

COMMUNITY LONG-RANGE IMPROVEMENT COMMISSION (CLIC)

CLIC Officers: Kathy Fraser, Chair; Kaade Wallace, Vice Chair

CLIC Members: Doneva Carter, Sarah Dettmann, Cory Funk, Etta Gbeizon-Bornor, Tom Hayes, Heidi Heinzl, Devale Hodge, Sheila Iteghete, Yordanos Kiflu-Martin, Amy Meuers, Erik Meyers, Laura Sell, Robin Turner

City: CLIC Council Liaison Terry Parks and CLIC Staff Liaison Jesse Struve

Our Mission: Brooklyn Park, a thriving community inspiring pride where opportunities exist for all

I. ORGANIZATIONAL BUSINESS

1. CALL TO ORDER/ROLL CALL
2. APPROVAL OF AGENDA

II. CLIC STATUTORY BUSINESS

3. CONSENT

- 3.1 Consider Approving CLIC September 12, 2019 Draft Minutes
- 3.1A September 12, 2019 Draft Minutes

4. GENERAL AGENDA ITEMS

- 4.1 My Brother's Keeper Update
- 4.2 City Communications Discussion
- 4.2A 2017 Communications Plan Report

5. STANDING ITEMS

- 5.1 Age Friendly Brooklyn Park
- 5.2 Communications
- 5.3 Housing Continuum
- 5.4 Redevelopment / Development
- 5.5 Future Planning

6. VERBAL REPORTS AND ANNOUNCEMENTS

- 6.1 City Council Report: Council Member Terry Parks
- 6.2 Staff Liaison Update: Jesse Struve
- 6.3 Open Discussion

7. ADJOURNMENT

- 7.1 Adjournment

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	3.1	Meeting Date:	October 10, 2019
Agenda Section:	CONSENT	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A		
Item:	Consider Approving CLIC September 12, 2019 Draft Minutes		

Proposed Action:

Consider Approving CLIC September 12, 2019 Draft Minutes.

Overview:

DRAFT
COMMUNITY LONG-RANGE IMPROVEMENT COMMISSION (CLIC)
City of Brooklyn Park
September 12, 2019 CLIC Meeting Minutes

I. ORGANIZATIONAL BUSINESS

1. **CALL TO ORDER:** Chair Fraser called the meeting to order at 7:03 p.m.
ROLL CALL PRESENT: Cory Funk, Etta Gbeizon-Bornor, Tom Hayes, Heidi Heinzl, Devale Hodge, Yordanos Kiflu-Martin, Amy Meuers, Erik Meyers, Laura Sell, Robin Turner.

City Staff and Council Present: LaTonia Green, Terry Parks, Dan Ruiz, Brad Tullberg, Jeanette Boit-Kania, Greg Hoag, Jody Yungers.

Budget Advisory Commission: No List of Attendees

ABSENT:

EXCUSED: Doneva Carter, Sarah Dettmann, Sheila Iteghete, Jesse Struve, Kaade Wallace

Roll Call established that a quorum did exist for CLIC.
BAC did not have a quorum

2. **APPROVAL OF AGENDA**

MOTION Funk to approve the agenda as modified, SECOND Hayes MOTION PASSED UNANIMOUSLY APPROVING THE AGENDA with the change to suspend Standing Items and Verbal Reports and Announcements.

II. STATUTORY BUSINESS

3. **CONSENT**

MOTION Funk, SECOND Heinzl APPROVING the June 13, 2019 MINUTES as presented.

4. **GENERAL AGENDA ITEMS**

4.1 Capital Improvement Plan (CIP) / Capital Equipment Plan (CEP)

- Heritage Fund is main funding source – 2019 levy was \$1.7MM, increase by \$100K per year, need \$2.8MM for the future.
- Open Space Land Acquisition and Development (OSLAD) is another funding source, based mainly on park dedication money from development.

4.1A DRAFT 2020-2024 CIP

- Presented by Dan Ruiz and Jody Yungers
- 5-year purchase plan for items of \$25K
- Feedback requested by mid-October, presented to Council in November
- BAC Chair asked about action during a recession
- CLIC Chair asked about IT services, equipment, and storage (cloud)

4.1B DRAFT 2020-2024 CEP

- Presented by Dan Ruiz and Jody Yungers
- 5-year operational plan for items over \$10K

- Feedback requested by mid-October, presented to Council in November
- Review Pilot Vehicle Lease Project
- Based on Master Plans and Annual Condition Reports related to:
 - General Buildings – City Hall, Police and Fire remodels
 - Utilities / Franchise Fees / Solar
 - Transportation / Road Construction
 - Parks / Recreation – Heritage and OSLAD Funding

5. **STANDING ITEMS**

5.1 Age Friendly Brooklyn Park

- No Report.

5.2 Communications

- No Report.

5.3 Housing Continuum

- No Report.

5.4 Redevelopment / Development

- No Report.

5.5 Future Planning

- 2040 Comprehensive Plan with the Met Council for final evaluation – no discussions.
- CIP and CEP plans – see above.
- BP2025 – 2 Year Anniversary celebrations have occurred. No discussion.
- Citywide Park System Plan – planning continues. No discussion.
- Facility Naming and Memorial Donation Policy. No items to discuss.
- Resilient Communities Project (RCP) – City department updates as needed, UMN to conduct **Five** Year Review in 2022. No Discussion.

6. **VERBAL REPORTS AND ANNOUNCEMENTS**

6.1 City Council Report:

- Councilmember Terry Parks spoke in favor of more Fire Department staffing, equipment, and training. Increases in Police budget. Brooklyn Park Staff well respected. Need for strong 2020 Census efforts. Need for Election Judges.

6.2 Staff Liaison Update:

- No Report.

6.3 Open Discussion

- No Discussion.

7. **ADJOURNMENT**

7.1 Adjournment:

MOTION Fraser, SECOND Funk, TO ADJOURN. MOTION PASSED UNANIMOUSLY.

The meeting was adjourned at 8:44 p.m.

Respectfully Submitted,

Cory Funk

**City of Brooklyn Park
Community Long-Range Improvement Commission**

Agenda Item:	4.1	Meeting Date:	October 10, 2019
Agenda Section:	GENERAL AGENDA ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Antonio Smith
Item:	My Brother's Keeper Update		

Proposed Action:

Antonio will provide an update about what is taking place with My Brother's Keeper

Overview:

City of Brooklyn Park
Citizen Long-Range Improvement Committee

Agenda Item:	4.2	Meeting Date:	October 10, 2019
Agenda Section:	GENERAL AGENDA ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Kathy Fraser
Item:	City Communications Discussion		

Proposed Action:

Overview:

Review the proposed communications report and discuss if CLIC would like to provide recommendations based on it.

Attachment:

4.2A 2017 Communications Plan Report

City of Brooklyn Park
2017 Communications Plan

December 2016

Introduction

This document is a communications plan for the City of Brooklyn Park prepared during the second half of 2016 and based upon extensive interviews with City staff, community opinion leaders and residents, and a thorough audit of City communications including owned media, earned coverage, paid and social media. The plan also references the brand discovery work completed by Carmichael Lynch Spong in 2014 and the City's proprietary research conducted bi-annually with residents.

Since Brooklyn Park has well-established communications vehicles, media channels, functional roles and a communications cadence that puts content in front of residents and the business community in a timely manner, this document is intended to supplement rather than replace the City's current communications plans. It offers recommendations that attempt to add to and refine current efforts and place more emphasis on the key elements of the brand.

Communications Situation Analysis

Brooklyn Park Situational Factors Most Relevant to Communications

(Six factors that should be leveraged in communications)

The City's residential and business development successes, while recognized by some in the real estate and business communities, are still not widely known by the general public.

Perception of Brooklyn Park as an area with a high crime rate is at odds with the facts and has been for some time.

Real estate in Brooklyn Park is undervalued relative to neighboring cities, which can be viewed as both a problem and an opportunity for potential residents and businesses.

The perception of Brooklyn Park as being "two cities" -- one old, one new; one rich, one poor; one white, one multi-ethnic -- can be undercut through communicating specifics on efforts and accomplishments in building unity and opportunity throughout the City while honoring its diversity.

The City's ethnic diversity viewed as a barrier by some inside and outside the City can't be ignored and needs to be touted as a benefit to those astute enough to understand what it can provide.

The City has a remarkable array of physical assets including parks and recreational opportunities that are underleveraged, especially outside its borders.

Communications Situation Analysis (continued)

Communications Assets That Can Be Leveraged

The City has an effective communications and media relations program.

The local cable television channel devoted to coverage of the City and others in the surrounding area offers great opportunity for reaching the community.

Brooklyn Park police and local media have a strong ongoing relationship.

The City's Community Development and Business Development programs have been active and effective at communicating plans and successes.

The branding work initiated in 2014 has strong, untapped potential for:

- Message strategy (building proof points and stories off the "unexpected" aspects of the City and the three concepts in the tagline) and
- For being visually memorable as a result of the elasticity that can keep the work fresh and unexpected if creatively executed.

Communications Goals

Increase awareness and positive perception of the City of Brooklyn Park among residents of the Metropolitan Twin Cities' area, civic and business leaders locally and nationally and the news media who cover or potentially could cover the City.
(Measurement – perception metrics in Residential Study)

Disrupt perception of the City among those who have a negative view of it and replace that perception with a more positive/realistic view.
(Measurement – perception metrics, evaluation of social media comment)

Raise the level of esteem and identification with the City among those who live or work in Brooklyn Park.
(Measurement – perception metrics primarily from City's Residential Study)

Attract new residents, business owners and workers to the city.
(Measurement – quantifiable based on census data, business and employment statistics)

Communications Strategies

Build upon the City's branding work by sharing stories of how its residents, business and civic leader are creating a community that is increasingly Unique and United around common purposes...yet remains Undiscovered by most of the Twin Cities' Metro Area.

Leverage the City's successful business development work by telling stories of how local and national businesses both large and small have found success by locating/relocating in Brooklyn Park.

Build upon the City's progressive business development work by demonstrating how Brooklyn Park has made it relatively easy to locate and operate a business here.

Leverage the idea that Brooklyn Park already is what the rest of America is becoming, a diverse, multi-cultural, cosmopolitan city that incorporates the best from cultures throughout the world.

Activate residents, business and civic leaders and City staff to speak knowledgably and articulately about Brooklyn Park. Provide the rationale for why it is important both to them individually and to the City overall. Offer guidance and training on how to do so effectively.

To fulfill the brand's promise to be both Unexpected and Unique -- step away from the institutional style and tonality employed by most cities. Tell the Brooklyn Park story in a lively, creative way using media and creative platforms that are both surprising and disruptive.

Resource Priorities

Intent

Prioritize communications resources for maximum effectiveness and return on investment.

Overall Strategic Recommendation

To be effective from a branding perspective, Brooklyn Park communication functions need to be centralized wherever possible and more effectively coordinated where that is not possible.

In order to communicate the City's brand effectively and consistently, final decision-making authority for it needs to be held by one person rather than a committee of equals.

Staffing levels are adequate to meet current needs and expectations except in the Interactive media area (external website, intranet site and other online content), which could benefit from additional specialized support.

(On a more tactical level, to reduce overall out-of-pocket costs and administration, strongly consider centralizing the City's print buying vendor selection process.)

2017

- Priority one: Maintain current communications staffing levels
- Priority two: Centralize communications functions through a direct and dotted line reporting structure up to a "brand czar" who will have ultimate responsibility for communication of the City's brand (See recommended Communications organizational diagram in next section of the plan document)
- Priority three: Elevate the "Branding Committee" to a more strategic level
Establish the decision-making authority within the committee of the "brand czar"
- Priority four: With any incremental funding for communications available, invest in freelance/consulting support for the City's external website
- Priority five: Explore partnerships with local colleges/universities to provide ideas and/or support on discreet City communications assignments

Resource Priorities (continued)

2018 and Beyond

Priority one:

Add an Interactive media specialist position with primary content and technical responsibility for the external website, intranet site and online content development

Communications Staff Reorganization Recommendation

The following three charts demonstrate a recommendation for how the Communications Staff could be organized within the context of the overall City Staff.

Insert "Organizational Overview" org chart

Insert "Administrative Department" org chart

Create/Insert "Communications" org chart

Target Audience Profiles

Traditional/Long-Time Residents

Who we are – “We’re the people who were born here or came to the City from the 1950s through the 90s. We moved here from Minneapolis or one of the nearby suburbs or cities to raise families in a safe place that we could afford. We wanted to make things better for our kids than we’d had them with good schools, less crime and more places to play. We wanted a nice house and a yard and to feel the sense of belonging you get from really putting down roots. We’ve had many of the same struggles as other Americans who’ve had to weather the ‘great recession’ and some of us have reached the age where opportunity is harder and harder to find. We’re trying to adjust but it’s not easy. We’re proud to live in Brooklyn Park but we see things in the City changing now, changing a lot, and we’re not sure we like all the changes. When people come here from other places it’s important for them to understand how we do things in this community. I hope the people running this City don’t forget that people like us are the foundation of it.”

What we care about most – “We like the fact that the community has a new sense of vitality, mostly...we just wish we didn’t have to be defensive about what people who don’t really know it, and some that do, think and say about it.”

How we find out what we need to know – “We talk to our friends and watch the ‘local’ TV station, read our ‘local’ paper as well as paying attention to Twin Cities’ radio, TV and online news. Our kids keep us in the loop with what’s happening through social media.”

BP should tell us – “The City should tell us how we benefit from the way we’re developing and the direction we’re going. It’s all happening so fast that I’m not sure where we ‘long-timers’ really fit into the plan.”

BP should show us – “We need to see the long-range vision for City. Is it just going to get bigger or, as they’ve promised, is it really going to get better.”

BP should offer us – “They should offer us a chance to weigh-in how they’re investing our tax dollars.”

Target Audience Profiles (continued)

New/Immigrant Residents

Who we are – “We’re people who came to Brooklyn Park to find a new, better home than the places we left. For some of us it was a long journey, about a fifth of us were born outside the United States. Many of us came from Africa, while some came from Asia or Latin America. For others it was a much shorter trip, a nearby suburb, one of the Twin Cities or another town in the Midwest. Overall we’re a younger group, in our twenties and thirties. We have high school degrees and some of us have done college work. For the most part we’re still working on getting established here but we’re willing to do whatever it takes to build good lives for our children and ourselves. We like the fact that the City has many other people who have come from where we came and are going through what we’ve been through. That’s what brings us together. We like that the City is adding jobs but we wonder if many of them are really jobs we would be qualified for. We know that despite some problems good things are happening here and we’re hopeful about the future.”

What we care about most – “It’s all about opportunity. Opportunity to build a better life, to find work, to live in a place that feels like a real home.”

How we find out what we need to know – “Churches are the center of our communities and the information centers as well. Our community has a number of groups that provide us with resources and information, an online chat group and some things in print, a newsletter or community paper. We look to the Brooklyn Park website for basic information and occasionally see the City’s TV channel. We listen to local radio and watch local TV although it doesn’t seem to be speaking about or even to us very often.”

BP should tell us – “How the addition of new companies in our City will really help people like us.”

BP should show us – “Where the opportunities are to further yourself through education and training and where our kids can get involved in the activities that will help them grow.”

BP should offer us – “A chance to demonstrate how what we bring here can benefit the economy and culture of the City.”

Target Audience Profiles (continued)

Business Owners/Managers

Who we are – “We’re the people who own or run the 28 *Fortune* 500 or publically traded business with offices or retail locations in the City or the dozens of other small businesses that make their homes here. We chose Brooklyn Park because it seemed friendly to business or because the schools nearby could train the people to fill our jobs or because it offered potential for a successful retail business or just because we live here. We’ll stay just as long as it’s a good place to do business – as anyone will tell you -- that’s just good business.”

What we care about most – “We care most about all of the things that make a ‘good business climate’ – the tax situation, help from the City when we need it, logistical accessibility, opportunity for our employees and (in the case of retail businesses) access to customers.”

How we find out what we need to know – “We read the local and national business publications and some trade/industry pubs that are relevant to what we do. Like almost everyone, we watch and listen the local news, scan local websites -- especially any that cover business -- and check out the business and community sections of the *STAR Tribune*. We’re starting to pay some attention to social media, although it’s fairly low on our list right now.”

BP should tell us – “We like to receive updates on how the City’s development office is working to attract new business to Brooklyn Park because each new company’s arrival confirms the choice we’ve made.”

BP should show us – “They need to show us plans for improving access to Brooklyn Park roads, trains, buses and everything. They also need to show us how they’re going to attract the right people here to support our business as employees, and in some cases, as customers.

BP should offer us – “They should offer us all the help they realistically can for us to be successful here.”

Target Audience Profiles (continued)

Business Location/Relocation Decision Makers

Who we are – “We’re the people who could decide whether or not to locate or relocate a business in Brooklyn Park -- whether it be a long-standing company or a startup. We’re CEOs, CFOs and other senior executives along with their teams of lawyers, bankers and consultants. We’re also young or older entrepreneurs with vast or relatively limited business experience who work in the B2B and B2C spaces and have funding and other resources at many different levels.”

What we care about most – “We could locate in any of a number of different places. We need to be confident we’re making the best right choice with the right governmental partner so we can thrive.”

How we find out what we need to know – “Cities develop a reputation for being good or bad partners. We start by talking to the people who have worked with them in the past and the people they are working with now. On a more basic level, we follow their wins and loses, and on an even more rudimentary level we study business and industry media and talk to the people who cover the cities we might be interested in partnering with.”

BP should tell us – “Brooklyn Park should tell us how they present a unique opportunity for us and explain how they differ from other cities we might view as making similar claims.”

BP should show us – “We need to see a track record of working with other (similar) companies and organizations. We need to talk to the people who were on both sides of those deals.”

BP should offer us – “To be successful, we need a strong ongoing partnership that cuts through red tape and helps us get what we need. That the ultimate offer.”

Target Audience Profiles (continued)

Influencers/Opinion Leaders (Media/Real Estate/Public Policy)

Who we are – “We influence the way people think about Brooklyn Park through the way we cover the City editorially in the news media, through the way we portray it when selling commercial or residential real estate and through the development of public policy.”

What we care about most – “We care most about getting the facts about the City truthfully and completely from the people who represent it. We need access to the people within City Government -- both elected and appointed officials -- who can speak to us directly, addressing the questions and issues we have. In some cases, we need enough access to establish strong, ongoing relationships ‘of trust’ with those individuals.”

How we find out what we need to know – “We study the local and regional media that covers the City, but our primary sources are the telephone and email and most of our questions can only be answered by one or a handful of people, and many of those questions require immediate answers. Direct access is our primary source of the most important information.”

BP should tell us – “Who the right contact person is for each type of question we might have.”

BP should show us – “The most efficient way to get access to each of the people we need to reach.”

BP should offer us – “We need a way to give feedback to City leaders about the access we getting and not getting and a way to take corrective action, when necessary.”

Communications/Brand Message Platforms

In 2014 Brooklyn Park developed and to a limited degree implemented a new City brand. The brand was based on the well-researched premise that the City needed to disrupt current perception and change the conversation about what Brooklyn Park really is. The Core Brand Idea became “Unexpected vitality and opportunity.” That idea was the basis for the City’s tagline “Unique. United. Undiscovered.” as well as its overall brand-related messaging.

Two documents were and remain foundational to that work – Brooklyn Park Brand Architecture and Brooklyn Park Message Matrix. The Brand Architecture is the higher-level document covering the basic attributes of the City (Brand Base), the overall perspective of the people we’re trying to reach and influence (Target Mindset), character of the brand (Brand Personality) as well as rational (Mind) and emotional (Heart) reasons to believe – all building up to the Core Brand Idea.

(Insert Brand Architecture here)

The concepts in that Architecture underlie the more detailed and specific messages about the City found in the Message Matrix which identifies three key messages and then takes the Unexpected idea deeper into the categories of Opportunity, Adventure, Cultural Richness and Community.

(Insert Message Matrix here)

Two additional elements need building and refining. First, the key facts that pay off the three words/concepts in the City’s tagline. Here’s a start at that which can be built upon by the communications team:

Unique

- A thriving business community with local, national, global companies driving some of the fastest job growth in Minnesota
- A park within a short walking distance of every home
- A National Park runs through the City
- A country/suburban “feel” with easy access to the entire Twin Cities metro area
- Culturally rich – more than one-fifth of the City’s residents are from other countries
- Accessible to all – the only fully inclusive playground and wheelchair baseball/softball field in Minnesota
- Major hub for business/minority business growth
- Newly-renovated “world-class” golf course

United

- Close-knit, self-defined neighborhoods where people feel a deep sense of community
- Award-winning National Night Out program with more than 175 neighborhood parties
- Active volunteer programs
- Nextdoor.com
- Nationally recognized youth development & recreational programming including Zanewood & Brooklyn Bridge Alliance after-school program
- Award-winning, proactive community engagement policing program
- Lowest crime level in more than 20 years
- High level of community reinvestment in home renovation

Undiscovered

- 1,300 acres of open land for business and residential development
- Diverse housing stock built in every decade of this and the last century
- 80+ restaurants featuring a wide range of ethnic cuisines, including award-winning locally owned venues
- 85 parks and recreational facilities, including the Mississippi River National Park
- New public art program
- Historical “working” farm
- New \$23.5 million, landmark Hennepin County Library

Second, message platforms for specific Target Audiences to be used in conjunction with the more general messaging:

Traditional/Long-Time Residents

- Dynamic, changing City with great respect for its past
- Expanding tax base keeping property taxes more manageable
- Programs that build on our foundation of close-knit neighborhoods
- High level of community reinvestment which keeps neighborhoods looking good and maintaining/increasing property values
- Active volunteer community

New/Immigrant Residents

- One of Minnesota’s most diverse communities with one-fifth of residents coming from other countries
- People of color make up half the City’s population
- 25% of residents speak a language other than English at home
- City has added more than 4,000 jobs since 2009 and 28 *Fortune 500* companies
- Active home rehabilitation program and more than 1,200 acres of land for development

Business Owners/Managers and Business Location/Relocation Decision Makers

- 78,000+ residents and median household income of \$62,656
- Three major post-secondary colleges, providing education opportunity for all ages
- Fair taxation program
- Strong economic development (EDA) team that helps cut through red tape for our business partners
- Skilled Property Services Division that partners with local business
- Access to and from the City from every part of the metro area and the “soon to be” Metro Blue Line Extension light rail transit (Bottineau LRT)
- SECONDARY BUT IMPORTANT MESSAGE – A diverse workforce that’s motivated/driven, entrepreneurial and quick to learn

Influencers/Opinion Leaders (Media/Real Estate/Public Policy)

- Strong positive momentum in attracting new businesses to the City (cite recent additions)
- Lowest level of crime in more than 20 years (frame data around simultaneous growth in the City’s population)
- Highest resident favorability ratings for the City ever (cite data from most recent Residential Study)
- Continuing high level of investment in the City’s infrastructure (cite LTR and other investment data)
- Strong improvement in “quality of living” demographic data (cite HH income, educational attainment, employment, home value, etc.)

Brand Messaging Linkage to BP 2025 and City's Broader Communications

Brand Message Linkage to BP 2025

Brooklyn Park (BP) 2025 needs to be positioned by the City and perceived by its constituents as an “operational extension” of the City’s brand, meaning that it is a major part of fulfilling the brand promise through working to *be* who we say we *are*.

To that end the City has identified six Goals and Community Priorities that will guide its strategic direction in the coming years:

It will be working toward:

1. A united and welcoming community, strengthened by our diversity
2. Beautiful spaces and quality infrastructure to make Brooklyn Park a unique destination
3. A balanced economic environment where businesses and people thrive
4. People of all ages have what they need to feel healthy and safe
5. Partnerships that increase racial and economic equality help residents and neighborhoods prosper
6. Effective and engaging government recognized as a leader

Each of those Goals represents an opportunity to (1.) Describe an element of what makes Brooklyn Park “Unexpected,” which is the foundational brand idea and (2.) Demonstrate the City’s remarkable progress by showing how far it’s come and how it’s focused on achieving even more in the future.

Here is an example of how that approach to framing the 2025 Goals could play out (Don’t think of this as editorial copy but rather the conceptual foundation from which copy could be written):

1. A **united** and welcoming community, strengthened by our diversity (1.) People expect ethnically and economically diverse communities to be highly stratified with little interaction and cooperation between groups. The Unexpected -- Brooklyn Park defies that preconception. It built bonds between groups through programs like the award-winning Brooklyn Bridge Alliance that brings kids from differing races and economic strata together in after school activities, business partnerships that aid minority owned and run businesses and church programs that bring a wide range of religious groups together. (2.) We’ve come a long way and we’re focused on the future -- Demonstrate, improvement in graduation rates, higher levels of involvement in community volunteerism and the growth of minority business in Brooklyn Park.

Each of the six 2025 Goals could be further developed in that way. Identify what's unexpected and remarkable about the initiative and the specifics of what the City is doing to achieve it with reference to "where we've come from and where we're going" as a community.

Brand Message Linkage to Broader City Communications

From a branding standpoint, one of the challenges the City faces is that communications are being developed for external audiences by many departments and organizations within the City, much of it with a more "functional" intention (E.g. notification of upcoming recreational opportunities from Rec & Park, development updates from Business Development or crime alerts from Police). For a great deal of that communications work no real City branding tie-in beyond the visual identity is necessary or appropriate. In the cases where it is possible within the messaging it should be tied to one of the four concepts that form the core of the City's brand – Unique. United. Undiscovered., or the underlying disruptive concept, Unexpected.

Examples:

Rec & Park – Golf 2.0, Foot Golf are "unexpected" variations on the traditional game, meant for people who don't have the time, money or patience for the game from which these new sports derive their origins.

Rec & Park – Wheelchair baseball and softball are "unique" to Brooklyn Park within the state of Minnesota.

Brooklyn Bridge Alliance – a program that "unites" kids of differing ethnicities in adventurous after-school activities.

Community Development – City with a perception of being dominated by rental properties and renters can point to the "unexpected" fact that it has one of the highest homeownership rates in the region at 68.3% in 2014, 4% higher than the national average.

For clarity and simplicity, consider assigning one of the four concepts to each department for 2017 and giving them the task of focusing on content that addresses that element of the brand.

Internal Communications Recommendation

Employee/Staff Communications

In the City's recent Employee Pulse Survey, communications was identified as the area most in need of improvement. Clear direction, leadership and accountability were also named as areas where the City needed to do a better job.

Certainly these issues need to be addressed in large measure through better, more direct and honest face-to-face communications, manager to employee and peer to peer. But more effective communications vehicles could help as well.

Based on a review of what the City has been doing, the Full Moon electronic newsletter and the Intranet site appear to be the primary vehicles being used now, although during the interviews conducted this summer it seemed that employees to varying degrees used the City's website as a primary source.

Here are some basic recommendations:

Employees are using the **Intranet** site now for not much more than printing documents, many related internal reporting or human resources functions. The site exists in isolation available only through City offices disconnected from the City's primary externally facing website. The recommendation is to link the two sites and enable employees to reach the Intranet through a password-protected gate on the main City Internet site. That way they will be more frequently exposed to the brand related messaging and imagery used to represent the City to the public. Keep the Intranet functions basic and for internal use only but consider adding a transactional backend (when it fits within the budget) for simplicity and reduced environmental impact.

While the **Full Moon** has a lot of excellent content, perhaps there is a bit too much for the online environment. Consider hand-held devices to be the primary vehicle through which people will access it – if they are not now the way most people view it, they will be soon. Keep the content friendly and feature-rich, like a Sunday newspaper variety or feature section, only with shorter stories.

Consider adding two additional online e-newsletters for employees that would have different types of content and be issued on a less frequent basis:

The **New Moon**, which would feature short bios and introductions of all the new City employees – basic content could be gathered by human resources through a short questionnaire during new employee orientation and rewritten by communications

Internal Communications Recommendation (continued)

The **Blue Moon**, issued on a far more occasional basis covering a singular topic of interest and importance requiring more elaboration that all employees should be versed on such as:

- The latest developments on light rail
- The new Brooklyn Park library
- New policing initiatives
- Reporting on 2025 and the City's strategic direction

Make these electronic publications available across platforms – smart phone, tablet and computer for both PC and Mac.

Finally, use/continue to use **BP Now** (or, if you want to rechristen it, **BP Briefly**) as a daily short-subject update that is pushed to all employees via email or IM based on their preference. Topics should be limited to what is immediately relevant, “a must to know.” Inform all that they are personally accountable to be aware of its daily content.

External Website Recommendations

The following is a basic “directional” recommendation for the City’s website based on interviews with staff and a review of what are considered the best governmental sites in the U.S.

The Current Site – Issues and Opportunities

With each passing year, the websites of organizations -- governmental, for profit and not-for-profit – have risen in importance within the context of their overall communications mix. For the public, they have become the front and most important doors into an understanding of and “relationship” with an organization. Within the marketing/communications mix, websites are receiving a higher proportion of investment than ever before and an equally high level of credit for organizational success.

The Brooklyn Park website is like many or most of the sites of cities its size -- busy, text heavy and confusing with no clear organizational protocol and little apparent visual point-of-focus on most pages. Many of its most important and interesting features are difficult to locate and access or are buried altogether. It needs to be simplified and better organized to make it more friendly and usable for City residents, business people and staff.

Best Practices of Governmental Websites

In reviewing some of the best government websites, several key “best practices” became apparent:

Simplicity – the best sites do everything possible to be usable and intuitively simple for people who don’t necessarily understand how a governmental entity is organized

High Image/Low Text – top sites use a dominant image on each page, short sentences and the minimum of text necessary to help the viewer decide if they want to go deeper

Clear Design Philosophy – the best sites convey a way of thinking about the site to the user that makes “where I need to go next” obvious

Device Agnostic – with more and more people accessing the web via smart phone, the sites are set up to accommodate devices of all kinds

Effective, Prominent Site Search Function – no matter how intuitive the site is, many people will need to use a search engine to find what they’re looking for so top sites put it front and center

Small Menu Bars Top of Page – this feature has become standard on the best sites and people expect it

Scrolling Rather Than Cramming – people are use to scrolling down longer pages and prefer it to sites that jam too many things into a small space

Text Only Option – for users with slow moving access to the Web, a text-only option button to speed up loading of content

Strong graphic presentation all the way through the site – some sites have a nice home page but don't carry the look and feel through the entire site; it needs to be consistent from front page to back

Elegant Web Content Management Systems – the best systems allow training of new users in as little as 30 minutes so that anyone authorized can add content to the site

24/7 Public “Counters” – that allow anyone to pay bills, purchase licenses and transact business with the city at any time

Open Source Software – reduces costs and simplifies work for the city's IT team

Recommendations for the Brooklyn Park Site

Right now the Brooklyn Park website has a mixture of transactional, informational and feature/entertainment content with no clear, overarching organizational theme. As a result, each page presents the viewer with an overwhelming number of choices. The recommendation here is to simplify decision-making and locating information by establishing two primary content categories accessed from the home page:

- The Brooklyn Park City Hall (emphasis -- informational content)
- The Brooklyn Park Town Square (emphasis -- fun, entertaining and engaging content)

Brooklyn Park City Hall would contain all the basic information and transactional options needed by a resident or business owner. It would answer virtually any question they would come to the bricks and mortar City Hall to ask. All the items and elements found under your current headings “I Want To,” “City Government,” “All About BP,” “Get Involved” and the menu on the left side of the current home page would be present there but offered in more user-focused format. Users would first self-identify as current residents, new residents, business owners, city staff, etc. They would then be shown and have access to content based on their specific perspective and needs.

Brooklyn Park Town Square is a virtual world representation of the cultural center/nexus of the City. While the concept of a Town Square requires some cultural translation for people not familiar with it, the idea behind it should become immediately apparent. The Brooklyn Park Town Square would feature the more social, cultural, experiential side of the City. It would place a premium on feature stories, video content, first-person pieces from residents, and the exchange of ideas and information. It would focus on the elements that make Brooklyn Park a great place to live, to work and to do business. Top of page content would change frequently and the list of content would grow as the site matures. Contributors could be recruited to tell their stories from among members of various community groups and organizations. The over-arching idea behind this major section of the site would be to give both residents and outsiders a sense of the breadth and depth of the City's culture in the broadest sense of the word.

Content from other Brooklyn Park-produced media such as Channel 12, Park Pages and the Rec + Park catalogs also could be featured here.

Delivering the Brand Through City Operations

Branding is about far more than what an organization says about itself, it is primarily about how it “acts” and “interacts” with the people it serves.

Brooklyn Park, like any city, is far more complicated and multi-dimensional than a typical product or service brand in that it provides many things to address many needs across a wide range of platforms.

Generally, when we try to “operationalize” a brand we ask the question “what can each of us do to bring the brand to life through our work?” In the case of Brooklyn Park with its multiple departments, roles and constituencies to be addressed, that is a complicated question that can’t be easily answered. Our challenge is to make it simple and clear enough to execute on a large scale and secure buy-in universally throughout the City’s organization.

Here’s the recommendation – operationalize the brand around the central concept of “the unexpected.” As the Brand Platform and Message Matrix state, the core Brooklyn Park Brand Idea is “Unexpected Vitality and Opportunity.” Have each public-facing department within the City identify one thing they either do now or will do in 2017 that delivers something positive and unexpected to the people they serve. Put the emphasis on things that are new or largely unknown. That one thing will become the brand communications emphasis for the year. Feature one department every month on the website, local cable television and in other City publications. Tie the one unexpected thing back to the broader City branding.

Having each department pick their own unexpected element is a way for securing a higher level of buy-in and ownership of the idea. To that end, contests or voting within departments also could be used to identify the focus.

Update the program every year with departments identifying and operationalizing one additional new unexpected service or program that benefits City residents.

Develop or modify the City’s employee recognition program to honor those who do an exceptional job of bringing the brand to life in their work.

Special Events Strategy

Throughout the year the City of Brooklyn Park holds or participates in many special events attended by residents, business owners/leaders or others of interest to City leadership and staff. Those events include the City Festival (Tater Daze), Movies in the Park, the Summer Concert Series on the Farm, Real Estate Forum, small business events, regional business development meetings, etc. To deliver more of a City brand message at those events, develop stand-alone media that tell the City's story:

- Brooklyn Park brand video with modules for potential residents, current residents, business owners and business relocation or start-up decision-makers and real estate professionals
- Printed materials that tell the story specific to each of those audiences

Revise and update those materials every two years.

Recruit volunteers from among local residents and the business community to represent the City where appropriate. Develop a recognition program to honor them for their service.

The Annual City Festival

Tater Daze, the City's annual outdoor summer festival goes back decades as a celebration of the City's past, the time when much of what is now Brooklyn Park was farmland and for many the potato was the crop of choice. While backward looking festivals are common throughout the State of Minnesota and U.S., the City's potato farming origins are not terribly relevant to most residents in what is currently a diverse city of 78,000+ residents and not at all reflective of what the City is now or how it wants to be perceived.

The recommendation is to re-envision the festival. The concept of the new festival needs to come from the people of the City rather than outside consultants. Charter a committee to develop a recommendation for a new event to replace Tater Daze either in 2017 or 2018. Include within the committee one City Council member, a representative of the City Manager, representatives of Community Development and Economic Development, the local business community, faith community, ethnic communities as well as residents who have long-time involvement with the festival.

Give the group a clear charter and 90-day limit to make a recommendation. Charge the committee with developing a festival that represents both the City as it is now and its future direction.

Public Relations/Media Relations Strategy

(Note: The City of Brooklyn Park Communications Plan developed several years ago and still in use covers a wide range of technical subjects and procedures not covered here. Most or all of that subject matter is still valid and should remain City policy. The intent of this section is additive with a tight focus on communicating the core concepts central to the brand through mass media channels.)

Public relations and more specifically media relation is one of the strongest and most important elements in the overall City communications program. In addition to the ongoing work that is being done to promote the City through highly local and metro media, the recommendation in this 2017 plan is to pitch story ideas that focus very specifically on the core brand idea (Unexpected Vitality and Opportunity) and other unexpected attributes of the City:

- Unexpected Adventure
- Unexpected Cultural Richness
- Unexpected Community

Additionally, to focus on the unexpected services each City department will be providing to operationalize the brand.

Finally, to develop story ideas that build from the three concepts in the Brooklyn Park tagline. Here are several examples provided by the City's public relations team:

Unique

- Brooklyn Park participates in the Government Alliance for Racial Equity, one of few cities participating in the program sponsored by the League of Minnesota Cities
- City Staff wins international awards for GIS Maps (competing with other nations and states such as the Republic of Singapore and the state of Massachusetts)
- Brooklyn Park Fire Department launches innovative public education program complete with a life-sized superhero character (most other departments just use coloring books)
- City brings recreation to kids in need (Rec on the Go)
- City elects first person of color on the City Council
- Brooklyn Park Resident Designs New City Hall Sign

United

- Martin Luther King Day Events in January: Community Comes Together
- Community Engagement BP 2025 Kick Off Party to make the city's goal a reality
- Celebration of Liberian Independence Day

- Celebration of Hmong New Year
- Brooklyn Park Police and city multicultural groups join together to celebrate “diversity day”
- Crime Watch: Help your neighbors who are winter snowbirds by keeping an eye on their property
- Tater Daze Celebrates More than 50 Years of Community Pride

Undiscovered

- Local Brooklyn Park Resident Contestant on “The Voice”
- Brooklyn Park Police to report on usage of body cameras
- Available land at the Highway 610 corridor means bright future for an increase in livable way jobs.
- Resident Input needed on Parks Master Plan: What do you want in your parks?
- Light rail station planning: what do you want Brooklyn Park train stops to have and look like?

Brand Imagery Recommendation

The City's branding Style Guide was developed to demonstrate how far the brand imagery could be pushed to pay-off the Core Brand Concept of being Unexpected. The intent was for the imagery to continually surprise the viewer through its bold use of the logo in color variations and use of the quadrant of circular patterns as a "disrupter." The patterns were meant to break out of the page or into images in a way that's contrary to the conventional grids used to define space in page and screen layouts. (See section 5 of the Style Guide for more detail.)

Insert visual elements from section 5 of the style guide

Much of the work the City and its various departments produced from 2014 to 2016 used the new imagery far more conservatively than was intended by the brand design team. The recommendation for 2017 is to push design much farther. Make a conscious effort to develop unconventional print, video and online work that is not what people would expect from a governmental entity and suggests that the City of Brooklyn Park might be doing more than a few things in an unconventional way.

City Staff Brand Training Recommendation

The City of Brooklyn Park Communications Plan developed several years ago and still in use covers a wide range of subjects including who is and is not authorized to speak to the media on behalf of the City. Limiting and controlling “on the record” comment in the media is an important means of managing the brand and that plan contains solid recommendations for how to do so.

The recommendation in this section is based on the premise that everyone who works for the City is a “representative of the brand” and should be equipped and empowered to speak knowledgeably about it in the “right circumstances” – meaning to residents, interested non-residents, family and friends and to other members of the City’s staff.

Brand training is an important way to make those conversations as informative and effective as possible. Training should be done (1) as part of every new City employee’s “on-boarding” process and (2) on a biannual basis as a refresher.

Ideally, training would be facilitated by human resources with content developed by communications and require no more than 20-30 minutes. It would consist of the following:

- A short introductory video by the City Manager and Communications Coordinator defining the employee’s role and expectations regarding the City brand, including limits around where and when it is appropriate to speak
- Brooklyn Park Brand Video
- Brooklyn Park Brand Architecture (a simplified edition as a reference tool)
- Brooklyn Park Message Matrix (a simplified edition as a reference tool)
- Quick ten question self-scoring quiz on the brand

Training would be done individually or in small groups when employees begin work with the City and then twice per year lead by the manager of each of the City’s departments. The Communications Coordinator could work with those managers to develop additional content more specific to each department that could be used in that short training.

Department heads would be informally surveyed on an annual basis to identify problems or issues with the training.

Consolidation of Communications Vehicles

Because the development of the City's communications messages and vehicles has been so dispersed, there is an understandable concern that some of the work being done now is duplicative, unnecessary, irrelevant to the people receiving it or not reaching the right target.

After auditing much or most of that work, a few things are very clear -- the City's social media presence needs to be consolidated. Right now too many people/departments are delivering too many messages in an unfocused, uncoordinated way. That could/should be fixed as soon as possible by consolidating Facebook and Twitter to no more than two accounts each -- Brooklyn Park and Brooklyn Park Police.

Print publications, e-newsletters and other vehicles require more complicated analysis. The issue isn't so much content as readership. Very little seems to be known about how much readership each vehicle is receiving, who the readers are and if the vehicle is meeting their needs.

The recommendation is to charge each vehicle "owner" with doing some very basic primary research. Contact and reach 30 people who we know are on the list to receive the content via phone or email and ask the following questions:

1. Do you recall receiving (vehicle) in the past (time frame)?

(For those responding "no")

1. A. Do you ever recall receiving it?

(If "no" thank and end call, if "yes" continue)

2. Did you read any part of it or immediately discard it?

(For those who didn't look at it, skip to 7.)

(For those who looked at it)

3. How much time did you spend with it?

4. Did it contain information that was of interest to you?

5. How could it be made better/more useful to you?

6. Would you like to continue receiving it?

(For those who discarded it)

7. Why didn't you read it?

8. What could make it more useful for you?

Use survey responses to guide decisions around continuing, revising or discontinuing communications vehicles.

Brand Metrics

Currently, Brooklyn Park is measuring the perception of its brand in two ways:

- The City of Brooklyn Park Residential Study, a quantitative study done semi-annually via telephone with 400 residents and
- Editorial coverage and social media monitoring employing several subscription services with content evaluated internally by staff

To refine the measurement approach, this recommendation has suggestions for both the Residential Study and editorial coverage evaluation; it also suggests adding several questions to the City's Employee Pulse Survey.

Residential Study

Longitudinal studies such as the City's semi-annual Residential Study derive at least part of their value by being able to compare scores on the same questions from year to year to judging progress or decline. To that end, work with your vendor to change and/or add as little as absolutely necessary to the study's discussion guide to build metrics for each of the six Goals & Community Priorities in Brooklyn Park 2025. Many of the 2015 questions loosely cover the aspects of the six Goals & Priorities. Those least directly covered are:

1. A united and welcoming community, strengthened by our diversity and
5. Partnerships that increase racial and economic equity help resident neighborhoods prosper

Editorial Coverage Evaluation

At the present time each significant print, online or broadcast mention of Brooklyn Park in the news media is being evaluated as "positive," "negative," or "neutral." The recommended refinement to that approach would be to break each news story into three parts:

- The event itself – fire, crime, ballgame, festival, human-interest story, etc.
- The City's response (if one occurred) – put out fire and saved children, solved crime, etc.
- Editorial coverage comment and tonality – perspective the reporter adds to the story

Use a five-point scale for each of the three evaluations with 5 being "very positive" and 1 being "very negative." Calculate results by averaging scores. Consider a weighted system based on significance and "space" occupied by each story.

Brand Metrics (continued)

Employee Pulse Survey

Consider working with the survey vendor to add a few questions relating to the branding such as:

- How well do you understand Brooklyn Park's branding, in other words the most important messages we want to share about the City?
- How comfortable to do feel sharing positive messages about the City with residents and others?

Note: explore use of "Net Promoter Score" metrics in both the Residential Study and Employee Pulse Survey. (See appendix)

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	5.1	Meeting Date:	October 10, 2019
Agenda Section:	STANDING ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A		
Item:	Age Friendly Brooklyn Park		

Proposed Action:

No Action Required

Overview:

Discuss steps the city is doing to become a more age friendly city. Items identified on CLIC's 2018 work plan include:

- Formation of Advisory Group to work with staff.
- Ways to keep this in front of the City Council.
- Have a designated employee to lead projects.
- Work toward Brooklyn Park to be designated as an Age Friendly City by the World Health Organization.
- Review the Park System Plan to make sure age friendly items are being incorporated.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	5.2	Meeting Date:	October 10, 2019
Agenda Section:	STANDING ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Jesse Struve
Item:	Communications		

Proposed Action:

No action required.

Overview:

CLIC has been interested in ways the City communicates both internally and externally. This is an opportunity for CLIC to discuss ways the City can be more effective in this communication and provides CLIC an opportunity to weigh-in on how the City can incorporate branding into projects. Items called out on CLIC's 2019 work plan include:

- Review and comment on website redesign.
- Review, comment, and provide recommendations on how communication is used and presented internally and externally.
- Discuss the design and branding presented for the water tower by Brookdale Dr.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	5.3	Meeting Date:	October 10, 2019
Agenda Section:	STANDING ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A		
Item:	Housing Continuum		

Proposed Action:

No action required.

Overview:

CLIC is looking for ways for Brooklyn Park to meet the housing needs of a wide range of people. Items included in CLIC's 2019 work plan include:

- Review City's newly adopted policy on housing.
- Form a task force to look at housing affordability.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	5.4	Meeting Date:	October 10, 2019
Agenda Section:	STANDING ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A		
Item:	Redevelopment / Development		

Proposed Action:

No action required.

Overview:

CLIC has expressed interest at looking how zoning drives redevelopment and development. Items included in CLIC's 2019 work plan include:

- Review and recommend a layout for proposed 252 Reconstruction.
- Look at long term effects of light rail, gentrification, effects on rent levels, and connection to the system (east-west mobility).
- Village Creek and redevelopment of the area.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	5.5	Meeting Date:	October 10, 2019
Agenda Section:	STANDING ITEMS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Kathy Fraser
Item:	Future Planning		

Proposed Action:

No action required.

Overview:

CLIC would like to review and comment on long range planning for the City. Items in CLIC's 2019 work plan include:

- Review and Comment on 2040 Comprehensive Plan.
- Review and comment on Capital Improvement Plan (CIP) and Capital Equipment Plan (CEP).
- Keep updated with progress of BP 2025.
- Review and Comment on Park System Plan.
- Facility Naming and Memorial Donation Policy.
- 1-year Review of Resilient Communities Project.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	6.1	Meeting Date:	October 10, 2019
Agenda Section:	VERBAL REPORTS AND ANNOUNCEMENTS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Council Member Terry Parks
Item:	City Council Report: Council Member Terry Parks		

Proposed Action:

Hear Council Report.

Overview:

Each month the Committee will receive an update from the Council Liaison.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	6.2	Meeting Date:	October 10, 2019
Agenda Section:	VERBAL REPORTS AND ANNOUNCEMENTS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Jesse Struve
Item:	Staff Liaison Update: Jesse Struve		

Proposed Action:

Hear Staff Liaison Update.

Overview:

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	6.3	Meeting Date:	October 10, 2019
Agenda Section:	VERBAL REPORTS AND ANNOUNCEMENTS	Originating Department:	Staff Liaison
Resolution:	N/A	Prepared By:	Jesse Struve
Ordinance:	N/A		
Attachments:	N/A	Presented By:	Kathy Fraser
Item:	Open Discussion		

Proposed Action:

Open Discussion.

Overview:

Allow for discussion about future agendas topics and what other CLIC members would like more information about.

City of Brooklyn Park Community Long-Range Improvement Commission

Agenda Item:	7.1	Meeting Date:	October 10, 2019
Agenda Section:	ADJOURNMENT	Originating Department:	Staff Liaison
Resolution:	N/A		
Ordinance:	N/A		
Attachments:	N/A		
Item:	Adjournment		

Proposed Action:

MOTION _____, SECONDED BY _____, TO ADJOURN THE OCTOBER 10, 2019 MEETING OF CLIC.

Overview: