



National Western Center - Citizens Advisory Committee

Thursday, August 30, 2018 from 5:30 pm – 8:00 PM
Centennial Room – 4655 Humboldt St.

Welcome & Introductions – Maria Garcia Berry and Terrance Carroll, Facilitators

Special Presentation – Denver Police Museum -- Lance Nading and Michael Hesse

Michael Hesse, President of the Denver Police Museum, started the meeting presenting new concepts for development. Michael speaks on his involvement in the program rooted from his father being a Denver police officer from 1957 to 1983; this project being a way of saying thank you to him. Mr. Hesse says he has been given the opportunity to meet some of his father's friends and better understand and appreciate what his father did for his brother and himself.

Mr. Hesse explains how land has been purchased on 4700 Brighton Blvd.; elevating project enthusiasm by five-fold. The land was purchased from Leo Branstetter. Lance Nading is leading development efforts in this project. His father was also a police officer whom was killed in the line of duty in 1971.

The Denver Police Museum is a non-profit that has existed for around 10 years. Over the past few years, their mission has been strengthened and modified. Mr. Hesse speaks on how there are on-going issues throughout the country between police and the community and how it is essential to the long-term success of our society to ensure 'that bridge be overcome and crossed'. The purchased land is about 30,000 square feet and the facility is planned to be built out of the same masonry as the current city and county building.

Mr. Hesse makes the distinction between the pre-established notion on the word museum and what the Denver Police Museum is actually doing. Rather than focusing on historic artifacts, uniforms, etc. Mr. Hesse hopes this project will earn the name the 'Blue Experience', hoping to create an outside community resource for the department; no other city in the country has a similar development underway. With a focus on interactive opportunities, the included activities will be motorcycle simulators, helicopter simulators, as well as witness and detective solve the mystery type games.



HISTORY  Colorado



Mr. Hesse explains how our cities crime lab is the most sophisticated in the world, having solved more cold cases than anywhere in the country. The Denver Police Museum is planning to incorporate this by having competitions between Thomas Jefferson and John F. Kennedy High School within the science departments, using CSI style experiments. The overall mission and goal is to encourage young people to take an interest in a career in law enforcement as well as meet officers in their area. Mr. Hesse notes as police officer standards continue to climb, it is important to identify people with the correct temperament, etc. With a focus on enabling young persons to stand for the right thing, there are activities for all generations as well as records of burglaries in Denver in order to show the reality of what is happening. Mr. Hesse hopes to incorporate a murder mystery where participants will recreate an actual murder that occurred in Denver. This will include going to the police as well as the DA, hoping to encourage and continue interaction and cooperation. Due to the increase in technological development, possible face-to-face interactions with police officers has greatly diminished when compared to 30+ years ago. This creates disconnect seen today and this program hopes to re-build common interaction between officers and their communities. Mr. Hesse says they have strong support from the mayor and have a couple of council members donating to the program. Currently over half of active officers are contributing between \$5.00 and \$50.00 on a monthly basis.

Lance Nading shares his personal experience of having the Chief of Police showing up to his home unannounced; representing the loss of his dad. Mr. Nading speaks on how important community interaction was to his father and how often he would spend time getting to know the people of the community. Mr. Nading explain the main national problem facing our police departments is the lack of connectivity between police and community. Mr. Nading says the goal of the museum is to create an attraction that people will not only want to participate in but will also greatly enjoy, creating an experience more interactive and modernly educational than common museums.

Question and Comments

- Authority Board member Paul says he would like to see the equestrian program have a bigger role being involved with elementary schools in the nearby area; seeing an opportunity to enhance the academic quality of the surrounding schools.
 - Michael Hesse explains that due to the loss of officer lives in the area, signs are being erected in support, having some young Denver Public School students currently helping pay for them. The museum continues to do historical research in order to more effectively educate. Mr. Hesse also tells of how bringing horses, dogs, etc. to certain events will greatly help increase interaction between officers and students.
- Committee member Anne Hayes asks if a historical memorialization is being created for the family of Fred Pep.
 - Mr. Hesse responds that both Fred Pep and Leo Branstetter are having their names placed on the cornerstone of the building.
- Committee member Anne Hayes asks if there will be any content showing the collaboration between the Western Stock Show and police department in working to shut down sex trafficking occurring simultaneous with Stock Show events.
 - Mr. Hesse responds that there will be special exhibits in the making, some of which will focus on the Western Stock Show.

- Committee member John Zapien speaks on how he hopes this project will help mend the damaged relationships police officers have with their communities, although sees great hope in the success of the project.
 - Mr. Hesse responds that the museum is going to tell the story honestly, including ups and downs so people can understand the full picture. History repeats itself if you don't inform people about what's happened, the Denver Police Museum hopes to educate as thoroughly as possible.

NWC Partner Updates – Highlights and Questions

CSU

Colorado State University speaks on the active consideration of adding a Youth Action Coalition that would help young people engage in collaboration with other organizations that already have similar programs. It might also create an opportunity for youth to engage with the CAC. This topic was brought to the table in order for further consideration when agenda time is set aside to focus on it at the next meeting.

Museum of Nature and Science

There will be a free night at the Denver Museum of Nature and Science opening Monday, September 12th, from 4:00 p.m. until 10:00 p.m. This event will have activities for all ages including face-painting. There will also be an educator's night coming up, open to any who wants to learn about the SDFC organizations that are available throughout the metro area and for the youth program.

Next speaker mentions the exhibit at History Colorado called 'play ball', maintained through the baseball season. As long as the Rockies continue playing; being on the cusp of making the playoffs, the exhibit is allowed to stay up. The event is being mentioned to encourage participation before it is disbanded.

Mr. Anders reports two updates, Wells Partnership; a local firm, has been hired for the legacy building as the construction management firm. Next, capital campaigns have been going well, recently surpassing \$25 million raised.

NWC Authority Board Report – John Zapien and Liliana Flores Amaro, NWC Authority Board Members

Liliana Amaro is not in attendance due to a conflicting teaching schedule. John Zapien begins the report notifying everyone that the finalist in the selection for Executive Director for the NWC has been made, Brad Buchanan. John says he made Mr. Buchanan aware earlier that day that he holds a lot of support as well as a lot of detractors. It is the most important thing for everyone to look at his being the finalist with an open mind and consider what's best for the NWC and ultimately what's best for the Globeville, Elyria and Swansea (GES) neighborhoods. John says he has long been advocating and espousing the self-interest and mutual interest the Authority Board and CAC share. John hopes all members will consider meeting with Mr. Buchanan and to have an open dialogue to receive honest and straight-forward responses in order to clear any misconceptions or concerns. Mr. Buchanan is aware that people throughout the GES

neighborhoods feel he is one of the causative factors of gentrification and its impact on minority communities. Mr. Buchanan is highly qualified, professional and respected in most areas he has been involved with.

Questions and Comments

- Committee member Armando Payan says that he heard talk on Brad's professional, academic and overall background; although, is a little baffled. According to the public, it was tasked to look for someone with a strong entertainment background to add to the team. Can you expand how Brad Buchanan plans on bringing a strong entertainment focus to the forefront?
 - John Zapien replies that Buchanan is an architect at Urban Design Group, a heavily involved rancher at the Flying Bear Bar in Strasburg, while also being the executive director of the Community Planning and Development for the city and county of Denver.
- Committee member Armando responds, how exactly does this fit into the role of entertainment? The bottom line here is the National Western Center is about generating enthusiasm all over the world to come and experience the Stock Show and other events. What qualities and attributes does Mr. Buchanan bring to the table?
 - Mr. Zapien responds his reasoning for positioning affirmative in Brad's hiring was the need for the structure to get built. It is a process that will three to five years; an individual that understands how to get things done, get things built and the intricacies of the in-and-outs in the relationship of working with the city and other committee/council members. I agree the entertainment focus is our goal, but before reaching that point, the facility needs to get built and become operational.
 - Authority Board member Brad says he thinks that Brad Buchanan would be the first to tell you he has no entertainment experience. The management structure plan is to have a CEO and COO, but the COO hire could happen down the road because there are no venues to book until 2023 at the earliest. Typically venues will start being booked two to three years out; potentially the COO hire will be an entertainment machine to support Brad. There was not any single candidate that had everything being looked for, Brad is as close to the perfect candidate we found.
 - Mr. Zapien says Brad Buchanan was the person that appealed to every member on the Authority as to the individual that was capable and able to get this thing started. We are ready to get moving with this process ending.
- Committee member unknown asks for the Authority Board to explain what the hiring process was. Brad was not hired today, he was made the finalist? Please walk through that so we may understand what the public dialogue needs to be.
 - John Zapien responds there is a 14 day minimum to make a public announcement on the finalization of the hire. We need input, public forums, visitants to the neighborhood and persons wanting face-to-face with Brad. We are in the process now of securing locations and times.
- Committee member unknown clarifies her interest in helping setup the venues is by helping get direct exchange with sustainable institutions. It is time for the NWC to assert its brand and leadership; it would be fantastic if the NWC sponsored open conversations

with Brad Buchanan at Swansea and Garden Place Academy where the board members and citizens' advisory committee participate. One concern is where the constant vigilance towards the visionary content of this project involving economics, education, agriculture, preservation of culture and the weave of the project within the neighborhoods is. This is a legacy project and forums are necessary to draw out a relationship. It would be very helpful if more constituents know the framework of the process of this project.

- Committee member Mickey says he feels this process has been completely un-transparent. Even at the point of hearing of Brad's finalist position, there is no knowledge of who the other candidates were and what they brought to the table. I thought there was a vision for this to be a world-class facility, an inspiration for the world in terms of environment, food, and culture; to bring the most qualifying people from anywhere in the United States and world to be a part of this. There is too much focus on the short-term and when we're in need of a visionary to move this process forward, Brad is not the person for it. If the committee is going to be involved, there should be more than solely a veto power after two weeks.
 - Monique Lovato, Authority Board member, responds that it has been a strictly authority search process.
- Committee member Mickey responds that the committee has yet to be involved in anything. We are picking the candidate for the whole thing to be the leader, inspiration, and visionary. I'm not questioning your authority, I'm questioning the structure where we don't have any power and aren't shared the list of possible candidates. We are currently just acknowledging what the Authority Board decides upon.
 - Monique Lovato responds that a world-class search firm with access to people all over the world were hired for the search process. The individual running the firm flew out to Denver and interviewed around 100 people to find what the community was interested in.
 - Authority Board member Paul jumps in saying he was on the search committee. The hired firm brought forth ten interviewees; unfortunately due to the process, all ten are currently employed. By giving out their names there is the possibility of their bosses finding out, resulting in their termination for just being interviewed. There was no possible way for the search committee or authority board to jeopardize a persons living and sharing all ten names. The final four were interviewed by the Authority Board and Brad was chosen as the only finalist. Two or three could have been moved forward but it was decided that Brad was clearly the most qualified of the candidates. I apologize if you don't like the way it happened but it was the necessary process.
 - Authority Board member John Zapien says it would have certainly been a conflict of interest if the names of the other applicants had been deposed. There is a high degree of respect and honor on the Authority to respect other persons' wishes. I'm pretty satisfied with the process of a fourteen day minimum of avocation which we are planning to extend.
- Committee member unknown asks if the Authority Board makes the final hiring decision or if the Committee Council approves the decision.

- Monique Lovato responds that the Authority Board makes the final hiring decision under the framework agreement.
- Committee member unknown responds during the process of picking a finalist for a county wide librarian, the process was respectfully engaging. A forum was held with hundreds of people able to ask back and forth questions of the candidates. The biggest disappointment; which has been expressed to Brad, was we were hoping for dynamic new blood from outside the area. We need communication to help neighborhood community members have the utmost vigilance. If Brad is qualified, he will rise to all questions within the context of what the project is at its best.
- Committee member unknown asks regarding the fourteen day minimum to continue to the following step in the process; the next Authority Board meeting isn't until the 27th of September. Is it possible to exceed the fourteen days in order to have continued dialogue? There will not be a special meeting at the end of fourteen days?
 - Members of the Authority Board respond there will not be a special meeting at the end of fourteen days unless the chairman of the subdivision calls for one. A fourteen day minimum is the legal requirement; although, we expect to exceed this in order to have more forums.
- Committee member unknown asks if there was any discussion in the executive session at the Board Meeting as to members of the Authority Board participating to ensure consistent presence of absorbing what the conversations are to take back into the final consideration with engagement with neighborhoods over the fourteen days.
 - John Zapien responds it was discussed how that would happen and are currently in the process.
- Committee member unknown clarifies on having actually Board Authority members attend forums, etc. The conversations and engagement are not just for Brad to meet the population; the information, relationships and Brad's answers should be evaluated along the way as part of the Authority Boards' vigilance.
 - John Zapien responds his position would be whichever Authority member seeks involving themselves with the process are more than welcome to do so. Some people have obvious vigilance and time-constraints in order to do an extended outreach on that effort; although, there is continued expressed concern on how to move forward.
- Committee member unknown responds there is a difference between saying that and actually having eyes and ears at each event.
 - Monique Lovato responds they recognize the need to put a plan together. The challenge being everyone here is a volunteer so the plan should be finished within the next few days, given the long weekend coming up. There is a fairly wide consensus among Authority Board members to participate in the process.
- Committee member Mickey says an extensive letter on the RMP process suggesting to get an entertainment and sports complex expert to pick who the next leader should be had been sent into the Authority. Another letter was sent and a telephone conversation was held with the head of the NWC; there was seemingly no opportunity to express concern on the hiring process.
 - Monique Lovato responds that anyone with concerns should bring them to the conversation with Brad Buchanan.

- Committee Chair Maria Berry says her understanding on the way this is being left is a plan will be developed in terms of dialogues and forums throughout the community that must go on for a minimum of fourteen days

Community Benefits Agreement Update – Monique Lovato, NWC Authority Board Member

Monique Lovato, NWC, begins presenting background on the Community Benefits Committee being created as an add-hot committee and also being one of the CEO search committees. Monique is the volunteer chair which includes Liliana Amaro and Pat Brant. Time has been spent educating on community benefit agreements and continues to be shared with the remaining Authority Board members. The goal is to give an idea of what a CBA is, what the process may look like and give a broad outline of the timeline of when we hope to finalize an agreement. Simply put, a CBA is about making economic development more accountable to community needs. We have engaged in a literature search among several hundred current CBA's that began twenty years ago. Another way to call them are legally enforceable contracts between community groups and developers. Currently we are working with several different developers and a broad community with a complex project and many moving parts. We aim to develop an agreement to be broad and cover more community needs.

Regarding who will be responsible for signing the agreement representing the community is still being deciding upon; because, we will need to bring together separate coalitions to create another. We want the process to be equitable, inclusive, democratic, accountable and sustainable. We want to focus on the inclusive process with wide community involvement and professional facilitation.

We felt the need to define community; at the Authority Board meeting we discussed very broad ideas that are beyond the geographic area. In order to set parameters we decided the geographic area of the three neighborhoods surrounding the National Western Center and the stakeholder groups that comprise the areas ecosystem would best represent the community in question. With this being a two-way development a lot of focus was spent on what assets were going to be given to the community. We also wanted an understanding of the numbers of residents, businesses and categories of stakeholders in the area. Initial phases will be listening, brainstorming and building a coalition of coalitions. The actual work will come from the negotiation and building consensus on what community needs are. Then ultimately signing, implementing, monitoring and ensuring accountability for a CBA.

We wanted to know the extent of accountability beyond Globeville, Elyria and Swansea. This may not be directly set into a benefits agreement but was something that should be acknowledged. An agreement is hoped to be finalized by sometime next spring.

Questions and Comments

- Committee member Dave says there needs to be focus on the West side of the river, not just the East. Globeville has been continuously neglected and would definitely like a seat on the committee and to attend proceedings.
 - Monique responds Globeville is part of the process and an included community; the area is not being overlooked. We aren't sure if we will have a committee yet;

although, we will need your help and legal advice to ensure we have a good governing structure for representation that will ultimately be signatory for the community.

- Committee member unknown reminds everyone that Authority Board meetings are open and encourages people to attend. There also needs to be an understanding of where to weigh accountability in time-lining the rollout of benefits to ensure GES (Globeville, Elyria and Swansea) come first. The timeline is important but it is intrinsic that GES are a first priority relative to the benefits of the National Western Center. The design of this project is interwoven with the progress and fulfillment of all aspirations of these neighborhoods relative to revitalization, enhanced educational opportunities and becoming co-shepherds of the NWC.
- Committee member Dave says it still sounds like the Citizens Advisory Committee won't get to participate in the process, it seems meant to fall back onto the Authority Board.
 - Monique reminds everyone that this is an equal arrangement. One side is the Authority Board signing and the other is the community which will require having a broad community process. We are not and cannot leave out the community in the CBA.
 - John Zapien responds that there is not an attempt to pull a rug over anyone's eyes throughout this process. We are trying to be upfront and put everything we are doing on the table. It is an uphill task and at this point you either buy into it or criticize it, but the process is going to continue moving forward, it needs to. In my estimation we're six months behind already. We have a moral and ethical obligation; by the Mayors direction, for Globeville, Elyria and Swansea. We have an obligation to the people within the state of Colorado.
- Committee Chair Maria Berry asks, I'm assuming the CBA is going to impact and involve everything within the NWC boundary? I ask this because I know at some point in time there will be private development. If there is anything moving forward regarding private development it should be embedded within the documents, so there is a clear understanding for anyone that would be engaging.
- Committee member unknown says, I realize the project has an accountability city wide, state wide, world-wide, etc. but there is a special obligation to GES because these are the neighborhoods in closest proximity to the greatest stress impact of this project. In my opinion there is a particular obligation for the agreement to be accountable for measurable impacts to the improvement of the GES area. This should be the highest priority.

NWC Campus – Gretchen Hollrah, Executive Director, NWCO

Director Report

Gretchen Hollrah, NWCO, started off the report by noting the continuation of the NWC office in the city leading construction of phases 1 and 2. There are already many contracts in progress, as well as a campus place-making team whom continue to attend meetings and present on the progress. The design contract is currently pending city approval for the stock yard event center. The current active procurement is for construction of the maintenance and operations facility.

There is a lot of work being done on the 1909 historic building, being looking at from two different perspectives. What would it take to reconstruct the facility; from a rehabilitation perspective due to the historical designation of the site, and how could we make this site work as a truly affordable fresh food market. As a construction company these are ways to be addressing the community and benefits. A report is expected to be released in January, 2019.

The Triangle

Gretchen Hollrah, NWCO, spoke on the future phases for The Triangle as well as an estimation of the procurement timeline. A RFQ is planned to be issued for the development through the PBI office. This is where a need to be very upfront with issues arises, particularly community collaboration. Other focus points heard from the community are regarding historic assets and housing, particularly affordable housing. Special session with the CAC will be requested in order to discuss these important issues and possibly discover others being over-looked.

Services seen being most closely attached to physical construction begin with energy and water; moving us into discussion with Xcel, Metro Waste and Water, Denver Water on Campus and Water Services leading to concessions in pouring rights. These are areas where work needs to be done in order to understand what it will look like going through construction. Having a smart campus and IT infrastructure is something that will need to be discussed and planned for, for the final infrastructure needs. Digital signing and advertising will be something accomplished in connection with rezoning of the campus.

Questions & Comments

- Committee member Dave Oletski says he has been living in Colorado his whole life and keeps asking for a bus tour of the campus in order to get a better understanding of what's going on and to develop thoughts on where things will be placed, such as affordable housing.
 - Gretchen Hollrah responds it is a good idea and will get started on that right away.

Placemaking – Jay Renkens

Phases 1 & 2

Jay started off talking about the framework for open spaces, including connection through surrounding neighborhoods up to the campus. Jay hopes to address and explain what the user experience will be, what the 365 days a year uses are and ideas as to where to program different events. He explains there will be large open spaces nearly the size of the open area out-front of the Pepsi Center and Union Station. The given questionnaire is part of the user experience piece of task order 3 regarding the design of the space, user experience and how to ensure creating a welcoming environment for 365 days a year for visitors as well as employees. Questions include how persons currently use the site and ideas for use in the upcoming future.

The next piece Jay speaks on is the street-scape concept for National Western Drive, focusing on the Northern portion of the road. One concept being considered is having a service drive along 51st street heading towards the bridge. A prioritization in both concepts is on pedestrian and bike crossways that are safe and inviting due to the high level of expected pedestrian traffic. The street design plan is to have a four lane road with single lanes operating in each direction at all

times. The remaining lanes will be flexible parking also allowing Ubers ease of access to the curb as well as extra areas for bikes to ride along the road. Artwork is in consideration for along certain sections of the roadway. Based on received feedback on the riverfront, we are leaning towards the more naturalized concept, bringing a more natural feel along the riverfront with an open and inviting space.

Questions & Comments

- Councilmember unknown shows concern with the amount of abrupt corners and curbs throughout the roadway. Regarding the trucks that will be servicing the NWC, how will that flow when transiting through a design focused on vehicles and spectators? Secondly, there will be large numbers of cars and people exiting the NWC, I see that street as possibly being made to flow all one way; although, having three or four lanes of traffic flowing through there, I don't see how people will exit in a timely manner.
 - Jay responds that there are only a few areas where there is a heavy focus on creating a pedestrian walkway. Seen in the plane view; along with working with traffic engineers, a corner and area for trucks to have ease when making turns and have easy accessibility to their destination is woven into the development plan. Regarding the second question of having traffic flow one-way is absolutely correct. There will be three point of egress during a Stock Show for vendors and others; for larger events there will need to be many more egress points for traffic. The plan is to make a very flexible roadway in order to switch the flow of traffic in response.
- Council member unknown responds, years ago when talking about how to have this come to fruition, there was talk about pedestrian bridges. Why wouldn't they be incorporated in this to get people out of traffic and create a flow of pedestrians and vehicles going in one or opposite directions simultaneously?
 - Jay responds that while pedestrian bridges are really good when there is a long constant barrier and only one way to go; there is currently not enough space nor money to continue a median in order to discourage people from jaywalking. Another reason is in order to make this a pedestrian friendly area we are trying to avoid a separation of pedestrian under or over crossings. The danger is it communicates to cars that they won't need to worry about pedestrians.
- Council member Mickey asks whether most of the NWC parking will be off-site when at capacity anyways. My concern is there will be a lot of people that will need to get off the property and sounds like you're avoiding the option of bussing them?
 - Jay responds that there will still be shuttles. There will be a combination of walking, vehicles, shuttles, Uber, Lyft, and pedestrians coming in from the train. There will be a large variety of ways for people to get on and off the site. There are expectations to have high quality design and sustainable elements built in, with a strong focus on building design standards and guidelines. This will include things like transparency on buildings, floor to ceiling heights, total height of buildings, setbacks and looking at public and riverfront open space. Streetscape design is also covered along with a sign development plan. The last piece is

lighting and historic structures. We want to work with you to understand the design quality we all want to see.

Update on Outreach

Julie begins explaining the advantages of summer time with all the community meetings around the city and having a majority been attended. Board members have been attending, talking about the NWC and educating people on the development as well as the place making study and goals of accomplishment. The main goal is letting people know how to get involved and engaged. There is also learning of what programs people want to see and what will attract to the site. This includes what activities people would want to participate in around the riverfront. There have been several meetings around the entire city of Denver, with a focus on the GES community.

Questions & Comments

- Committee member Mickey asks how the twenty acres of open space will be used when it's not during the twenty days of the Stock Show.
 - Jay Renkens responds that a proportion of the time it will be used as additional parking. There are opportunities for events so ultimately it will be up to the Authority to program them. He guesses that for at least the Denver County Fair a portion of the area will be utilized for rides, etc. In consideration is adding non-permanent pens along a portion of the stock yard along the rail line. By implementing flexible mobile pens there won't be a requirement to take up a large portion of the lot when the Stock Show isn't occurring. Currently we have permanent pens drilled into the ground making the space unusable, but by having concrete slabs able to be moved by forklift, a lot of space is opened up. It is closer to fifteen acres of open space after taking into account the items that will be stored in the area as well as the pedestrian bridge crossing over the rail line. The remaining open space gives possibility for concerts, art shows, car shows, boat shows, farmers markets and many other things. It will be in the Authority's best interest to program that as much as possible. There will be a lot of added flexible infrastructure; such as running water and power lines, in order to make the space available for use all year long for a variety of events.

CAC Members Present

AE (Globeville)

Liliana Flores Amaro (Elyria-Swansea)

Kayla Birdsong (Growhaus)

Larry Burgess (Business member)

Bettie Cram (Swansea)

Drew Dutcher (Elyria-Swansea)

Jim Garcia (Clinica Tepayac)

Anne Hayes (Westfield)
Vernon Hill (JJJ Properties)
John Olson (Historic Denver)
Dave Oletski (Globeville)
Jules Kelty (Focus Points)
Armando Payan (Globeville)
Juan Veloz (Elyria-Swansea)
John Zapien (Globeville)
Mickey Zeppelin

Staff/Facilitators

Terrance Carroll (Co-Chair)
Liz Adams (CRL Associates)