</b><br>49:24 100:22<br>101:4 112:8<br>131:22 160:16<br><b>significantly (1)</b><br>142:1<br><b>silence (2)</b> 178:8<br>179:2<br><b>silos (1)</b> 174:17<br><b>similar (5)</b> 42:19<br>53:9 59:9<br>103:15 129:12<br><b>similarly (1)</b><br>51:12<br><b>simply (1)</b> 72:21<br><b>single (2)</b> 24:11<br>28:5<br><b>sir (1)</b> 149:3<br><b>sister (1)</b> 11:2<br><b>sit (4)</b> 69:14<br>121:17 138:19<br>162:12<br><b>site (3)</b> 6:8 10:1<br>135:6<br><b>sits (1)</b> 120:6<br><b>sitting (2)</b> 19:8<br>101:19<br><b>situation (1)</b><br>83:18<br><b>SIU (1)</b> 30:25<br><b>six (3)</b> 15:11<br>119:5 171:22<br><b>size (1)</b> 45:18<br><b>slash (1)</b> 151:7<br><b>sleep (1)</b> 10:1<br><b>slew (1)</b> 114:2<br><b>slide (10)</b> 20:4<br>23:13,14 59:9<br>104:13,15<br>160:12,15<br>171:12 172:17<br><b>slides (4)</b> 84:16 | 165:24 166:17<br>167:22<br><b>Sly (9)</b> 2:19 4:24<br>4:25 99:2,9,13<br>100:25 158:16<br>158:17<br><b>small (3)</b> 50:17<br>52:5 80:20<br><b>smaller (1)</b><br>175:23<br><b>snacks (1)</b> 159:11<br><b>social (12)</b> 24:23<br>32:24 36:18<br>45:1 47:2 60:23<br>93:9 116:6<br>119:22 121:25<br>122:12,13<br><b>sole (1)</b> 67:23<br><b>solely (1)</b> 166:3<br><b>solicitation (1)</b><br>100:15<br><b>solution (3)</b><br>69:15,20,21<br><b>solutions (6)</b> 5:23<br>6:4 48:17 69:16<br>104:24 130:17<br><b>solving (1)</b> 69:19<br><b>somebody (1)</b><br>148:8<br><b>somewhat (3)</b><br>42:12 61:15<br>140:6<br><b>sorry (5)</b> 31:7<br>65:17 85:13<br>86:1 151:4<br><b>sort (7)</b> 65:19<br>72:14 88:12<br>108:6 111:22<br>124:20 127:24<br><b>sorts (1)</b> 67:6<br><b>sound (1)</b> 177:9<br><b>sounds (2)</b><br>153:10,12<br><b>space (10)</b> 37:11<br>73:15 77:13<br>86:21 93:20<br>108:17 129:2 | 167:15 170:7<br>171:4<br><b>spaces (1)</b> 93:8<br><b>span (1)</b> 113:18<br><b>Spanish (1)</b><br>14:20<br><b>speak (14)</b> 18:21<br>19:1 44:13<br>47:19 67:16,24<br>70:25 94:10<br>95:12,14<br>114:14 126:4<br>127:7 149:8<br><b>speaking (1)</b><br>131:17<br><b>speaks (2)</b> 149:14<br>162:14<br><b>specific (20)</b> 35:2<br>56:7,11,11 57:4<br>77:2 100:10<br>110:5,7,8<br>111:23 120:13<br>121:15 122:5<br>144:11 152:22<br>164:8,19,21,24<br><b>specifically (7)</b><br>28:9 47:10 76:6<br>84:9 97:13<br>118:19 126:1<br><b>specified (3)</b> 57:7<br>65:11 82:24<br><b>spectrum (4)</b><br>53:15 115:9<br>118:14 119:9<br><b>speed (1)</b> 49:21<br><b>spending (1)</b><br>72:14<br><b>spent (3)</b> 110:16<br>111:14 124:9<br><b>spin (1)</b> 167:11<br><b>spirit (1)</b> 107:18<br><b>spoke (1)</b> 141:19<br><b>spoken (1)</b> 169:2<br><b>spring (1)</b> 121:19<br><b>St (123)</b> 1:13<br>3:10 5:22,25<br>9:2,6 12:25 |
|---|--|---|--|--|

FERGUSON COMMISSION MEETING 11/9/2015

|  |   |  |  |  |
|--|---|--|--|--|
| 13:1,1,2,6,7,8<br>13:10,12,15,16<br>13:16,17,20,23<br>13:23 21:5<br>24:15 25:5,9,12<br>30:12,17,19,22<br>31:2 32:6,18,20<br>32:22,24 33:6,8<br>33:17 34:5 35:8<br>39:8,24 41:16<br>44:5,7,12,17,18<br>44:23,24 45:3,6<br>45:8,15 46:8,10<br>46:20 47:8,12<br>47:15,17,21<br>49:12 52:4,18<br>54:7 58:12,13<br>58:14 61:5<br>62:17 63:20<br>64:14,15,15<br>67:17 69:24<br>70:13,15 71:11<br>71:16 72:23<br>73:2,3,6 75:17<br>76:10 86:24<br>94:3 95:8,13,24<br>96:14 98:11,14<br>99:21,22 100:3<br>103:25 112:25<br>117:8 118:1,20<br>119:1,23,24<br>121:4 125:18<br>126:8,21<br>136:22 141:22<br>146:12 160:5,9<br>166:10,14,15<br>166:16 167:18<br>180:5<br><b>stack (1)</b> 108:24<br><b>staff (73)</b> 20:15<br>21:13 23:1 24:8<br>25:6,9 26:4<br>31:11 39:7,8,13<br>40:25 41:1,4,12<br>41:21 55:13<br>56:3,14 59:5,10<br>67:11 72:24 | 73:6 79:24,24<br>80:15 82:16<br>85:22 86:8,16<br>91:25 92:1,1,10<br>94:13,20,21,24<br>95:4,8,9,14,15<br>95:16 96:2<br>99:18 100:11<br>103:17 116:25<br>125:19 132:23<br>143:5,7,9<br>144:14 145:25<br>148:17,20<br>149:1 151:6<br>153:13,17,25<br>154:17 155:7,9<br>156:7,18 170:9<br>174:1 177:7,7<br><b>staff's (1)</b> 73:4<br><b>staffed (1)</b><br>145:22<br><b>staffing (2)</b> 37:4<br>110:13<br><b>stage (1)</b> 102:19<br><b>stand (3)</b> 7:5<br>19:20 178:9<br><b>standard (1)</b><br>45:22<br><b>standards (4)</b> 8:7<br>9:5 45:20 74:5<br><b>standing (5)</b> 32:1<br>52:2 89:7<br>155:11 178:7<br><b>stands (1)</b> 32:18<br><b>starkly (1)</b> 47:1<br><b>Starsky (13)</b> 2:4<br>3:15 7:5 30:9<br>109:5 126:4<br>128:2 134:14<br>135:10 139:10<br>150:13 157:9<br>165:19<br><b>Starsky's (1)</b><br>101:2<br><b>start (6)</b> 11:18<br>34:15 63:7,16<br>127:13 129:9 | <b>started (21)</b><br>11:24 42:12<br>43:19,21 49:22<br>50:3,5 51:12<br>55:10 62:23<br>63:2,18 84:14<br>100:18 104:13<br>113:23 115:5<br>121:18 128:24<br>129:5 169:9<br><b>starting (4)</b> 43:17<br>114:8 118:7<br>174:14<br><b>startup (1)</b> 129:6<br><b>state (17)</b> 3:13<br>7:24 56:3 58:16<br>62:14 64:7,21<br>65:12 74:5<br>112:18 132:2,4<br>159:23 171:15<br>172:5 178:13<br>178:20<br><b>state's (1)</b> 178:18<br><b>stated (2)</b> 97:25<br>142:16<br><b>statement (3)</b><br>18:4 99:23<br>144:13<br><b>status (1)</b> 61:7<br><b>stay (1)</b> 26:19<br><b>stayed (1)</b> 109:7<br><b>steering (37)</b><br>37:13,18 41:4<br>41:18,20 55:3,4<br>55:6,8,20 56:7<br>56:9,14 57:9,21<br>58:3 59:4,10,12<br>65:8 66:8,13,17<br>77:5 80:25 81:1<br>89:22 91:3<br>92:24 97:23<br>114:14 115:17<br>116:2,3 132:17<br>132:22 133:20<br><b>step (13)</b> 10:10<br>24:17 27:5,6,21<br>38:17 51:2 | 64:18 66:10,11<br>108:6 121:13<br>177:17<br><b>stepped (5)</b> 38:6<br>50:18 61:16<br>70:7 77:10<br><b>stepping (4)</b> 50:8<br>50:9 106:19<br>142:15<br><b>steps (6)</b> 25:19<br>27:25 66:12,14<br>175:16,17<br><b>Steve (1)</b> 5:24<br><b>steward (1)</b><br>36:15<br><b>stl (2)</b> 31:19<br>71:21<br><b>stlpositivechan...</b><br>16:4 127:17<br><b>stone (1)</b> 171:10<br><b>stories (3)</b> 9:15<br>123:13,13<br><b>story (3)</b> 34:16<br>52:16 123:23<br><b>strategic (2)</b><br>117:20 170:19<br><b>strategically (1)</b><br>55:23<br><b>strategies (6)</b><br>65:7 146:2<br>161:25 166:7<br>174:19 175:4<br><b>strategy (10)</b><br>57:12 64:25<br>109:20 152:3<br>156:20 161:23<br>164:8 170:13<br>174:16,18<br><b>stratosphere (1)</b><br>82:10<br><b>streams (1)</b> 43:17<br><b>strengthen (1)</b><br>59:24<br><b>strengthening ...</b><br>47:9<br><b>stress (5)</b> 16:17<br>16:23 17:24 | 18:5,12<br><b>stressed (1)</b><br>91:11<br><b>strong (4)</b> 24:17<br>52:17 60:19<br>128:2<br><b>stronger (1)</b><br>170:14<br><b>strongly (1)</b> 50:8<br><b>structure (24)</b><br>24:6 27:16<br>34:22 37:17<br>38:18,24 45:23<br>53:5 72:4 74:11<br>90:5 91:7 96:10<br>100:23 110:13<br>112:2 114:13<br>127:8 144:22<br>145:2 146:17<br>162:19 163:16<br>163:17<br><b>structured (1)</b><br>164:13<br><b>structures (1)</b><br>81:22<br><b>Struggle (3)</b> 32:5<br>58:22 117:6<br><b>Students (1)</b><br>117:6<br><b>studied (1)</b><br>122:25<br><b>stuff (5)</b> 12:22<br>67:5,12 109:9<br>109:14<br><b>subcontractors...</b><br>77:19<br><b>subgroups (1)</b><br>164:23<br><b>subject (2)</b><br>144:13 151:17<br><b>subjects (3)</b><br>53:11 122:23<br>122:24<br><b>submitted (1)</b><br>151:2<br><b>subsequent (1)</b><br>46:23 |
|--|---|--|--|--|

|  |  |   |   |  |
|--|--|---|---|--|
| <b>substantive (1)</b><br>174:6  | <b>super (1)</b> 85:11   | 164:25 165:4  | 137:7 139:1,15  | 151:24 155:5   |
| <b>succeeds (1)</b> 60:7   | <b>support (44)</b> 5:13   | 177:25  | 139:23 144:10   | 159:9 160:17   |
| <b>success (15)</b><br>34:19,23 35:14<br>39:1 40:11 49:3<br>52:7 53:25<br>57:13 60:7,10<br>76:18,18<br>105:12,13 | 5:22 10:12<br>20:14 37:10<br>40:14 41:5,12<br>41:21,22 43:12<br>46:7,11 49:10<br>56:13 57:15<br>60:9,10 61:14<br>64:13 65:9,14<br>68:10 75:14<br>77:3 114:19<br>116:11,11<br>141:11 142:2<br>148:10 160:19<br>163:15 166:3<br>167:12 168:25<br>169:1,3,8,8,10<br>169:11,23<br>173:17 | <b>surface (1)</b><br>115:24  | 147:12,22<br>149:5 151:19<br>154:10 161:24<br>161:24 162:24<br>164:9 170:2,23<br>171:15 174:11<br>175:23  | <b>talking (15)</b><br>19:21 43:23<br>68:25 79:24<br>88:12 95:20<br>102:1 107:25<br>122:17 128:23<br>134:13 146:4<br>153:20 172:11<br>172:13 |
| <b>successes (4)</b><br>42:4 48:11<br>49:24 120:24   | <b>supported (3)</b><br>89:25 174:12<br>178:15   | <b>sustainability (1)</b><br>57:17  | <b>tables (5)</b> 96:11<br>96:11 114:16<br>117:16 162:12  | <b>talks (2)</b> 22:6<br>49:20   |
| <b>successful (10)</b><br>37:9 76:15,25<br>102:22 103:3,8<br>106:7 108:8,10<br>165:11                            | <b>supporting (4)</b><br>37:10 40:16,19<br>105:7   | <b>sustained (1)</b><br>166:7   | <b>tabulated (1)</b><br>84:3  | <b>tart (1)</b> 174:10   |
| <b>sufficient (1)</b><br>159:25  | <b>supports (2)</b> 46:7<br>57:16  | <b>sustaining (1)</b><br>19:22  | <b>take (21)</b> 23:13<br>27:5,6,24 30:6<br>33:11 79:2<br>103:7,17,20<br>113:8,23 116:8<br>117:14 123:17<br>128:5 132:1<br>170:11 173:6<br>177:14,17  | <b>task (4)</b> 62:3 66:2<br>107:3 121:20  |
| <b>suggest (9)</b> 92:18<br>107:3 139:8,16<br>148:8,16,24<br>157:2 174:3   | <b>supposed (1)</b><br>59:19   | <b>Suzanne (3)</b> 1:22<br>180:3,22   | <b>taken (11)</b> 27:22<br>69:10 85:6<br>89:17 109:2<br>113:10 114:3<br>118:3 119:17<br>180:11,15   | <b>tasked (1)</b> 92:12  |
| <b>suggested (2)</b><br>147:10 173:17  | <b>Supreme (2)</b> 8:10<br>8:20  | <b>swear (1)</b> 88:25  | <b>tasks (3)</b> 24:14<br>56:7 57:12  | <b>tasks (3)</b> 24:14<br>56:7 57:12   |
| <b>suggesting (1)</b><br>154:25  | <b>sure (41)</b> 21:17<br>50:22 51:3 59:2<br>59:7 68:5 83:10<br>84:6 87:16 91:4<br>91:12 92:9<br>94:23 101:20<br>107:5 109:4<br>116:1,14 117:9<br>119:10 126:10<br>127:21,23<br>128:5,6,7,15,25<br>140:13 145:10<br>151:7 152:16<br>152:24 161:1,7<br>162:23 164:4,6                 | <b>sweated (1)</b><br>140:19  | <b>taxes (1)</b> 178:16   | <b>taxes (1)</b> 178:16  |
| <b>suggestion (4)</b><br>82:6,22 85:10<br>87:4   |  | <b>swell (1)</b> 60:24  | <b>teach (2)</b> 128:13<br>128:14   | <b>teach (2)</b> 128:13<br>128:14  |
| <b>suggestions (3)</b><br>18:23 83:14<br>106:23  |  | <b>system (1)</b> 54:10   | <b>team (19)</b> 27:13<br>56:1,9,12 57:14<br>58:10,24 59:3<br>59:11,12,16<br>60:7,8 65:22<br>66:3,5,15 86:18<br>164:18  | <b>team (19)</b> 27:13<br>56:1,9,12 57:14<br>58:10,24 59:3<br>59:11,12,16<br>60:7,8 65:22<br>66:3,5,15 86:18<br>164:18                       |
| <b>suggests (2)</b><br>154:8 175:3   |  | <b>systematic (1)</b><br>178:21   | <b>takes (5)</b> 65:11<br>107:2 123:17<br>123:18 171:3  | <b>teams (10)</b> 37:14<br>37:19 41:5,23<br>49:11 56:15<br>66:10 91:4<br>97:24 131:24  |
| <b>summary (1)</b><br>9:19   |  | <b>systems (1)</b><br>178:14  | <b>talk (28)</b> 19:16<br>23:10,18 38:17<br>42:10 49:15<br>51:1 53:2 68:4<br>71:22 72:4 75:5<br>76:23 98:6<br>117:11 119:13<br>119:13 120:20<br>130:1 134:20<br>134:20 139:12<br>142:14 145:6<br>159:13 160:5,9<br>175:22 | <b>technical (3)</b><br>110:22 112:22<br>164:24  |
| <b>summer (1)</b><br>88:16   |  | <hr/> <b>T</b> <hr/>  | <b>talked (9)</b> 20:11<br>71:12 104:13   | <b>technology (4)</b><br>5:13,21 31:25<br>135:1  |
| <b>summit (1)</b> 162:6  |  | <b>T.R (4)</b> 2:13 4:3<br>30:24 157:20   |   | <b>tell (8)</b> 34:16<br>57:23 96:3<br>120:23 123:12<br>123:13,23<br>129:1   |
| <b>sunset (3)</b> 19:25<br>108:5 140:17  |  | <b>table (60)</b> 6:23<br>25:2 29:19<br>50:14,23,24<br>51:4,10 52:12<br>54:5 63:21,22<br>64:1,10,13<br>69:11,14 76:22<br>78:12,19 91:13<br>93:18 97:4,5,21<br>98:25 104:5<br>109:3 111:17<br>111:20 114:18<br>114:22 117:3<br>118:7 133:3<br>134:1,18<br>135:20 136:13<br>136:20,25 |   | <b>telling (1)</b> 120:12  |
| <b>sunsets (1)</b><br>107:11   |  |   |   |  |
| <b>sunsetting (1)</b><br>146:15  |  |   |   |  |

|                                |                              |                                |  |                               |
|--------------------------------|------------------------------|--------------------------------|--|-------------------------------|
| <b>template (1)</b><br>25:20   | 51:8 60:13<br>61:18,20 64:10 | 130:5,25 132:1<br>140:8 149:13 | 147:5,5 149:14<br>150:14,15            | 100:13 101:6<br>110:15 116:5  |
| <b>tend (1)</b> 12:19          | 65:1 70:5 71:19              | 160:20 165:7                   | 151:15,18                              | 116:18 132:16                 |
| <b>tension (1)</b> 68:21       | 71:25 77:22                  | 168:24 169:4                   | 152:2 153:5,24                         | 133:22 135:24                 |
| <b>tensions (1)</b><br>68:12   | 82:21 83:5                   | 169:24 170:5                   | 154:5,5 157:1                          | 139:19 142:21                 |
| <b>term (5)</b> 57:16          | 93:21 94:2 96:6              | 172:18 174:11                  | 160:15 162:13                          | 147:18 150:23                 |
| 60:10 122:20                   | 101:7 103:4                  | 174:23,25                      | 165:7,23                               | 156:14 159:22                 |
| 131:25 132:5                   | 104:10 106:15                | <b>think (134)</b> 11:12       | 174:14 175:22                          | 168:19                        |
| <b>termed (1)</b> 73:3         | 107:22 111:18                | 17:2,4 22:21                   | 176:7,10                               | <b>threshold (1)</b><br>40:15 |
| <b>terminology (1)</b><br>67:4 | 112:20 119:15                | 23:8 27:6,8,10                 | <b>thinking (3)</b><br>74:21 107:23    | <b>thrive (7)</b> 22:3        |
| <b>terms (46)</b> 21:19        | 119:15,16                    | 27:21,22 28:2,4                | 108:1                                  | 35:10 36:3                    |
| 29:9,25 38:6                   | 121:2 127:1                  | 31:9 43:8 52:11                | <b>third (12)</b> 21:10                | 41:20 55:6,21                 |
| 43:9 64:1 67:9                 | 129:20 136:4,6               | 55:16 62:8,25                  | 32:21 42:2                             | 132:13                        |
| 73:6 78:3,22                   | 136:8 141:3,4                | 64:16 65:4 68:2                | 64:22 92:4                             | <b>thriving (4)</b> 18:8      |
| 79:10 84:7 92:8                | 142:20 150:3                 | 68:8 69:23 74:2                | 148:14,24                              | 18:9,13 67:19                 |
| 93:9 95:14,15                  | 160:12 165:14                | 76:1,22 77:8,12                | 151:4,14                               | <b>throwing (1)</b><br>101:14 |
| 95:16,17 97:6                  | 165:17 177:2                 | 80:17 81:3,7                   | 156:16 169:1                           | <b>Thursday (1)</b><br>92:6   |
| 101:24,25                      | 178:5,9,10                   | 84:24 85:2,6                   | 174:3                                  | <b>tight (2)</b> 24:3         |
| 103:12,23                      | 179:3                        | 87:1,4,7,11                    | <b>Thomas (4)</b> 11:2                 | 61:23                         |
| 104:18 107:16                  | <b>thankful (1)</b><br>83:18 | 88:4,13,22 89:9                | 11:6 12:14                             | <b>time (76)</b> 7:14,16      |
| 108:19 112:1                   | <b>thanks (3)</b> 83:11      | 89:13,17 91:15                 | 13:12                                  | 7:20 9:25 11:8                |
| 113:16 119:6                   | 83:12 145:7                  | 92:4 95:17                     | <b>thorough (1)</b><br>136:9           | 15:8,15 16:5,17               |
| 121:15 122:17                  | <b>themes (1)</b> 169:4      | 98:24 99:23                    | <b>thoroughly (1)</b><br>119:8         | 19:10 20:1,3,10               |
| 123:15,19                      | <b>thing (15)</b> 88:10      | 102:3,16,21                    | <b>thought (12)</b><br>12:17 21:14     | 20:12 21:13                   |
| 124:1,15,16,22                 | 93:5,6 98:4                  | 105:3 106:17                   | 42:13 58:8                             | 24:3,10 25:15                 |
| 129:7 131:19                   | 105:3 108:2,3                | 107:7 108:21                   | 105:3 130:6                            | 25:19 27:22                   |
| 131:24,25                      | 117:22 130:14                | 109:6,10,11,19                 | 133:17 148:22                          | 32:8 33:21 39:4               |
| 132:7 134:6,23                 | 135:8 137:18                 | 110:6,17 111:2                 | 148:23 149:2                           | 54:19 56:16                   |
| 149:16 162:21                  | 137:20 160:16                | 111:20 115:13                  | 151:9 177:6                            | 57:7,24 61:19                 |
| <b>territory (1)</b> 48:7      | 168:7 176:16                 | 116:9,19 120:4                 | <b>thoughtful (9)</b><br>24:3 27:10,16 | 61:23,24 62:2                 |
| <b>test (3)</b> 11:19,22       | <b>things (52)</b> 10:5      | 120:14,19                      | 27:19 61:21                            | 74:12 85:17                   |
| 12:22                          | 20:17 28:20                  | 121:14 124:2                   | 110:18,20                              | 86:5,7,9 94:18                |
| <b>testing (1)</b> 6:9         | 37:8 43:14 65:4              | 124:14 126:16                  | 150:2 177:4                            | 98:21 100:11                  |
| <b>tests (1)</b> 6:10          | 68:14 75:5,11                | 128:1,12,16                    | <b>thoughtfully (1)</b><br>128:16      | 101:1,16                      |
| <b>text (1)</b> 3:21           | 76:7,13 78:23                | 129:6,9,25                     | <b>thoughts (4)</b> 52:6               | 102:17 103:18                 |
| <b>thank (73)</b> 3:5          | 78:25 82:17                  | 130:19,20                      | 106:22 119:18                          | 108:16,17                     |
| 5:8,14 7:3                     | 87:14 89:7,11                | 132:2,7 133:1,2                | 131:5                                  | 111:15 113:16                 |
| 10:25 15:17                    | 89:14 90:6 91:1              | 133:7,13,23                    | <b>three (24)</b> 13:20                | 119:17 123:17                 |
| 19:3,5 23:20,25                | 94:17 103:22                 | 135:3,8,15,16                  | 15:10 39:9                             | 124:10 131:18                 |
| 25:25 26:8,8,12                | 104:14 110:20                | 135:17 136:12                  | 40:25 41:12,17                         | 135:12 137:24                 |
| 26:15,17 27:12                 | 113:9,15,19                  | 136:13 137:18                  | 55:3 89:21,22                          | 138:4,11,15,16                |
| 30:13,20 31:4,6                | 115:21,25                    | 137:22 138:11                  |  | 138:16 139:3                  |
| 33:4,7,10,13                   | 117:16 118:12                | 138:13 139:1,2                 |  | 140:3 141:23                  |
| 34:10 38:19                    | 118:21 120:13                | 139:20 141:8,9                 |  | 142:11 143:24                 |
| 47:18,21,22                    | 122:3,17                     | 144:1,8 145:14                 |  |                               |
|                                | 123:25 129:14                | 145:25 146:2,4                 |  |                               |
|                                |                              | 146:14,24                      |  |                               |

|  |   |   |   |  |
|--|---|---|---|--|
| 144:19 145:25<br>146:10 148:9<br>149:23 159:8<br>159:15,20,25<br>160:3,7 179:2<br>180:11<br><b>timely (1)</b> 37:9<br><b>times (2)</b> 27:1<br>130:9<br><b>timing (1)</b> 177:25<br><b>today (16)</b> 20:11<br>21:6 35:12 45:7<br>45:8 46:8 51:16<br>52:12 85:1<br>93:12 106:10<br>107:15 109:22<br>118:4 152:21<br>177:11<br><b>today's (2)</b> 15:18<br>15:25<br><b>tomorrow (3)</b><br>177:14,15,24<br><b>tonight (28)</b> 3:12<br>7:7 10:7,19<br>19:21 22:6,12<br>23:20 28:16<br>34:14,16,18<br>36:24 51:15<br>52:24 53:21,23<br>107:5 108:24<br>114:7 120:16<br>131:7 141:10<br>142:1 149:12<br>150:17,21<br>151:16<br><b>tonight's (2)</b> 7:9<br>25:17<br><b>tool (1)</b> 135:6<br><b>tools (2)</b> 165:6,11<br><b>top (9)</b> 21:21<br>45:16 84:5,10<br>87:19 88:6 95:1<br>96:14 117:11<br><b>torn (1)</b> 142:4<br><b>totaling (2)</b> 45:10<br>45:12<br><b>touch (1)</b> 71:13 | <b>town (1)</b> 18:6<br><b>toxic (5)</b> 16:16,23<br>17:24 18:4,12<br><b>Traci (7)</b> 2:20<br>3:25 5:10 93:25<br>94:17 141:6<br>157:17<br><b>track (1)</b> 49:2<br><b>tracking (1)</b><br>27:18<br><b>tradition (2)</b><br>11:14 178:7<br><b>train (2)</b> 6:20<br>61:5<br><b>trained (1)</b> 59:21<br><b>training (10)</b><br>6:13,15,19<br>28:24 29:4<br>43:13 67:20<br>70:15 166:6,25<br><b>Tranel (3)</b><br>120:22 121:2,3<br><b>Tranell (1)</b> 34:8<br><b>transcript (2)</b><br>180:9,10<br><b>transcription (1)</b><br>180:9<br><b>transfer (2)</b><br>133:10 134:25<br><b>transferring (1)</b><br>134:24<br><b>transformatio...</b><br>68:16,20 69:6<br>83:17 120:17<br><b>transition (15)</b><br>10:8,11 11:1<br>20:10,13 25:21<br>57:16 60:8<br>129:21 146:9<br>146:13,18,22<br>147:1 178:13<br><b>transitional (2)</b><br>148:3,9<br><b>translated (1)</b><br>180:8<br><b>translating (1)</b><br>90:10 | <b>transparency (7)</b><br>29:10 44:3<br>73:20 74:5<br>127:7,11<br>152:16<br><b>transparent (11)</b><br>27:17 29:1<br>40:16 41:8 46:9<br>60:20 72:19<br>74:14 133:19<br>144:16 151:24<br><b>transport (1)</b><br>127:19<br><b>trauma (11)</b><br>11:16 16:13,14<br>16:16,23 17:3,5<br>17:17,23 18:4<br>18:12<br><b>traumatized (2)</b><br>17:10,15<br><b>Treasurer's (1)</b><br>56:4<br><b>treat (1)</b> 48:14<br><b>trial (1)</b> 178:17<br><b>true (3)</b> 51:6 71:4<br>180:10<br><b>truly (6)</b> 39:2<br>58:25 90:16<br>93:17 138:4<br>155:14<br><b>trust (5)</b> 35:18<br>44:25 49:22<br>140:21,21<br><b>Truth (1)</b> 58:22<br><b>try (6)</b> 83:10<br>134:22 136:18<br>142:21 156:5<br>173:8<br><b>trying (9)</b> 68:13<br>70:12 81:16<br>84:3 89:10<br>105:9 109:19<br>115:10 151:21<br><b>tuning (1)</b> 96:22<br><b>turmoil (1)</b><br>140:20<br><b>turn (6)</b> 31:7 | 33:11 120:21<br>124:14 134:19<br>140:17<br><b>turned (1)</b><br>124:18<br><b>turning (1)</b> 125:5<br><b>tweaked (1)</b><br>171:9<br><b>Twitter (2)</b> 15:25<br>108:23<br><b>two (28)</b> 6:12<br>15:10 18:22<br>19:6 22:10<br>28:20 35:1,2<br>39:22 41:24<br>49:13 54:15<br>65:20 68:12<br>72:15 75:24<br>76:7 91:20<br>116:20 131:6,7<br>131:14 135:24<br>137:2 142:21<br>150:14 156:12<br>163:23<br><b>type (3)</b> 43:3<br>170:19 172:20<br><b>typed (1)</b> 159:2<br><b>types (2)</b> 104:6<br>162:25<br><hr/> <b>U</b> <hr/> <b>ultimately (4)</b><br>35:2,3 44:23<br>167:7<br><b>umbrella (2)</b><br>78:1 133:16<br><b>UMSL (1)</b> 34:6<br><b>unable (1)</b> 6:1<br><b>unanswered (1)</b><br>138:7<br><b>under-resourc...</b><br>24:22<br><b>undergirding (1)</b><br>170:17<br><b>underscore (1)</b><br>65:5<br><b>understand (18)</b> | 21:15 30:5 43:3<br>51:9 59:22<br>73:22 75:8 77:7<br>77:20 91:17<br>93:17 98:17<br>102:23 122:12<br>122:19 144:4<br>152:25 153:22<br><b>understanding...</b><br>53:7 85:3 91:19<br>94:3 99:5<br>107:19 129:11<br>162:23<br><b>undue (1)</b> 90:20<br><b>unequal (2)</b><br>154:7,20<br><b>unflinching (1)</b><br>130:16<br><b>unfortunately ...</b><br>18:19 70:20<br><b>unique (1)</b> 172:4<br><b>uniqueness (1)</b><br>131:3<br><b>unit (1)</b> 6:16<br><b>United (11)</b><br>50:16 51:16<br>68:8 110:24,25<br>111:21,23<br>112:4 115:5<br>166:17 167:19<br><b>units (1)</b> 6:6<br><b>unity (1)</b> 71:18<br><b>Universal (2)</b><br>54:23 57:14<br><b>universities (7)</b><br>49:3 121:8,16<br>121:20,22<br>122:1,6<br><b>University (6)</b><br>30:17 31:1 32:6<br>32:24 119:22<br>121:4<br><b>unofficial (1)</b><br>108:11<br><b>unquote (1)</b><br>141:16<br><b>unrestricted (1)</b> |
|--|---|---|---|--|

|                           |                          |                          |                         |                          |
|---------------------------|--------------------------|--------------------------|-------------------------|--------------------------|
| 126:23                    | 78:18 106:9              | <b>want (60)</b> 5:25    | 158:19,20               | 16:12,14 18:14           |
| <b>unusual (1)</b> 43:4   | 132:5                    | 18:20 27:12              | <b>way (46)</b> 19:23   | 19:10,21 20:11           |
| <b>updates (1)</b> 167:5  | <b>visit (1)</b> 89:7    | 34:10 35:9               | 27:19 29:19             | 20:13 22:8               |
| <b>upper (1)</b> 39:22    | <b>visited (1)</b> 9:14  | 36:16,22 39:5            | 48:21 50:16             | 23:11,13 26:10           |
| <b>urban (1)</b> 53:13    | <b>visual (1)</b> 19:22  | 42:8 46:9 53:1           | 66:23 74:16             | 27:7 29:7,20             |
| <b>urgency (6)</b>        | <b>voice (3)</b> 93:8,18 | 60:15 68:13,21           | 77:21,25 78:5           | 30:6 36:13,20            |
| 134:8,11,16,17            | 97:4                     | 69:5,5,10,13             | 78:23 82:24             | 42:16 43:5,8,16          |
| 134:19 135:14             | <b>voices (10)</b> 38:11 | 73:14,15 83:13           | 85:23 89:13             | 43:19,23,24              |
| <b>urgently (1)</b> 90:9  | 68:24 94:10              | 87:3,8 89:19             | 91:5,13 93:7            | 44:4 47:23 48:9          |
| <b>use (8)</b> 8:7 48:24  | 96:21 98:10,13           | 92:18 101:1              | 110:24,25               | 48:17 50:21              |
| 59:5,6 111:12             | 122:18 139:7             | 102:14 105:17            | 111:22,23               | 52:12 59:2 62:6          |
| 116:3 123:12              | 178:19,21                | 107:2 108:1,25           | 112:4,6 114:7           | 63:13,15 65:3            |
| 175:13                    | <b>voluntarily (1)</b>   | 109:4 110:21             | 115:5 119:11            | 67:8 68:11,19            |
| <b>useful (1)</b> 109:2   | 79:23                    | 112:13 115:25            | 122:4 123:20            | 69:18 77:18              |
| <b>Usually (1)</b> 72:9   | <b>voluntary (3)</b>     | 125:2 126:18             | 130:10 137:19           | 78:16,22 79:1            |
| <b>utilizing (2)</b> 44:4 | 79:9,21 81:3             | 131:5 132:8,9            | 142:18 150:19           | 81:4,7,16,25             |
| 124:22                    | <b>volunteer (2)</b>     | 133:10,23,24             | 152:16,21               | 82:1,8 83:2              |
|                           | 40:18 73:24              | 138:10 140:12            | 154:23 161:1            | 85:19 88:7 91:1          |
| <b>V</b>                  | <b>volunteers (2)</b>    | 140:16 143:17            | 164:14,15,23            | 93:19 95:1               |
| <b>valid (1)</b> 146:8    | 41:5 60:8                | 145:9 147:11             | 165:5,12                | 96:19 97:20              |
| <b>valuable (1)</b> 9:9   | <b>vote (9)</b> 12:2     | 149:9,25 151:7           | 166:17 167:8            | 98:23 99:20              |
| <b>Vanguard (1)</b>       | 139:12 142:5             | 156:5 159:12             | 167:19 168:1            | 100:4 104:3              |
| 56:4                      | 142:12,14                | 169:19,21                | 178:25                  | 107:5,25                 |
| <b>variety (3)</b> 49:16  | 146:7 157:2,3            | 174:18 176:11            | <b>ways (15)</b> 39:3   | 108:22 109:19            |
| 88:21 100:15              | 176:20                   | 177:25 178:3             | 43:25 81:7              | 110:14 112:6             |
| <b>various (2)</b> 7:22   | <b>voted (1)</b> 25:5    | <b>wanted (13)</b> 21:3  | 88:21,22 95:20          | 113:14 115:6             |
| 70:22                     | <b>votes (1)</b> 66:7    | 30:5 59:15               | 105:9 113:17            | 115:13,18                |
| <b>vast (1)</b> 141:12    | <b>voting (2)</b> 30:4   | 74:13 81:12              | 113:19 115:3            | 116:1,14                 |
| <b>venture (2)</b> 38:8   | 157:4                    | 87:20 88:9               | 122:9 129:10            | 118:13,21,22             |
| 107:20                    | <b>W</b>                 | 113:7 120:21             | 129:11 135:23           | 119:3,7 124:2            |
| <b>versus (3)</b> 74:17   | <b>wages (1)</b> 82:17   | 121:13 135:22            | 153:19                  | 125:17 129:15            |
| 75:10 138:25              | <b>Wagner (7)</b>        | 150:6 177:10             | <b>we'll (31)</b> 5:11  | 129:21 131:4             |
| <b>vibrant (1)</b> 36:2   | 32:23 34:6               | <b>wanting (1)</b>       | 10:19 15:15,23          | 132:17 133:25            |
| <b>vice (1)</b> 5:24      | 119:15,21                | 125:4                    | 23:6 26:8 32:16         | 136:4,10                 |
| <b>vice-president ...</b> | 122:7 124:8,13           | <b>war (1)</b> 141:1     | 34:17,18,25             | 138:11,24                |
| 39:11                     | <b>wait (1)</b> 133:25   | <b>warmed (1)</b> 50:7   | 35:3 37:16 38:3         | 141:14 146:3             |
| <b>viewpoints (1)</b>     | <b>waiting (1)</b>       | <b>warning (1)</b>       | 38:5 40:10              | 152:17,17,18             |
| 143:6                     | 151:20                   | 141:9                    | 47:23 48:14,15          | 153:20 154:14            |
| <b>views (1)</b> 117:2    | <b>walk (8)</b> 11:8     | <b>Washington (1)</b>    | 75:5 77:21 79:3         | 159:4,8 161:1            |
| <b>village (2)</b> 103:7  | 35:1 39:5 54:15          | 32:6                     | 109:3,4 115:7           | 161:14,15                |
| 103:8                     | 54:16,19,20              | <b>wasn't (1)</b> 175:21 | 116:10 125:13           | 162:10,11,16             |
| <b>violates (1)</b> 59:23 | 160:11                   | <b>watch (3)</b> 33:22   | 128:4 129:22            | 165:24 168:6             |
| <b>virtue (1)</b> 31:15   | <b>walked (1)</b>        | 38:22 171:3              | 134:18 137:8            | 173:14 174:4             |
| <b>vision (12)</b> 21:20  | 125:23                   | <b>Watson (10)</b> 2:15  | 146:12                  | 177:13                   |
| 35:11 36:7,13             | <b>walking (1)</b>       | 5:2,3 26:2               | <b>we're (116)</b> 7:17 | <b>we've (79)</b> 8:8,24 |
| 38:25 44:17               | 54:23                    | 140:5 147:19             | 11:16,18 12:21          | 8:25 26:25               |
| 76:12,24 78:4             |                          | 147:24 156:22            | 12:22 15:3,7            | 27:22 39:6               |

|   |  |  |  |  |
|---|--|--|--|--|
| 43:14,19,21<br>49:16,24 51:13<br>53:15,19,24<br>57:24 60:18<br>61:25 63:2<br>68:17 77:9,11<br>77:15,23 79:12<br>84:3 85:23<br>87:15,23,24<br>88:11,14,18<br>98:17 99:7,23<br>100:7,23 103:5<br>106:18 107:13<br>110:4,16<br>111:21 113:8<br>114:12 115:5,8<br>118:8,12,17<br>119:4 124:9<br>127:12 129:4<br>133:6,9,19,22<br>134:4,8,24<br>135:1 137:24<br>138:13,25<br>140:20,20,22<br>141:22 144:7<br>147:4,21<br>149:12 160:22<br>169:16 171:18<br>173:24 174:2<br><b>weaknesses (1)</b><br>51:7<br><b>website (4)</b> 16:3<br>16:10 134:25<br>159:3<br><b>week (13)</b> 9:17<br>9:20 22:21<br>41:11 51:5 63:3<br>85:4 93:12<br>111:21 125:17<br>159:22 162:5<br>166:24<br><b>weeks (1)</b> 162:17<br><b>weighted (2)</b><br>168:11,15<br><b>welcome (16)</b><br>5:12,25 7:3<br>10:23 14:9 | 15:14 29:24<br>52:22 62:3,3<br>64:3,4 65:11<br>70:8 101:15<br>108:23<br><b>welcoming (1)</b><br>52:22<br><b>wellness (1)</b> 8:8<br><b>Wellstone (1)</b><br>171:23<br><b>went (5)</b> 20:24<br>63:5 74:19<br>128:25 171:22<br><b>weren't (2)</b> 93:3<br>150:17<br><b>West (1)</b> 154:9<br><b>wheel (1)</b> 114:24<br><b>whelm (2)</b> 92:8<br>97:14<br><b>white (5)</b> 12:6<br>14:19,25 168:5<br>168:10<br><b>wide (3)</b> 64:7<br>114:21 171:15<br><b>wider (1)</b> 103:11<br><b>wife (1)</b> 175:11<br><b>willing (2)</b> 78:12<br>149:22<br><b>Wilson (41)</b> 2:4<br>3:15,16 7:4,5<br>13:10 30:9,9<br>31:8,13 68:2<br>72:1 73:14<br>74:23 75:18<br>109:6 112:21<br>113:17 114:13<br>116:16,21<br>121:15 125:10<br>127:1 139:11<br>145:9,17,21<br>148:12 149:3<br>153:10 154:4<br>154:24 155:4<br>157:9,10<br>165:20 172:23<br>175:17 176:8<br>178:6 | <b>Wilson's (1)</b><br>138:9<br><b>win (1)</b> 105:11<br><b>Windmill (16)</b><br>2:16 5:5,6<br>23:14,16,21<br>26:17 102:13<br>104:10 136:17<br>155:18,24<br>156:21 158:22<br>158:23 175:15<br><b>window (2)</b> 52:6<br>109:16<br><b>wins (1)</b> 49:10<br><b>wired (1)</b> 67:2<br><b>wise (1)</b> 111:18<br><b>wish (2)</b> 38:13<br>143:13<br><b>withdraw (1)</b><br>155:22<br><b>withdrawing (2)</b><br>155:19,25<br><b>woman (1)</b><br>137:16<br><b>Women (1)</b> 63:25<br><b>wonderful (1)</b><br>102:8<br><b>wondering (6)</b><br>73:20 82:9<br>84:22 106:24<br>138:17 146:8<br><b>word (6)</b> 16:1,8<br>36:21 120:4<br>166:20 171:10<br><b>words (2)</b> 45:5<br>155:2<br><b>work (145)</b> 5:22<br>6:3 7:18 9:11<br>10:16,19,20,25<br>11:3,15 13:15<br>13:22 19:24<br>20:22 21:14,18<br>22:4 25:1,21<br>26:9,15 27:16<br>28:3,9,10,24<br>32:24 33:20<br>34:19,25 35:6 | 36:10,17,20,25<br>38:15 39:25<br>40:5 41:8 42:4<br>42:6,14,18 43:3<br>43:13 44:1 46:7<br>46:7,11 49:4,10<br>50:12 51:1<br>52:24 53:13<br>54:11 55:2,24<br>56:15,16 60:25<br>65:23 67:18<br>72:21 74:18<br>80:16 85:14,21<br>86:17,17,22<br>87:10,12,24<br>98:17 100:7<br>103:15 104:1<br>104:22 105:23<br>107:16,20<br>109:10,24<br>110:11,16<br>111:1,6 112:2<br>113:12 114:11<br>114:21,22<br>115:10,12,14<br>115:19 116:12<br>119:6,22<br>120:19 125:6<br>128:24 131:21<br>133:5 134:5,6<br>141:16 143:5<br>149:11,22<br>152:1,2,12<br>153:14,17,25<br>154:17 155:9<br>155:12,13<br>160:2,24<br>161:14 162:13<br>163:13 164:16<br>165:4,5,10<br>167:5 169:9,15<br>169:19,21<br>170:7 171:24<br>172:8,8,14<br>173:23 174:8<br>175:5,25 177:7<br><b>worked (3)</b> 24:2 | 146:19 170:2<br><b>working (25)</b><br>8:12 15:6,7<br>21:1,14,16 27:7<br>30:25 37:5<br>51:22 72:25<br>88:7 94:18 95:2<br>103:18 106:4,9<br>117:18 126:8<br>137:4 152:5<br>160:3 166:22<br>169:25 177:24<br><b>workings (1)</b><br>118:4<br><b>works (5)</b> 35:15<br>97:12 139:13<br>148:10 169:10<br><b>workshop (1)</b><br>175:18<br><b>workshopped (1)</b><br>166:18<br><b>world (3)</b> 60:24<br>62:3 123:12<br><b>worried (1)</b><br>139:5<br><b>worry (1)</b> 11:8<br><b>worthy (1)</b> 21:18<br><b>wouldn't (4)</b><br>86:22 105:14<br>132:10 169:19<br><b>wrap (2)</b> 85:9<br>132:25<br><b>wrapped (1)</b><br>161:11<br><b>wrapping (1)</b><br>89:1<br><b>wrist (1)</b> 33:22<br><b>write (1)</b> 170:15<br><b>writing (3)</b> 27:8<br>29:12,22<br><b>written (2)</b><br>122:25 156:3<br><b>wrong (1)</b> 11:25<br><b>wrote (2)</b> 73:16<br>76:2<br><hr/> <p style="text-align: center;">X</p> <hr/> |
|---|--|--|--|--|

|                         |                         |                          |                          |                          |
|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| <b>Y</b>                | <b>younger (1)</b>      | <b>14th (9)</b> 7:14     | 112:15                   | <b>501c4 (1)</b> 145:24  |
| <b>Yeah (1)</b> 176:8   | 52:13                   | 27:24 149:10             |                          | <b>51 (1)</b> 13:22      |
| <b>year (33)</b> 27:24  | <b>youth (19)</b> 22:2  | 150:9,11 151:3           | <b>3</b>                 | <b>54 (1)</b> 14:11      |
| 74:22 75:16,17          | 31:23 36:2              | 151:20 156:9             | <b>30 (5)</b> 25:13 96:1 | <b>55 (1)</b> 14:12      |
| 75:21 76:3              | 41:19 52:3,4,10         | 160:8                    | 110:3 117:1              |                          |
| 87:18 88:18             | 62:19,21,24             | <b>15 (10)</b> 14:23     | 166:25                   | <b>6</b>                 |
| 89:11 100:14            | 63:10,10 88:12          | 15:12,16 16:5            | <b>30,000 (1)</b> 45:12  | <b>60 (1)</b> 87:22      |
| 103:16 104:1            | 88:14 98:7,7,8          | 20:12 39:17              | <b>300 (1)</b> 45:12     | <b>600,000 (1)</b>       |
| 106:19 107:21           | 114:15,21               | 55:1 82:17               | <b>31 (2)</b> 21:16      | 111:14                   |
| 110:17 113:4            |                         | 117:11 140:25            | 160:1                    | <b>61 (1)</b> 14:4       |
| 113:18 132:15           | <b>Z</b>                | <b>16 (2)</b> 71:18      | <b>31st (7)</b> 20:2,12  | <b>63 (1)</b> 17:1       |
| 132:16 133:6            | <b>zip (1)</b> 56:11    | 140:25                   | 107:11 140:17            | <b>630 (1)</b> 31:24     |
| 137:14 138:13           |                         | <b>17th (1)</b> 113:5    | 143:23 147:2             | <b>63044 (1)</b> 1:15    |
| 148:9,25                | <b>0</b>                | <b>18 (3)</b> 28:22      | 151:22                   | <b>64 (1)</b> 14:12      |
| 149:16,21               | <b>1</b>                | 42:17 67:17              | <b>320 (1)</b> 45:10     | <b>65 (1)</b> 14:12      |
| 166:3 167:7             | <b>1 (3)</b> 21:11      | <b>189 (2)</b> 130:2     | <b>3221 (3)</b> 1:14     |                          |
| 168:25 169:3            | 149:21 175:3            | 173:15                   | 3:11 180:6               | <b>7</b>                 |
| 169:11 173:21           | <b>1,100 (2)</b> 116:25 | <b>18th (3)</b> 3:8 11:7 | <b>34 (2)</b> 14:10,15   | <b>70 (1)</b> 13:6       |
| 174:8                   | 117:10                  | 15:1                     | <b>35 (1)</b> 14:11      | <b>75 (1)</b> 17:8       |
| <b>years (23)</b> 14:11 | <b>1.4 (2)</b> 42:17    | <b>19 (1)</b> 60:18      | <b>38 (1)</b> 114:5      | <b>780 (1)</b> 45:17     |
| 14:11,11,12,15          | 99:14                   | <b>1980s (1)</b> 47:8    |                          |                          |
| 28:22 43:2 46:4         | <b>1.97 (1)</b> 42:23   | <b>1990 (1)</b> 45:11    | <b>4</b>                 | <b>8</b>                 |
| 46:5,21 60:17           | <b>10 (14)</b> 9:24     | <b>1st (1)</b> 8:17      | <b>4 (1)</b> 43:1        | <b>8,500 (1)</b> 54:3    |
| 60:19 67:6,17           | 14:24 15:11,13          |                          | <b>40 (8)</b> 14:5       | <b>8new (1)</b> 174:14   |
| 71:18 82:1 89:5         | 17:7,12,25              | <b>2</b>                 | 118:20 173:10            |                          |
| 94:4 112:23             | 18:10 39:8 86:8         | <b>2 (2)</b> 173:21      | 173:18 174:9             | <b>9</b>                 |
| 113:11 121:7            | 121:7 132:14            | 174:8                    | 174:15,17                | <b>9 (2)</b> 1:7 3:9     |
| 173:22 174:2            | 174:2 177:21            | <b>20 (6)</b> 12:15 13:5 | 175:7                    | <b>9:24 (1)</b> 179:7    |
| <b>yellow (2)</b> 12:5  | <b>10/27 (1)</b> 24:14  | 14:13 16:25              | <b>400 (1)</b> 141:25    | <b>90 (1)</b> 18:11      |
| 39:16                   | <b>10th (1)</b> 180:19  | 82:1 86:7                | <b>43 (2)</b> 13:23      | <b>990s (2)</b> 73:19,25 |
| <b>Yemi (17)</b> 32:11  | <b>11 (3)</b> 15:12     | <b>200 (1)</b> 118:8     | 17:20                    | <b>9th (3)</b> 141:13,16 |
| 32:17 33:11,16          | 113:10,18               | <b>2010 (1)</b> 45:13    | <b>44 (1)</b> 14:11      | 176:17                   |
| 38:19 39:12             | <b>115 (2)</b> 175:6,10 | <b>2014 (2)</b> 45:19    | <b>45 (1)</b> 14:11      |                          |
| 49:15 61:20             | <b>12 (6)</b> 15:12     | 46:22                    |                          |                          |
| 65:6 73:10              | 147:4 148:9             | <b>2015 (4)</b> 1:7 3:9  | <b>5</b>                 |                          |
| 76:23 81:4              | 173:12 174:17           | 20:2 180:19              | <b>5:37 (1)</b> 3:1      |                          |
| 100:18 105:11           | 177:21                  | <b>2016 (1)</b> 149:24   | <b>50 (9)</b> 9:14 46:1  |                          |
| 108:21 127:13           | <b>12/14 (2)</b> 152:24 | <b>21 (6)</b> 14:10,17   | 50:17 60:17              |                          |
| 132:9                   | 152:24                  | 114:18 115:1             | 61:15 82:7               |                          |
| <b>yemia (1)</b> 71:21  | <b>12/31 (1)</b> 149:18 | 115:20 169:5             | 83:23 130:3              |                          |
| <b>yesterday (1)</b>    | <b>13 (4)</b> 15:12     | <b>22 (2)</b> 14:10,14   | 174:15                   |                          |
| 106:3                   | 112:23 168:13           | <b>25 (8)</b> 74:21      | <b>50/50 (2)</b> 168:5,9 |                          |
| <b>yield (1)</b> 134:18 | 168:14                  | 75:16,17,21              | <b>500 (1)</b> 45:9      |                          |
| <b>York (1)</b> 171:21  | <b>13,000 (1)</b> 117:2 | 76:3 166:3               | <b>500,000 (2)</b>       |                          |
| <b>young (4)</b> 52:6   | <b>13th (1)</b> 20:9    | 167:7 173:22             | 112:16,17                |                          |
| 107:24 178:19           | <b>14 (1)</b> 15:12     | <b>250 (2)</b> 112:17,18 | <b>501c3 (3)</b> 73:23   |                          |
| 178:21                  |                         | <b>250,000 (1)</b>       | 73:24 145:23             |                          |