Report of Action Recommendations

Day of Dialogue
April 1, 2011

Presented to:
The Governor’s Office for
Children, Youth and Families

As Prepared by:
Pima Prevention Partnership
The Arizona Governor’s Office for Children, Youth and Families through funding provided by the Arizona Parents Commission on Drug Education and Prevention, contracted with Pima Prevention Partnership (PPP) to assist in facilitating the Day of Dialogue and in reporting results. This document serves as the Final Report for the project.

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Overview of the Day of Dialogue

The Purpose of the Day of Dialogue

The Day of Dialogue and Action in the Phoenix South Mountain Community to Address the Needs of Children of Incarcerated Parents was a one-day action planning event that took place on April 1, 2011, from 8 a.m. to 5 p.m., at the South Mountain Community College campus in Phoenix, Arizona. The Day of Dialogue was hosted, organized and funded by the Arizona Governor’s Office for Children, Youth and Families’ Parents Commission on Drug Education and Prevention. This event was developed after a series of planning meetings that were held in 2010 and 2011 with representatives from the Governor’s Office for Children, Youth and Families (GOCYF), the Arizona Department of Health Services, Project LAUNCH grant, the Pima Prevention Partnership (PPP), Arizona Department of Corrections, the High Intensity Drug Trafficking Area and the Phoenix Police Department South Mountain Precinct. GOCYF coordinated all logistics associated with the implementation of the Day of Dialogue event.

The activities of the Day of Dialogue were aimed at making a positive impact on the lives of children of incarcerated parents living in the Phoenix South Mountain community. This program was designed to meet a specific goal within the SAMHSA LAUNCH grant through the Arizona Department of Health Services and focused its efforts within the 85040 and 85041 zip code areas. More specifically, the event was to identify actions that would help to reduce the trauma and instability experienced by a child experiencing the arrest of a parent, and the ensuing stress felt by the child, the child’s siblings, and by the adult who is suddenly responsible for the physical and emotional well-being of this child.

The goals of the Day of Dialogue were to:

1) Increase awareness among community members and service providers to the South Mountain community about the needs of children of incarcerated parents;

2) Develop recommendations for action to improve the lives of children of incarcerated parents living in the South Mountain community; and

3) Identify individuals or community organizations that would continue the planning and work begun at the Day of Dialogue event.
Background to the Issues Being Addressed

The Day of Dialogue event was designed to bring together South Mountain community members and service providing agencies to the South Mountain community. The South Mountain community comprises the 85040 and 85041 zip code areas in Maricopa County. These zip code areas are considered “hot spots” by the Arizona Department of Corrections and the Arizona Department of Economic Security because individuals from this community accounted for 60% of the state’s prison population and $100 million annually in prison expenditures in Fiscal Year 2004.

Maricopa County’s I-10 and I-17 highway corridor, including the South Mountain area of Phoenix and Maryvale neighborhoods, has an estimated 18,080 children of prisoners in need of support. A single neighborhood in this area is home to one percent of the state’s total population but 6.5 percent of the state’s prison population (Council of State Governments, February 2008). In addition to the Arizona Department of Health Services Project LAUNCH, other related efforts in the South Mountain Community include the U.S Attorney’s Office, District of Arizona, Weed and Seed Reentry Initiative; the Arizona Department of Corrections Legacy Project and the Maricopa County Crime Prevention Initiative.

The South Mountain Resource Assessment Survey

A resource assessment was conducted among invitees to the original Day of Dialogue, scheduled for September 2010. This assessment, included in a report entitled South Mountain Resource Assessment Survey (SMRAS), was provided by PPP to GOCYF and Project LAUNCH in the fall of 2010. The list of participating agencies and community organizations from that report, along with a community map of these resources, is included as Appendix A. This list and map was provided to participants to allow them to identify additional resources (included in Appendix B) that were located in or near the 85040 and 85041 zip code areas.

Activities at the Day of Dialogue

A total of 88 people participated in the Day of Dialogue (please see Attachment C for a list of participants), which was set up in two parts: the first half of the day consisted of presentations from community experts, a panel discussion, and a small-group tabletop exercise (please see the agenda in Appendix D); and the second half of the day included group planning workshop sessions. The panel discussion was notable for its inclusion of individuals who had previously been incarcerated, their children who had been affected by the incarceration, and the individuals who had acted as caregivers to the children during the incarceration periods.
The presenters for the day included:

- Lieutenant Sean Connolly, Resource Lieutenant for the City of Phoenix Police Department, South Mountain Precinct. Lieutenant Connolly acted as the Master of Ceremonies for the entire day.
- Cassandra A. Larsen, Director, Arizona Governor’s Office for Children, Youth and Families.
- Claire Scheuren, Deputy Director, Pima Prevention Partnership.
- Reverend Dr. W. Wilson Goode, Sr., National Director of the Amachi Program.
- Dr. Helena Valenzuela, Facility Health Director, Tucson Complex Correctional Facility, Arizona Department of Corrections.
- Sergeant Scott McCauley, City of Phoenix Police Department, South Mountain Precinct.
- Richard Rosky, Regional Coordinator, National Methamphetamine and Pharmaceutical Drugs Initiative, funded through the High Intensity drug Trafficking Area (HIDTA) Program and the Office of National Drug Control Policy.
- Chuck Palm, Director of Public Policy and Training, Pima Prevention Partnership.

All the Action Recommendations that resulted from the Day of Dialogue were created in small and large group workshops and discussions during the second half of the day. These Action Recommendations are presented below.
Action Recommendations from the *Day of Dialogue*

**Action Planning Process**

The *Day of Dialogue* participants were placed in three planning groups in the afternoon, each with its own facilitator and note taker. Each group was tasked with identifying recommendations for action that would address one of three target populations: 1) Group A: institutions and agencies; 2) Group B: children of incarcerated parents; or 3) Group C: caregivers.

The groups were given the following questions as a basis for discussion:

- **Group A**: “What are creative and productive ways for us to collaborate and work together as institutions and agencies (service providers) serving children of incarcerated parents?”

- **Group B**: “What are creative and productive ways for us to serve the children of incarcerated parents?”

- **Group C**: “What are creative and productive ways for us to serve the caregivers meeting the needs of children of incarcerated parents?”

To the degree possible, groups were asked to identify: what needed to happen, who should be part of the action, and when could it happen. All recommendations and notes were captured on large flipchart sheets and later presented for discussion to a reconvened group of all participants.

The recommended actions are not presented as best practices, nor have they been researched. They are, however, recommendations from individuals representing the South Mountain community or agencies that serve the South Mountain community. It is expected that individuals and groups that are interested in implementing any of these recommendations will conduct all research needed to identify the evidence or resources needed to ensure success.

In this section, the results of these groups are presented with some synthesis for clarity and succinctness. In a few cases, recommended actions have been combined with others or otherwise modified for clarity. Each *Action* below includes two types of information directly from the planning group members: a *Description*, and *Notes from Planners*. This detail section begins with an overview list of all action recommendations.
## OVERVIEW LIST OF ALL ACTION RECOMMENDATIONS

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<thead>
<tr>
<th>ACTION RECOMMENDATIONS FOR INSTITUTIONS AND SERVICE PROVIDERS</th>
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<td>ACTION 2 - Convene a Task Force</td>
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<td>ACTION 3 - Establish a Communications Hub</td>
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<tr>
<th>ACTION RECOMMENDATIONS FOR CHILDREN OF INCARCERATED PARENTS</th>
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<th>ACTION RECOMMENDATIONS FOR CAREGIVERS</th>
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</table>
ACTION RECOMMENDATIONS FOR INSTITUTIONS AND SERVICE PROVIDERS

ACTION 1 – Institutions and Service Providers

Create or Identify “Community Anchors”

Description: Community members may be better served if they are aware of, and have easy access to, services provided in “brick and mortar” locations in the South Mountain community. This action can be taken immediately.

Notes from the Planners:

- **Community Anchors** should be existing locations.
- They may house more than one service or provider.
- They should include providers that have been established in the community and which have been “vetted” by the community.
- The **Community Anchors** should be trusted sources of information and services that strive to maintain the dignity of the children and families of incarcerated parents.
- One **Community Anchor** may include a South Mountain Voluntary Reentry coalition made up of coalitions, service providers, and faith-based organizations.
- **Community Anchors** should act as a community mobilization network.

ACTION 2 - Institutions and Service Providers

Convene a Task Force

Description: A South Mountain Community Task Force, based at one of the “Community Anchors”, would identify the needs of the community, identify needed services, and identify funding mechanisms to help the children and families of incarcerated parents. The Task Force should be made up of community stakeholders, including community members, service providers,

Notes from the Planners:

- The Task Force should:
  - Conduct asset mapping
  - Identify barriers
  - Identify data needs
Identify existing services and opportunities for linking them to the community more effectively

Identify methods for cost sharing

Identify funders

Establish priorities for planning

- The Task Force should include a representation of a variety of service providers, not just one type.
- This effort would not require a legislative or governmental action or change to start.

**ACTION 3 - Institutions and Service Providers**

**Establish a Communications Hub**

*Description:* A function of a Community Anchor, a Communications Hub would link service providers, agencies, and community members involved in helping the children and families of incarcerated parents in the South Mountain community. The Communications Hub would use an email group, listserv, social media, or other communications methods to link its members effectively and professionally.

*Notes from the Planners:*

- The Communications Hub would:
  - Encourage communication among members
  - Identify needed items
  - Share information and resources, acting as an online resource guide
  - Post organizational newsletters
- The Communications Hub may be able to include the Phoenix Revitalization Corp.
- This action should be taken within 30-60 days.
ACTION RECOMMENDATIONS FOR CHILDREN OF INCARCERATED PARENTS

**ACTION 4 – Children of Incarcerated Parents**

**Provide Peer Support Groups for Children of Incarcerated Parents**

*Description:* Children of incarcerated parents in the South Mountain community should have access to peer support groups in or near where they live. Peer support groups help to facilitate youth discussion of difficult issues and encourage children to “open up” about their problems and feelings. Peer support groups also encourage peer leadership, active problem solving, and assistance from their members.

*Notes from the Planners:*

- Peer support groups may be convened or facilitated by youth, sports coaches, churches, professional counselors, or other identified community members.
- Peer support groups should have a parallel component for including adults who are involved in the children’s lives.
- These groups can be started immediately.
- Groups should be developed for including families and children with special needs.

**ACTION 5 – Children of Incarcerated Parents**

**Provide Mentoring Services for Children of Incarcerated Parents**

*Description:* Children of incarcerated parents in the South Mountain community should have access to mentoring services that effectively match adult mentors to young people. These mentors can help fulfill children’s needs that are not able to be met by mothers and fathers who are incarcerated.

*Notes from the Planners:*

- Mentoring services have been shown to reduce alcoholism and drug abuse among participating youth.
- Mentoring services can reduce the impact of substance abuse on relationships.
- Mentoring can improve school performance.
- Emotional trauma must be addressed.
- Mentoring services can help “break the cycle.”
**ACTION 6 – Children of Incarcerated Parents**

**Provide Creative and Effective Activities for Children of Incarcerated Parents**

*Description:* Children of incarcerated parents in the South Mountain community should be engaged in supportive, fun, creative activities that can be offered to them both at the time of the arrest of a parent and during the incarceration period of the parent. These activities can involve the efforts of the children, the families, the incarcerated parents, and others who are involved in the children’s lives. Two activities that may be effective with these children include:

1. **Creating a Transitional Item:** This may include creating a “memory book,” or some other item that helps the child adjust to new, difficult circumstances.

2. **Activities to Stay Connected with Parents:** To help children stay connected with their incarcerated parents, children may:
   a. Have parents and children read stories to each other over the telephone or during visits;
   b. Have children make drawings, take pictures, or make videos and send them to their parents.

*Notes from the Planners:*

- Arizonans for Children may have activities.
- Local businesses, volunteers, mentors, teachers, and professionals can help.

**ACTION 7 – Children of Incarcerated Parents**

**Provide Transportation and Other Wrap-around Services**

*Description:* Children and their families in the South Mountain community should be provided adequate access to transportation to allow them to visit their parents in jail or prison.

*Notes from the Planners:*

- Transportation may be coordinated with existing transportation services, caregivers, faith-based organizations, and other involved agencies.
- This action can be taken with a family once residency and need are established.
**ACTION RECOMMENDATIONS FOR CAREGIVERS**

**ACTION 8 - Caregivers**  
**Conduct Community Education Regarding the Impact of Incarceration on Children**

*Description:* Educational and training opportunities should be provided in the South Mountain community to caregivers, teachers, and police officers, and others involved in the lives of children of incarcerated parents.

*Notes from the Planners:*

- **Key topics:**
  - Understanding the emotional, psychological, and other impacts on children of incarcerated parents
  - Accessing resources
  - Advocating for children
  - Navigating the system of care and support
  - Creating family budgets and understanding the costs of guardianship
  - Providing quality childcare
- Training should be provided throughout the year, in different languages, and through multiple service providers.
- Training and educational opportunities may be provided by behavioral health service providers, mentoring programs, faith-based organizations, community centers, schools.
- Information about existing resources should be provided also at the time of an arrest or similar incident to families and other involved individuals.
- Effective education and training will likely reduce negative stereotyping.
- Efforts should be aimed at improving quick and useful support to the children of incarcerated parents.

**ACTION 9 - Caregivers**  
**Advocate for Categorical Eligibility for State Services for Children of Incarcerated Parents**

*Description:* Children of incarcerated parents in the South Mountain community have increased needs for health and welfare services, but may not otherwise have categorical eligibility to access them. The South Mountain community could advocate to key decision makers for the inclusion of these children in categorical services from the state.
**Notes from the Planners:**

- The types of services or organizations that might be affected by such a change might include Head Start, after-school programs, summer camps, sports programs, medical and behavioral health services, and First Things First.
- Advocacy could take the form of educating key decision makers in the issues faced by children of incarcerated parents.

**ACTION 10 - Caregivers**

**Provide Respite for Caregivers with a “Caregiver Day”**

*Description:* Caregivers for children of incarcerated parents in the South Mountain community should be afforded a break during the year through a “Caregiver Day,” when community groups open up their locations to provide a safe, nurturing place for these children to go.

*Notes from the Planners:*

- This event can take place in multiple locations and can be sponsored by multiple community-based groups.
- It is recommended to conduct this event twice a year.
- Examples of community-based groups include:
  - Faith-based organizations
  - Businesses
  - Schools
  - Boys and Girls Clubs
  - YMCAs
  - Sports organizations
  - Youth camps
  - South Mountain Community College

**ACTION 11 - Caregivers**

**Provide Counseling and Support Groups for Caregivers**

*Description:* Caregivers for children of incarcerated parents in the South Mountain community should have access to counseling and support groups near where they live. Counseling services help adults to cope with personal conflicts that arise as a result of being a caregiver. Support groups encourage members to “open up” about their problems and feelings, encourage active...
problem solving, foster the development of supportive adult relationships outside of the home, and inform them of resources available to help caregivers of children of incarcerated parents.

Notes from the Planners:

- Counseling services should be made available for individuals and family members.
- Support groups would be especially supportive for caregivers, who may be able to share contact information and connect more experienced caregivers with new caregivers.
- Counseling and support groups may be hosted by faith-based organizations, mentoring groups, families, Youth Etc., and other service providers.
- Referrals for mentors and services for caregivers may be coordinated through:
  - STARS and AMACHI Mentoring at the Pima Prevention Partnership
  - Boys and Girls Clubs
  - 100 Black Men
  - Girl Scouts
  - Kingdom Communities of the Valley
- This action should be taken within six months to one year.
Conclusions

The Day of Dialogue event accomplished all its goals of increasing awareness, developing action recommendations, and identifying an organization to take the effort to a next step. An evaluation survey was conducted among all participants, and those results should prove valuable to the development of future plans regarding children of incarcerated parents in the South Mountain community and the continued progress of the LAUNCH grant planning and implementation.

At the end of the day, the entire group of participants discussed next steps that should be taken following the Day of Dialogue event.

1) Identify a champion to take the planning and organizing to a next step. Shawn Pearson, Founder and CEO of Kingdom Communities of the Valley, volunteered her organization to organize a next planning and organizational meeting for participants in the Day of Dialogue.

2) Expand the list of participants, to include churches, individual who had been previously incarcerated, families, and youth.

3) Set a “go” date for beginning work on recommended actions. July 1, 2011, was identified as a date that the Phoenix Police Department and the other participating members would begin initial activities, based on future planning.

4) Gather additional data on needs, available resources, and gaps in service.
Appendix A: South Mountain Resource Assessment Survey (SMRAS)
Table and Map
#### Legend and Resource Map of Agencies Participating in the *Day of Dialogue* South Mountain Resource Assessment Survey (SMRAS)

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<thead>
<tr>
<th>#</th>
<th>Agency Name</th>
<th>Location</th>
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<tbody>
<tr>
<td>1</td>
<td>Administrative Office of the Courts</td>
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<td>2</td>
<td>Adult Probation</td>
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<td>3</td>
<td>Arizona Attorney General's Office</td>
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<td>4</td>
<td>Arizona Criminal Justice Commission</td>
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<tr>
<td>5</td>
<td>Arizona Department of Corrections (Phoenix 85007)</td>
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<td>6</td>
<td>Arizona Department of Corrections (Goodyear 85395)</td>
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<td>7</td>
<td>Arizona Department of Corrections (Phoenix 85034)</td>
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<td>8</td>
<td>Arizona Department of Economic Security - Division of CYFs</td>
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<td>9</td>
<td>Arizona Department of Education</td>
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<td>10</td>
<td>Arizona Department of Health Services</td>
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<td>11</td>
<td>Arizona Department of Juvenile Corrections</td>
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<td>12</td>
<td>Arizona Department of Public Safety</td>
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<td>Arizona Head Start Association</td>
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<td>14</td>
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<td>15</td>
<td>Arizona Women's Education and Employment</td>
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<td>16</td>
<td>Chicanos Por La Causa, Inc.</td>
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<td>17</td>
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<td>City of Phoenix Project BRAVE</td>
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<td>First Things First</td>
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<td>25</td>
<td>Girl Scouts, AZ-Cactus Pine Council Inc.</td>
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<td>Governor's Office for Children, Youth and Families</td>
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<td>27</td>
<td>Grace Of Serenity Living, Inc.</td>
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<td>Kingdom Communities of the Valley</td>
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<td>Leona - South Pointe Jr/High School</td>
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<td>30</td>
<td>Maricopa County</td>
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<td>31</td>
<td>Maricopa County Adult Probation (Phoenix 85003)</td>
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<td>32</td>
<td>Maricopa County Adult Probation Prison Re-entry Unit (Mesa 85201)</td>
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<td>Maricopa County Adult Probation Department (Phoenix 85040)</td>
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<td>Maricopa County Juvenile Probation Department (Mesa 85210)</td>
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<td>Southwest Human Development</td>
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<td>Southwest Network (Peoria 85381)</td>
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<td>44</td>
<td>Tanner Community Development Corporation</td>
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<td>45</td>
<td>University of Arizona Cooperative Extension</td>
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<tr>
<td>46</td>
<td>Valley of the Sun United Way</td>
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*Agencies located in South Mountain, as defined by neighborhood boundaries
Appendix B: Input to the *Day of Dialogue* Resource Map
Input to Day of Dialogue Resource Map Exercise

Bayless Behavioral Health Solutions
9014 S. Central
Phoenix, AZ 85042

Big Brothers Big Sisters
Mentoring Children of Prisoners
Jennifer Mulbaier
602-799-0416
jenniferm@helparizonayouth.org

Black Family Services
1522 E Southern Ave # 1
Phoenix, AZ 85040-3543
(602) 243-1773
US Vets
804 East Jones Avenue
Phoenix, AZ 85040
(602) 305-8585

Boys and Girls Clubs of Metropolitan Phoenix
Del E. Webb Administrative Headquarters
2645 North 24th Street
Phoenix, AZ 85008
(602) 954-8182
info@bgcmp.org

Childhelp Keys Community Center of Arizona
2454 East Broadway Road
Phoenix, AZ 85040-2622
(602) 243-0174

Dinner for Kids Afterschool Program
Robert Sells
242-6111

Directing Footsteps LLC
Antoine Anderson
602-515-1806

Eagles Wings Education Services
602-576-5819
Gerl Henry

Ebony House
6222 S. 13th Street Phoenix, AZ 85042.
602-276-4288

Elba House
8646 South 14th Street
Phoenix, AZ 85042
(602) 243-5492

Girl Scouts
Cactus Pine Council
119 E. Coronado
Phoenix, AZ 85004
(602) 452-7000
www.girlscoutsas.org

Greater Phoenix Urban League
1402 South Seventh Avenue
Phoenix, AZ 85007-3902
602.254.5611

Healthy Families of South Phoenix
Kim Murphy
602-427-4684

Keys Community Center
2454 East Broadway Road
Phoenix, AZ 85040-2622
(602) 243-0174

MentorKids USA
15333 N Pima Rd # 305
Scottsdale, AZ 85260-2717
(480) 767-6707

Phoenix Revitalization Corp.
1310 W. Hadley
Eva Olivas

Roosevelt Head Start Center
6000 South 7th Street
Phoenix, AZ 85042-4209
(602) 243-2632

Roosevelt School District
6000 S. 7th Street, Phoenix, AZ 85042
(602) 243-4800

South Mountain W.O.R.K.S. Coalition
Christine Montague
602-305-7126 x3353

South Phoenix Youth Center
5245 South 7th Street
Phoenix, AZ 85040-3102
(602) 256-3230

Southminster Presbyterian Church
1923 East Broadway Road
Phoenix, AZ 85040-2411
(602) 276-2582

Southwest Behavioral Health Services
Main Office
3450 North 3rd Street
Phoenix, Arizona 85012
(602) 265-8338
info@sbhservices.org

Travis L. Williams Family Services Center
4732 South Central Avenue
Phoenix, AZ 85041
(602) 534-4732

Willow Grove Baptist Church
4401 S. 7th Pl.
Phoenix, AZ 85040
Willowgrovebc@gmail.com
602-437-0260
Appendix C: *Day of Dialogue* Participants
<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Organization/Medical Center</th>
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<th>Name</th>
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<tbody>
<tr>
<td>1</td>
<td>Jon Taylor</td>
<td>100 Black Men of Phoenix</td>
<td>45</td>
<td>Richard Rosky</td>
<td>HIDTA</td>
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<td>2</td>
<td>Chadwick Trotter</td>
<td>AADECC</td>
<td>46</td>
<td>Lisa Zorita</td>
<td>I&amp;EE Consulting</td>
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<td>3</td>
<td>Jane Dowling</td>
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<td>Shawn Pearson</td>
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<td>Mary Ellen Cunningham</td>
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<td>5</td>
<td>April Miles</td>
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<td>Donna McHenry</td>
<td>Maricopa County</td>
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<td>6</td>
<td>W. Wilson Goode, Sr.</td>
<td>AMACH</td>
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<td>Grace Ku</td>
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<td>Chad Campbell</td>
<td>AOC-Juvenile Justice Services Division</td>
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<td>Alberta Porter</td>
<td>Maricopa Juv. Court, Pub. Def. Office</td>
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<td>Gloria Cravens</td>
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<td>Verilyn Downing</td>
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<td>Geraldine Henry</td>
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Appendix D: *Day of Dialogue* Agenda
**A Day of Dialogue in the South Mountain Community to Address the Needs of Children of Incarcerated Parents**

South Mountain Community College, April 1, 2011,  8:00am – 5:00pm

**AGENDA**

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<th>Time</th>
<th>Event</th>
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<td>8:00am-9:00am</td>
<td>Sign-in and Continental Breakfast</td>
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<tr>
<td>9:00am-9:10am</td>
<td>Welcome and Overview of the Day</td>
<td>Lieutenant Sean Connolly</td>
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<tr>
<td>9:10am-9:15am</td>
<td>Opening Remarks</td>
<td>Cassandra A. Larsen, Director</td>
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<tr>
<td>9:15am-9:20am</td>
<td>Introduction of our National Speaker</td>
<td>Claire Scheuren</td>
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<tr>
<td>9:20am-9:50am</td>
<td>Who Are the Children of Incarcerated Parents and Why Should We Care?</td>
<td>Dr. W. Wilson Goode, Sr.</td>
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<td>10:00am-10:30am</td>
<td>How Did They Cope? The impact of Incarceration on Families: A Discussion with Youth and Caregivers</td>
<td>Dr. Helena Valenzuela</td>
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<td>10:30am-10:45am</td>
<td>Break</td>
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<td>10:45am-11:15am</td>
<td>Law Enforcement Response and Protocols For Children of Incarcerated Parents</td>
<td>Lieutenant Sean Connolly, Sergeant Scott McCauley</td>
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<td>11:20am-12:15pm</td>
<td>What Are We Currently Doing As Individuals and Systems? Discovering the Good, the Gaps and Great ideas! Tabletop Exercise</td>
<td>Richard Rosky</td>
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<td>12:15pm-12:30pm</td>
<td>Transition Announcement</td>
<td>Chuck Palm</td>
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<td>12:30pm-1:30pm</td>
<td>Lunch-Provided</td>
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<td>1:30pm-3:45pm</td>
<td>What Strategic Actions Should We Take? (Three Groups)</td>
<td>Chuck Palm</td>
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<td>3:45pm-4:00pm</td>
<td>Break</td>
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<td>4:00pm-4:45pm</td>
<td>Reassemble and Report-out</td>
<td>Chuck Palm</td>
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<td>4:45pm-5:00pm</td>
<td>Closing Remarks and Evaluation</td>
<td>Lieutenant Sean Connolly</td>
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