

**MEMO**

**To:** Mitchell Netburn, LAHSA

**From:** Armen D. Ross, Director of Homeless Services Office of Mayor James K. Hahn

**Date:** March 18, 2004

**CC:**

**Re:** Notes for Bring LA Home Blue Ribbon Meeting

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**Meeting Overview**

Date: February 13, 2004

Start Time: 10:30 a.m.

Location: Dorothy Chandler Pavilion

**Meeting Notes**

I. Welcome – Antonio Manning, Chair

II. Welcome – Mayor James K. Hahn

- Many ideas have been brought forward from the community including the idea of providing more affordable housing especially for low-income families.
- Affordable housing obviously costs money and we are going to need help from a lot of sources, but there are great models of success like PATH (People Assisting the Homeless) and Skid Row Housing of how we can build this kind of housing.
- It is great that we have shelter programs in winter months when it is raining, but in the summer months people go right back and live on the streets. So we need to make sure that the shelters operate year round as an additional commitment that all of us want to institute.
- Mr. Chair I recommend that we form a committee to actually research and explore all funding sources available or potentially available to fund low-income housing, supportive services, and shelters.
- It is important that we move forward on this, obviously in advance to coming up with our final plan. We need to start deciding how are we going to pay, where the funding will be coming from so we can go after it. I think this is something that we need to advance and finish up our overall plan.

III. Welcome – Supervisor Yvonne B. Burke

- The recent study, Homeless in LA, confirms my personal belief that the high rate of poverty coupled with the high costs of housing have contributed to the homeless crisis which is particularly evident in Los Angeles.
- Among the symptoms of this problem we see an extremely high representation of African Americans among the homeless. Put this in perspective, 9% of the county's population is African American but African Americans account for 50% of the homeless population.
- And also we see a prevalence of homeless families which calls to our attention the needs of children who are also shoveled from school to school or miss education altogether.
- Yet another symptom we cannot ignore, in particular from the county standpoint, is the question of disability. Over 25 percent of homeless report some mental disability. This compares to only 3% of the population of Los Angeles that have mental disabilities. And when you look at physical disabilities, and here you have only something like 5% of the population that has physical disability but 25% of those that are homeless have physical disabilities.
- So these are problems we have to look at as it concerns homeless men and women. It makes it apparent that we have to work together to find a viable solution. We know that our state and local governments have fiscal crisis. We know that we are struggling to find money for services, we are struggling to find money for housing, among diminishing resources. But I am confident that together we can develop goals and actions to prevent people from becoming homeless.
- For those who are presently homeless we should develop shelters, housing, and also we have to make sure that those shelters and that housing is utilized.
- The only way we can be sure of that is to have necessary services: alcohol, drug services, mental disability services, so that people will feel comfortable coming into those shelters.
- For the future we have to come together to expand the number of shelters, the amount of housing stock that is low and moderate and we have to work more in terms of trying to alleviate throughout all 88 cities that are part of LA County, the issue of homelessness. What we are saying is homelessness is not just on Skid Row right now, it is moving throughout the rest of the county. So, the challenge is one that is even greater because it relates to LA County as a whole.

#### IV. Bring LA Home Overview of Community Meetings– Bob Erlenbusch

- Behind tab 1 is the summary of the community meetings thus far. There will be a total of 22 community meetings.
- Up to date there have been 8 meetings and 247 people have attended these meetings. And you can see in the grid how many people attend each meeting. The next column shows where a Bring LA Home permanent member present and almost every single meeting has had at least one including a staff of elected official and in some cases an elected official attending those meetings.
- We have 15 community meetings remaining, 9, which will be similar to the first 8 and those, will be again around Los Angeles County and taking further input.
- Then a final 6 in April. These will be community meetings for responses to the draft plan.

V. Bring LA Home Status Report on letter to city and county agencies – Mitchell Netburn

- If you go to attachment 4 you will see a status report, letter report of city and county agencies about homelessness. This letter was approved at the last meeting and we were asked to redraft the letter and email it to people. We have made those changes that were requested.
- We sent those letters out to 244 separate agencies. To date we have received 34 responses making it 24% who responded.
- We have scheduled the last 2 meetings for Bring LA Home so we wanted to give people as much advanced notice as possible.
- We are still in the fact gathering stage and today we may focus on the ideas that you have.
- And quickly after that based on the responses from the community meetings, surveys, and business surveys, we would begin looking at actually coming out with a strategic plan to end homelessness.
- So you see a schedule for April 22<sup>nd</sup> from 10 to 12 noon, we added extra half an hour to address additional topics. Then the final meeting on June 24<sup>th</sup> where we also added an extra hour for community input in the plan.
- What you will be getting between meetings is a review of other data, both national and local data from the local perspective, which will complete a picture as much as possible on homelessness. It is obviously very difficult to come up with accurate data given the complexity of the issue. So what we want to do is look at all the data and come up with best estimate so we can come up with a plan that will address the needs of homeless people throughout the city of Los Angeles and the county of Los Angeles as best as possible.

VI. Review of Meeting Agenda – Antonio Manning

Speaker	Comments
Tyrone Roy	The community is not represented well at the various meetings. Better outreach should be done to get more people to community meetings. Women with children cannot find housing, but don't send them to Skid Row. Skid Row is not the best environment for children.
Cardinal Roger Mahony	<p>The San Francisco Chronicle did an extensive series on homelessness in that area and I think it would be very helpful if the copies would be sent to the members of this commission. It may be useful to our leadership to meet with the Los Angeles Times because we need to wake up all of the outlets that it doesn't happen just here.</p> <p>Secondly, it is a tremendous challenge to reach the goal, we have to realize that it is a regional issue and the over-centralization of the homeless shelters, housing and etc. and it is terrible mistake yet we continue to do it. And we have to engage the other cities, I was kind of embarrassed to know how few have responded to the letters that were sent out and I think we need to engage those cities.</p> <p>Finally, I really urge that we need to create new models, we have to be much more daring than in the past. And we've got to be willing to try some things that may not work but we simply cannot continue what we have been doing because we are going to have another commission in five years.</p>
Tanya Tull	<p>I have been working in Third World of Los Angeles for almost 25 years now. At first, transitional housing model was offered as a solution. The problem is getting worse. I don't want to be a part of a plan that gets written up that doesn't have a timeline for action that everybody signs on to.</p> <p>Homelessness ends when a homeless person, or family, or individual, or elderly,</p>

	<p>or disabled, or substance abuser is in permanent housing. And this is an important point - what ever that housing type may be.</p> <p>We don't build housing for the homeless we build housing for human beings that happen to be homeless. Housing is a basic human right and civil societies put their disabled, dysfunctional and needy in housing, whatever the housing type may be and hook them up to the intervention and support that are funded by mainstream programs which have abdicated their responsibilities.</p> <p>We need systems to support the homeless, but permanent housing first. Then hooking people up to transitional support to stabilize all homeless people that are traumatized by the extreme conditions they are in whoever they are. Stabilize them over a few months up to a year and then hook them up to the community based resources throughout the county that is here to serve them in the first place. We know what to do, we've been doing it for years. Housing is what ends homelessness one at a time.</p>
Mark Casanova	<p>I have taken a look at what has been done in other cities and what has been helpful to me is to not try to reinvent the wheel. I would encourage all of you to take a look at how some of the other cities are quite ahead of us and it isn't something we don't already know.</p>
Gilbert Saldate	<p>I've been doing street outreach for 15 years. People will not go out of their neighborhood. They are pretty much a community. We found that 50 percent of homeless in Pomona actually were born and raised and went to school in that city. Another 15 to 17 percent choose to remain in that city because they had the family members there.</p> <p>People don't want to move because they are a community.</p> <p>We know we got to get this funding, this money for housing and shelters and that's great because we are going to need the money. We got to start looking at the cities and why they won't allow shelters within their community. That's what has been holding it up.</p> <p>There has been money and LAHSA has been trying to help the San Gabriel area out, trying to get money, trying to do this but the problem is you got cities that are not allowing it.</p> <p>So this is my suggestion to a solution, maybe not only a committee be formed with regards to the funding, but another committee that would take a proactive approach toward looking at cities, bringing people together. I know that in San Gabriel Valley they have what is called the COG, the Council of Governments, that comes together, somebody needs to approach them saying how do we go about making shelters and affordable housing within this area without the city trying to put a block or a barrier within. People are not going to go to another part of the county because they are a community.</p>
Antonio Manning	<p>We are going to take a comment from Councilmember Wendy Greuel. And if you will allow me we are going to move the agenda slightly. We are going to come back to this part but we got one agenda item that we need to take care of because we have some folks who have to leave but we want to get their input and comments and then we'll come back to wrap up the remarks portion.</p>
Councilmember Wendy Greuel	<p>When we go to certain parts of our city, people don't think we have a homeless problem because they don't see it and they don't understand it and it is not on the front pages of the newspapers, it's hidden. They don't often write about the problems that we face and that it is growing in Los Angeles.</p> <p>We need to work together to address it. We need everyone to understand that homelessness exists. I told a group of people at my temple in my district to spend a Sunday talking about homelessness. I asked how many of them have been</p>

	<p>around Skid Row or to Ms. Perry's district and to see the problems and they haven't. So I said we should take a tour to see what homelessness means in the city and not only the one or two people that you see in your neighborhood.</p> <p>We've all talked about continuum of care, so we've developed a plan, this continuum of care, we need to look at all levels and not just focus on the emergency shelters, which was a initial response to homelessness, its much more than that.</p> <p>The ultimate goal is housing, whatever that housing may be and to leverage those dollars.</p> <p>Mayor Hahn suggested that we form a committee on funding because we can have all the great ideas in the world, and there have been a lot, and there have been a lot of plans that have been sitting on the shelf, but without that funding and leveraging this plan will sit on the shelf. So, I would serve on that committee to help to identify that funding to go to some of the, the not usual suspects that have not received funding.</p> <p>So, it is my hope that we develop a plan, and we get input, we have public hearings and we try to get people to attend. Unless we have that attendance of people, other than those that sit in this room, we will not be able to develop a plan that is embraced by the rest of the city.</p> <p>I think the biggest challenge for us is to educate the public about the fact that there is a problem, we need to address the situation and everyone needs to invest in that. And so the media will be needed to educate the public.</p>
Antonio Manning	<p>At this point we are going to jump to agenda item 5 to have a discussion and hopefully get your approval to mail this letter out to the business community of Los Angeles. Then we will come back to the remarks section. In our efforts to get responses as soon as possible we want to make sure we are tapping into and giving comments and feedback that are receptive for Los Angeles and that the homeless problem affects all of the community. So in the packet there is a letter that we would like to send out to the business community and before we do that we want to make sure it has everything it needs to have.</p> <p>So, at this point look to attachment 6 and we want to make sure that we include everything we need to include. Please open it up and give us your feedback and comments on the letter. Again, we will follow the same format, which is to take your comments and include them, make revisions and get them back to you before we send them out. Cardinal Mahoney.</p>
Cardinal Roger Mahoney	<p>I would like to offer a suggestion on the questionnaire itself. Questions 4 and 5, and I think this is what some other member had said, the question says, " what actions would you like to see the business community take?" Would it be better for us to say, "what actions would you like to see members of your type of business take?" So that if somebody is in the manufacturing business, what actions would you like to see your segment of the business take? Not just give it a generic term but put the ball back in their court. And say, what can you do because it is easier to say what everybody else can do but this way it is more challenging.</p> <p>The same with question 5: "What action would you like to see local government taking?" What about: "What actions would you like your local government in the city in which your business is located take?" To make it a little bit more challenging. If I lived.... I don't know...in Granada Hills, it would be easy for me to</p>

	<p>fill it out, and that government should be doing such and such. It doesn't challenge me if you're not there.</p> <p>And the same thing with the cover letter. This type of cover letter is good but if you look at the paragraph 4: "You are invited to participate..." and we give them a web site. How many people are going to do that? I know this is a lot of work but if we send this to an address and there are 2 or 3 community meetings in the area why don't we just list them rather...because how many recipients will go to the web site and will try to find the location near where I am. They are not going to do it. So I just urge you to make it, to require us to do that.</p>
Estelle Lopez	I am asking what universe of a mailing list are you thinking to mail this out? And would you have any problem with an organization such as the one I represent sending it to its members?
Mitchell Netburn	In addition to some of the mailing lists that we have, we also reach out to the Chamber of Commerce, we are speaking to some of the organizations such as yours and we certainly welcome your comments because that has been a concern ...the more people that see this the more will participate and help us reach our goal... so we welcome that suggestion from you and anybody else just let us know.
Tyrone Roy	Most people with this economic level that we are dealing with are used to hearing stories about planes crashing, that TWA lost 50 million dollars, and oh yes 5 people died. Well, this is sort of like the same thing, because now you are reaching to the business community ... we were just talking about taking it to the actual community. Where is the letter for the community to get involved? If you recall we are asking for shelters to be placed in their community. They are going to impact those people too, so whatever negatively impacts businesses will impact communities. We need to have a community letter also and more people may buy into this goal of ending homelessness.
Antonio Manning	Thank you. We will take your comments under consideration and we'll have staff work with you to double our outreach efforts for the community meetings.
Jennifer Wolch	<p>It really limits the role of non-profits to service those provisions in terms of public education and advocacy and it also seems to suggest that the only roles for intervention on the part of non-profits are directly related or concerned with homelessness. The problem touches a whole variety of types of non-profits and community based organizations. So the question may be worded in a way that will make it clear that it has a broader curve.</p> <p>The other thing that is not here are the media and the question is should there be a category for looking at the media.</p>
Antonio Manning	Thank you. Carol did you have...
Carol Schatz	We'll offer to distribute the information to our members.
Michael Feuer	<p>I actually want to offer another, alternative approach to the letter. I think a supplement to the letter. The letter will not elicit any meaningful response. Supplement with a letter to convene focus groups comprised of business people from different sectors, 10-15 people in a room, who are engaged in a discussion. Not only to respond to the broadly stated question.</p> <p>I would say that by adopting this kind of approach with respect to other sectors that will produce results such as non-profits or other organizations. I am talking about small groups. We all know that meetings of this size, in this kind of forum will not be able to produce that much of a result. We know that letters, in general, by their nature similarly will elicit little results. But having a well-moderated discussion, with a small group is effective. These people can reach out directly</p>

	and challenge each other. Letter is ok but we have to go beyond that.
Susan Rabinovitz	I endorse the focus group strategy. Maybe some of us can host breakfast or lunch meetings with peers. We need to educate the community about this problem. You may want to start the letter with bullet points on the problem of homelessness. Utilize multiple strategies.
Madeleine Janis Aparicio	<p>My one fear, and I hesitated about saying something, but my one fear is that we do all this work and we are going to end up with the lowest common denominator, which is we need to have public funding for new housing and service for the homeless.</p> <p>So, I think it is really important to also look at some structural changes and this is really a hard part with the escalating poverty, escalating rents, wages have been going down, and things like the erosion of rent control which have this huge gaping exception for new housing and rehab housing.</p> <p>The rents are going sky high, and renters cannot afford that. So, maybe we need to make some reference to that.</p> <p>Also, think about ways to really push for increase in wages and other benefits because people cannot live on minimum wage.</p>
Jennifer Wolch	Everybody involved should say where he or she think the money should come from because that is the only way you can get to those discussions of the hard questions of the funding.
Chief Jackson	Sheriff Baca feels the LAPD, Sheriff's Department, and other municipal law enforcement agencies have access to the council meetings, town hall meetings, neighborhood watch meetings, and different programs, so they should be involved in the survey. They have been out there, close and personal to many in those town hall meetings and to some of us. You get a different response when you present it in person and I think this would give you a vehicle to return to get information back to the city council and the board of supervisors and this group.
Antonio Manning	Great, I will make sure that it happens. In addition, those of you who mentioned support for the focus groups, when we call on you for your assistance to help us engage <i>your</i> peers please be responsive. With that we'll go back to your remarks regarding the plan. Now we have Ronda, Joel, and Ruth.
Rhonda Meister	<p>I have three comments:</p> <p>One is that the political will has to be garnered to make certain that services are sited in every council district and to pull in neighboring cities for whom they claim not to have homeless but we all know that the homeless are everywhere. Otherwise we have a systemic problem of homeless people in one area but no place to site services.</p> <p>Secondly, I also what to point out that as we are looking at cuts in public funding, that the existing continuum of services not be decimated. The first inkling of this is that the Housing Authority has hinted that there will be no more Section 8 or vouchers until at least 2005.</p> <p>Thirdly, I really would like to see ways to mobilize the influence of the religious community all across the board to really help this conversation move forward and to decrease the polarization that is really out there particularly in the areas that really don't want more services even though there are homeless people in great numbers.</p>

	<p>And the last piece I want to say is that we just need to continue also holding in mind the need to focus on prevention services because it is so much easier to keep people in whatever precarious housing they have than to help them rebuild everything afterward.</p>
<p>Supervisor Yvonne Burke</p>	<p>There are two problems I have aside from providing money. (Laughter)</p> <p>One is how the community can be educated to accept the services. You look at transitional services for foster children; I should not have to spend months getting the community to accept it. I can't even get the community to accept DPSS and I don't mean affluent communities, I mean the communities that feel they are inundated and don't need anymore.</p> <p>Second, somehow there has to be some use of expertise that is here to assist some of us who are in office, on how can we get it out to the community to say someone has to take the facility.</p>
<p>Councilmember Jan Perry</p>	<p>A greater focus on the plight of people who are homeless and our willingness to fund those programs will continue and should continue to be sustained because I believe it will continue to attract federal grants to specifically address our problems.</p> <p>I also feel that it will improve our abilities to continue to partner very strongly and productively with Los Angeles County to make funding for homeless services, homeless prevention programs, and improve health care services for the homeless, which is a very real and ongoing problem. Funding services and continuation of the emergency homeless services is extremely important at this time.</p> <p>And in our local government, city, and county, we are facing significant shortfalls in upcoming years and beyond. So, I think that is critical that we all understand that without effective, collaborative lobbying, and determined efforts to keep funding for homeless services a primary focus we will slide back and lose ground.</p> <p>We need to be much more aggressive with other cities, council of governments to find most efficient way to do it, because we have to communicate that message and we also have to make it clear that there is a political will with the other cities and their residents ending up here, in the City of Los Angeles, particularly in the Skid Row area. We need to be able to find a way to have them pay us for that as we carry their responsibilities.</p> <p>Last point that I want to make is that we have excellent examples here in my district of permanent housing that works because it serves people with special needs, supportive services on site and it should be encouraged. We also talk about various ways to end homelessness here, but we have a good example here and it works. I want to work with the funding group to continue to pursue that and not only public funding but private funding.</p>
<p>Joel Roberts</p>	<p>I would just like to make a suggestion and to talk about the plan now and look at the existing homeless service provider system.</p> <p>If you look at it now, I don't know what the exact number is, but my guess would be that the community is pumping 100 million or 200 million dollars a year into social services in our community and I think we've got to look at that and see how we can coordinate those services and make them more effective and whether we need to switch assets or locations, or just stronger coordination. Look at the gaps in the system and what are the needs of the existing system, where are the areas we can relocate our assets to be more strategic in terms of locations. To see where we are, where is the existing service provider system unaccounted for and</p>

	<p>maybe we distribute them differently.</p> <p>Could we, like a planning department actually plans where the businesses go or residential goes, why can't they add in a social service component so we are not fighting over where services go we just know that we need services in Pasadena, Santa Monica, or Downtown, or whatever. We build it into the planning process and we look at the best practices to make sure that we will continue the best practices.</p> <p>Finally, like Rhonda said we look at the effective continuums in our system now and we need to continue to fund that. A lot of times, whether it's government or private, they want to fund new, sexy projects and give up on the existing ones that are really being effective and we need to make sure that we identify existing practices that are working well together and not take that money away.</p>
Ruth Schwartz	<p>I want to talk about the study that was produced. I am really concerned that we have wrong information and we are going to come up with the wrong solutions. I would suggest that the report characterizes and data uses indicate that this is predominately a family problem, it is predominately a problem that is not a chronic homeless problem and the prominent answer is employment.</p> <p>I would suggest that all things are wrong and it comes from data that is utilized: the census data, which has never been intended to be utilized the way it has been utilized with 10 filters; data which is an administrative data that you cannot draw conclusions from, and Winter Shelter data. I think that because there is difficulty getting the data, I acknowledge that, but I don't agree if that was the right data to utilize and we will come to the wrong conclusion.</p> <p>Consequently, I would suggest that at the minimum there should be very serious national-regional review panel on the data that was utilized and the findings before it can be used in any kind of way to come up with solutions.</p> <p>Second I want to talk about housing, which is not even discussed in this report. I want to say that people don't understand the city and county are very far ahead on housing because they don't see the big picture, this is not our fault, but as far as opening subsidized housing for people who are homeless probably LA has done next to New York more than anywhere else in the country with their special shelter/care program, Section 8 Set-Aside, and you name it. It has been done but there isn't enough and now we are at a serious crossroads because of federal funding being cut and we are over 100-some occupancies, and every district knows that, and we are not going to have any specialized programs.</p> <p>Basically, the biggest thing we were able to do for homeless people is gone. And, so I want to suggest that it's really critical and a lot has to do with federal policies and how we represent ourselves to federal policies and understand the unintended consequences from the federal policies. We need a further, more rigorous evaluation of the whole-housing picture than we've got today and the direction is going is not methodologically appropriate.</p> <p>Lastly, the thing that is missing is that the county has such a major impact on health and social welfare and there is very little in the way of understanding and coordination, and resource development, and plan between the city, the major cities and the County of Los Angeles as well as the minor cities. Until there is more knowledge of policy consequences I don't know that we can really move much beyond than where we are today.</p>
Rickey Mantley	<p>There will always be naysayers. I feel that Bring LA Plan must be implemented. It's like the 1,000 mile journey and we've taken that first step and at the end of ten</p>

	<p>years we will see the fruits of that journey. We can't take people kicking and screaming to community meetings. People will always find fault with what we are doing. Those people will be proven wrong in the end.</p> <p>We are missing the commitment of the federal government to end homelessness. We need a representative from HUD. We need a representative from the federal government to commit federal dollars to this cause.</p> <p>Bring LA Home is ambitious but doable.</p>
Rabbi Dworkin	<p>Before political will we will need community will. I suggest that we use existing structures within the business community and faith community more strategically. The letter perhaps has to be sent with another letter that they can react to, within certain structures that they already belong to that are supportive of these efforts.</p>
Dr. Ralph Plumb	<p>As a contribution to the larger discourse for this committee I prepared a paper entitled "Community Reciprocity Initiative." I have submitted it to several in this leadership.</p> <p>Two things.</p> <p>One, I would like to send this to the rest of the commission for your considerations.</p> <p>Two, I just ask that it be formally included in the solution portion of this commission.</p>
Jennifer Wolch	<p>I just wanted to say a couple of things about solutions and the plan in general. I think it would be really useful to the group to develop solutions around certain principles that we are going to use to devise the plan and I think that would help us use it in a strategic way and to be more coherent.</p> <p>In terms of some of the solutions:</p> <p>Maintaining existing capacity, there is a long-standing concern of concentration of facilities and services in Downtown LA, in the Skid Row, efforts and conflicts around that capacity. But before we move to doing something about that capacity and move to de-concentration, we have to have a principle that says that we have to maintain the existing capacity because they are vital for the people that are experiencing homelessness everyday in LA.</p> <p>Another kind of principle that I think is important and has been mentioned already is the principle of fair-share and we need to distribute the burden of providing shelter and services, and long-term housing throughout the community through the distributive system of service hubs throughout the county. So, that everybody is involved, and people don't have to face choices of no services or coming to Downtown.</p> <p>Another principle that I think is extremely important, that also has been mentioned, is prevention because it costs way less to prevent homelessness typically than does to try to help somebody once they are on the street.</p> <p>Last kind of principle that I think would be important to develop was mentioned earlier structural drivers of homelessness, the changes in the welfare state, changes in the that we have experienced over the past several decades?</p>

<p>Ted Hayes</p>	<p>I would like to present to this official organization three documents. I presented it to the federal government, state of California, Los Angeles County, City of Los Angeles, LAHSA. I call it the "National Homeless Plan."</p> <p>I would like to propose, in the next Blue Ribbon Panel, that I be given some time to make a presentation of this plan. This particular plan was presented long before there was a Bring LA Home. I think we will hurt ourselves if you don't take time to listen to what is here. As much as was said today this culminates what was said here. I would like an opportunity, if you don't mind, to do that.</p> <p>The documents are January 6, 1999 they outline the ideas of the national plan. Our city has been selectively picked to enforce laws specifically against homeless people violating the Constitution of the United States.</p> <p>The other document is The Joint Statement and Action Plan.</p> <p>The other document comes from the National Plan.</p> <p>I will present this information to the chair.</p>
<p>Antonio Manning</p>	<p>Thank you. I know a number of you have plan and we will take this under advisement on the best manner to present these plans to the panel. We are now at noon. We will adjourn this meeting. There are two dates in your packets for the next meetings. We will follow a similar agenda. We have heard all your comments and we will get back out to you all the items we said we would. Thank you for your time. It is appreciated and see you at the next meeting.</p>