

2020 Title IX Regulations:

Policy Implications and Practical Application

Presented by:

Beth Devonshire, Cathy Cocks,

Adrienne Murray and Ann Todd

Associates

Dolores A. Stafford

President and CEO

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2020 Title IX Regulations: Policy Implications and Practical Applications

Online Course Agenda for 2 Day Version

This course runs from 10:00am to 5:00pm EDT each day. There will be a half-hour break for lunch from 12:45pm to 1:15pm. Fifteen-minute breaks will be given at approximately 11:30am and 2:45pm

<u>Day 1</u>

- Module: Title IX Final Rules
- Lunch break 12:45pm 1:15pm
- Module: The Clery Act
- Questions & Answers

<u>Day 2</u>

- Module: Drafting the Policy
- Lunch break 12:45pm 1:15pm
- Module: Practical Implications
- Case Studies

Online Course Agenda for 5 Day Version

This course runs for 2.5 hours each day for 1 week (various time options are available) There will be one 15-minute break each day.

- Day 1 Module: Title IX Final Rules
- Day 2 Module: The Clery Act
- Day 3 Module: Drafting the Policy
- Day 4 Practical Implications
- Day 5 Case Studies

Check out the options at: <u>www.naccop.org</u> (Training & Webinars Tab)



Dolores Stafford, President & CEO



Ms. Stafford was the Chief of Police at The George Washington University in Washington, DC from 1992-2010. During her distinguished 26 year career in the law enforcement and security industry, she worked in Campus Law Enforcement for 23 years at Bucknell University, Butler University, and most recently, at the George Washington University, where she served as Chief of Police of a 176 member police department for 18 years. Chief Stafford retired from active law enforcement on May 5, 2010. She has a Bachelor's Degree in Criminal Justice from Mansfield University and has a Master's of Science Degree in Education from Bucknell University. Chief Stafford is a Certified Litigation Specialist.

As one of the nation's premier campus police chiefs, she is a much sought after speaker, consultant, educator, expert witness, and instructor on campus security, campus safety and law enforcement related issues and on compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (The Clery Act) and the security and safety requirements of the HEOA.

Chief Stafford has won numerous accolades for her 26 years of service in the law enforcement field. She won the "Breaking the Glass Ceiling" award in 2002 in honor of her ongoing contributions to improving the law enforcement profession. In 2004, Stafford was honored by the European Association for Campus Security for her expertise and achievements in campus security. Campus Safety Magazine awarded her their 1st Annual Campus Safety Director of the Year Award for 2006. In June 2008, Chief Stafford was presented with the Distinguished Young Alumni Award by her alma mater, Mansfield University in Pennsylvania.

She has been a member of the International Association of Campus Law Enforcement Administrators (IACLEA) since 1990 and she served on the Board of Directors from 2000-2005. She served as the Chair of the IACLEA Accreditation Commission from 2005-2008 and she served as the 45th President of the International Association of Campus Law Enforcement Administrators in 2003-2004, she was the first female to hold that office.

Chief Stafford has been a keynote speaker and has conducted presentations on the Clery Act for various organizations, including IACLEA, NACUBO, American Council on Education (ACE); the Stetson Law Conference, Security on Campus Inc, and other video/teleconference training companies.

She was a member of the IACLEA Government Relations Committee from 1995 to 2010 and was the Committee Chair from 1998 to 2000. Chief Stafford has testified at several congressional hearings, one at the request of the U.S. House of Representatives in July of 1997 and two at the request of the U.S. Senate in March of 1998 and July of 2015. Chief Stafford was selected to represent IACLEA as the primary negotiator during the 1999 and 2009 Negotiated Rule Making processes sponsored by the Department of



Education regarding the development of final rules for the implementation of the Clery Act. She is a nationally recognized expert on compliance with the Clery Act.

Chief Stafford has been a featured speaker in many other areas of security and safety for the American Council on Education (ACE); American Association of State Colleges and Universities (AASCU); National Association of Student Personnel Administrators (NASPA), the National Association of College and University Business Officers (NACUBO); University Risk Management and Insurance Association (URMIA); Stetson University College of Law; and the International Association of Campus Law Enforcement Administrators (IACLEA).

Chief Stafford led the GW Police Department as the agency became an internationally accredited law enforcement agency with the Commission of Law Enforcement Accreditation (CALEA) in March of 2006 and the agency was successfully reaccredited in March of 2009. The agency subsequently achieved accreditation with the International Association of Campus Law Enforcement Administrators in May of 2007. She was chosen to become an assessor for CALEA in March 2006 and she is currently an IACLEA assessor, and as such, she has completed numerous on site assessments for those organizations.

She has published more than a dozen articles in various professional journals and magazines. She was one of the lead authors of the International Association of Campus Law Enforcement Administrator's <u>Blueprint</u> for Safer Campuses: An Overview of the Virginia Tech Tragedy and Implications for Campus Safety. This document, unveiled at a press conference sponsored by the Woodrow Wilson School at Princeton University on April 18, 2008, is a roadmap for campus safety and security. The Blueprint for Safer Campuses outlines the guiding principles for campus safety and security worldwide.



<u>Catherine Cocks, Consultant</u> <u>Student Affairs, Title IX, and Equity Compliance Services</u>



Ms. Cocks has been a higher education professional for over thirty years. Her work with D. Stafford & Associates focuses on Title IX investigations and training; assessment of student affairs policies, practices and services; and behavioral threat assessment. Cathy was the Director of Community Standards for the University of Connecticut for 14 years where managed the student conduct process, which included managing all Title IX cases involving student respondents and chaired the University's student threat assessment team. Prior to that, she held several positions within Residential Life at the University of Connecticut and Roger Williams University.

She is a faculty member for the Association for Student Conduct Administration's (ASCA) Donald D. Gehring Academy teaching on subjects such as ethics, governance, threat assessment, media relations, and higher education trends. She was an affiliated faculty

member for many years in the University of Connecticut's Higher Education and Student Affairs Master's program teaching "The Law, Ethics, and Decision-Making in Student Affairs."

Cathy has co-authored the "Philosophy of Student Conduct" chapter in the 2nd edition of "Student Conduct Practice" (2020) and was a member of the writing team for CAS Standards' Cross-functional Framework for Identifying and Responding to Behavioral Concerns.

Cathy is a Past President of ASCA. She has also served as a Circuit representative, co-chair of the Public Policy and Legislative Issues Committee, and as a member of the ASCA Expectations of Members Task Force. Cathy has served in a variety of leadership roles in NASPA Region I.

She was the 2015 recipient of ASCA's Donald D. Gehring Award. She is a past recipient of the NASPA Region I Mid-Level Student Affairs Professional Award and the NASPA Region I Continuous Service Award.

She earned her Master's degree in Higher Education Administration from the University of Connecticut and Bachelor's degree in Communications/Media from Fitchburg State University.



Beth Devonshire, Consultant Equity Compliance and Title IX/Civil Rights Training



Beth Devonshire, Esq., has been an Associate with DSA since 2012 and she became a full-time consultant in August of 2018. She was the Associate Dean of Students at UMass Boston from November 2016 to July 2018. In that role, Beth administered the student conduct system, chaired the CARE and BIT Teams, served as the Deputy Title IX Coordinator, oversaw the U-Access (an office dedicated to assisting students who are dealing with a multitude of issues such as food insecurity, homelessness, emancipation from foster care, and chronic poverty), and acted as a liaison with the various constituencies around the University. Additionally, Beth was responsible drafting the policies and procedures related to students. Prior to that, Beth was the Director of Student Conduct at Bridgewater State University and the Director of Community Standards Stonehill College. Before beginning her career in Higher Education, Beth served as a clerk for the Justices of the Superior

Court, and in various positions for the Massachusetts House of Representatives. Beth has also presented extensively on Title IX including presentations to Colleges, State Wide Organizations, Regional Conferences, and at the OCR Title IX Conference in March of 2011.

Additionally, Beth has given multiple presentations on other legislation and legal issues effecting higher education, including FERPA, Clery and Alcohol and Other Drug Prevention. Beth is the former National Knowledge Community Public Policy Liaison for NASPA, and also the former Massachusetts Public Policy Liaison for MA NASPA. Beth also served as the Director of the Legislative Committee for The Association for Student Conduct Administrators (ASCA) for two years. In those roles, Beth was charged with keeping abreast of proposed and passed legislation and cases impacting higher education and communicating those changes to the membership.

Before beginning her career in Higher Education, Beth served as a clerk for the Justices of the Superior Court from 2006-2007. Prior to that, Beth worked at the Massachusetts State House as Deputy Attorney for House Ways and Means, Chief of Staff for the Committee on Election Laws and as a Researcher for the Committee on Local Affairs.

Devonshire currently serves as an Associate for D. Stafford & Associates, a highly reputable consulting firm specializing in delivering on organizational, physical security, vulnerability and arming assessments; Clery



Act compliance audits; assessments of Title IX compliance; Behavioral Intervention Team and Student Conduct Assessments and Training; and a host of other services related to security, safety and compliance for institutions of higher education.



Adrienne Meador Murray, Executive Director of

Training and Compliance Activities



Adrienne Meador Murray began her career in municipal law enforcement as a civilian employee with the City of Richmond Police Department (Virginia). graduated from She the Virginia Commonwealth University Police Training Academy and began her career as a sworn police officer for the University of Richmond (UR) Police Department (Virginia). At UR, Murray progressed through the ranks from a night shift patrol officer to Operations Lieutenant (overseeing criminal investigations, crime prevention and patrol) over the span of a decade before becoming the Chief of Police at Davidson College in North Carolina. Most recently, Murray served as Chief of Police at Trinity Washington University (in Washington, D.C.). In January 2014, Murray joined the National Association of Clery Compliance Officers & Professionals (NACCOP) and D. Stafford & Associates where she currently serves as Executive Director of Training and Compliance Activities after having been affiliated with D. Stafford & Associates as a part-time Associate since 2012.

As the Executive Director, Equity Compliance and Civil Rights Services, Murray builds on her 17-year career in law enforcement in which she became a nationally recognized expert in the field of best practice postsecondary institutional response to the sexual victimization of college women in the United States and in Canada. She is also a trained civil rights investigator and is well respected throughout the country for her ability to aid institutions in understating how to do best practice criminal and civil rights investigations concurrently. She is well known for her work in having provided support, advocacy and criminal investigative services for victims of sexual assault, stalking and intimate partner violence and is a sought-out speaker and investigator. She has expertise in the construction of best practice law enforcement standard operating procedures and training police officers to respond in best practice and trauma-informed ways to victims of sexual assault and intimate partner violence. In her current role, Murray coordinates curriculum development and instruction for national classes, including basic and advanced sexual misconduct investigation classes; an investigation of dating violence, domestic violence and stalking class; and a Title IX Coordinator/Investigator class offered through D. Stafford & Associates. To date, Murray has trained more than 3,500 criminal and civil rights investigators throughout the U.S.

Drawing on her experiences as a trained criminal and civil rights investigator, Murray also oversees independent investigations of complex sexual misconduct cases; conducts audits of Title IX/VAWA Compliance; drafts institutional sexual misconduct policies and procedures; and conducts campus-based

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trainings pertaining to the resolution of sexual misconduct offenses on college and university campuses. Murray frequently presents at regional and national conferences on topics such as the *Sexual Victimization* of College Women, Understanding Consent and Incapacitation, and Responding to Sexual Assault on Campus: Clery Act and Title IX Implications. Murray also conducts provincially specific sexual misconduct trainings throughout Canada.

Murray is a graduate of the University of Richmond, where she received her Bachelor's Degree in Applied Studies in Human Resource Management and of New England College, where she received her Master's Degree in Campus Public Safety Administration. Murray is also a graduate of the 235th session of the prestigious FBI National Academy where she was awarded a graduate certificate in Criminal Justice from the University of Virginia. She has authored numerous journal articles.



Ann Todd, Consultant

Equity Compliance and Civil Rights Investigations



Ann Todd, Esq is a seasoned civil rights investigator in higher education for D. Stafford & Associates (DSA). Ms. Todd is a graduate of Davidson College with a degree in psychology and holds a JD from the University of Nebraska. Prior to joining DSA, she practiced law in Charlotte, NC, specializing in employment and civil rights and worked for a number of nonprofit organizations. She returned to her alma mater (Davidson College) in 2008 and worked there through March of 2016 serving as the Assistant Director of Human Resources with the responsibility of managing employee relations and the learning and development function.

Ms. Todd joined the DSA in 2015 and currently serves as the Consultant, Equity Compliance and Civil Rights Investigations. She is the Senior Investigator for the DSA Title IX Investigation Team. She conducts external investigations on behalf of colleges and universities, specializing in investigating student allegations of sex discrimination, sexual assault, intimate partner violence, and stalking. Additionally, she brings a strong Human Resources

background to investigating a range of employee misconduct—from performance issues to discrimination.

In addition to conducting investigations, Ms. Todd is a frequent speaker and consultant on Title IX investigations, conducting 20-30 courses every year on best practices for investigating sex discrimination and sex crimes on campus. She works with schools to draft policies and processes that provide equity and fairness to all parties involved and is adept at facilitating discussions with institutions to ensure the end product represents the values of the campus community.

Ms. Todd is a member of the NC Bar and a Certified Clery Compliance Officer through the National Association of Clery Compliance Officers and Professionals (NACCOP). She is also a certified 360 facilitator through the Center for Creative Leadership. She lives in Davidson, NC where she volunteers on a number of local and town boards.







How We Got Here

- Title IX prohibits discrimination on the basis of sex
- ED and the courts have interpreted Title IX to prohibit sexual harassment (including sexual assault)
 - Among other things, colleges and universities must investigate allegations of sexual harassment and take appropriate disciplinary action

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How We Got Here (Cont.)

- Obama-Era ED guidance focused on protecting victims
 - Included the 2011 "Dear Colleague" Letter and
 - The mandatory "Preponderance of the Evidence" standard
- Trump/DeVos-Era ED has focused on the due process rights of the accused:
 - Rescinded Obama-Era guidance
 - Issued informal guidance (Including 2017 Q&A)
- Engaged in Formal Rulemaking Process
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What ED Is Saying:

"We can continue to combat sexual misconduct without abandoning our core values of fairness, presumption of innocence and due process."

~ Secretary DeVos May 6, 2020

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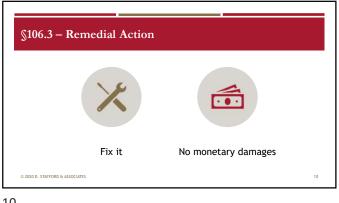


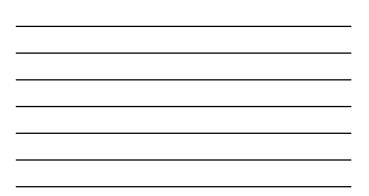
Preamble Highlights

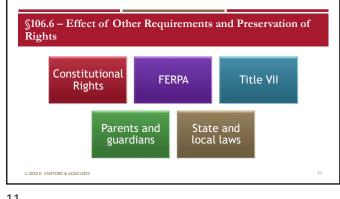
- Codifying what was done as Guidance
- Brings into alignment with SCOTUS
 Victim and survivor mean there was a responsible finding
- Schools are not like workplaces
 Do not believe Dules will reduce
- Do not believe Rules will reduce reporting or investigations
- Focus is on sexual misconduct, not other Title IX aspects

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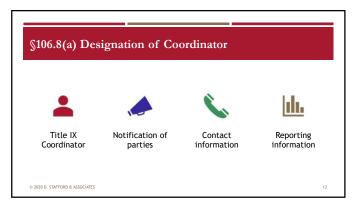
- Use informal resolution for educational process
- Status of advisors should not impact school's compliance
- Training will combat prejudice we see in criminal justice system
 We DO have the authority (1311)
- "Many people" support changes

















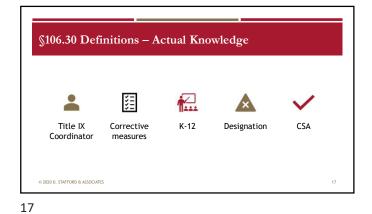




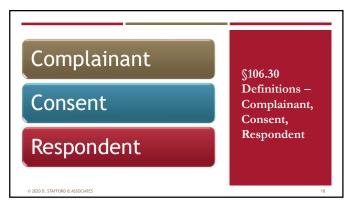




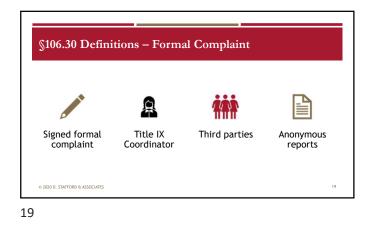








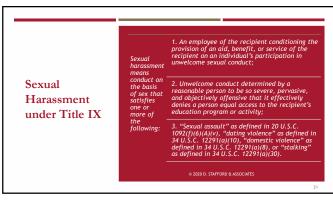




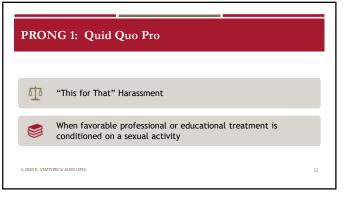




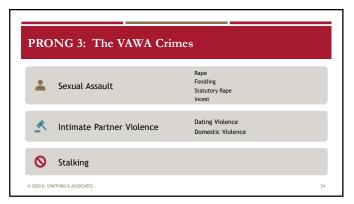




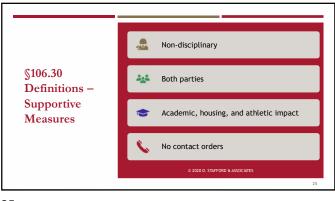


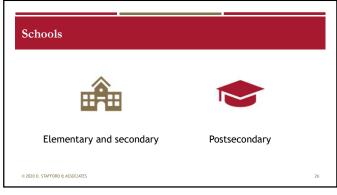


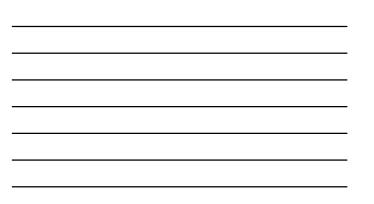




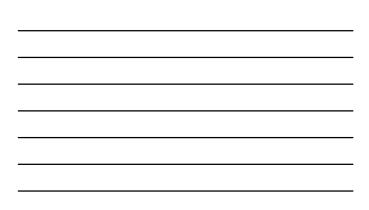


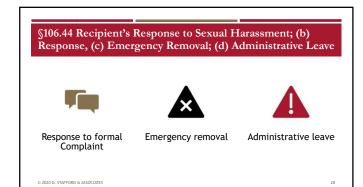






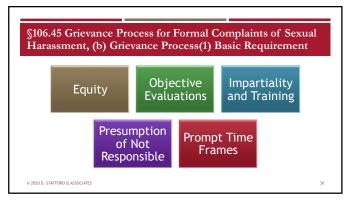




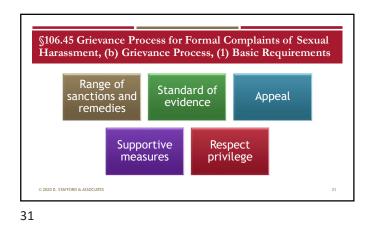














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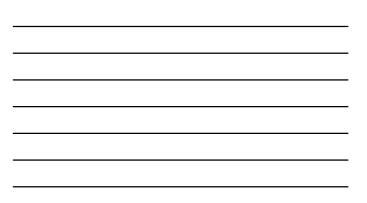
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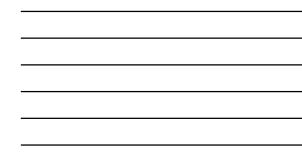
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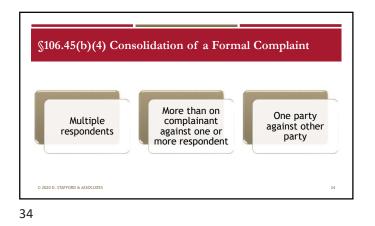
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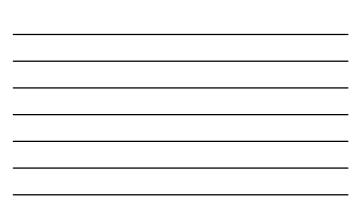


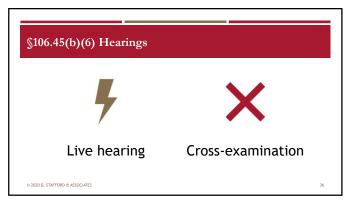


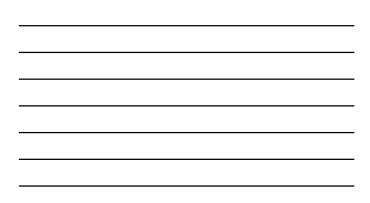




§106.45 Burden of proof Witnesses and facts "Gag orders" Grievance Process for Formal Complaints of Inspect evidence Advisor Notice Sexual Harassment, (b) Grievance Investigative report Process, (5) Investigation © 2020 D. STAFFORD & ASSOCIATES 35

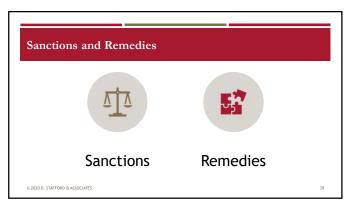


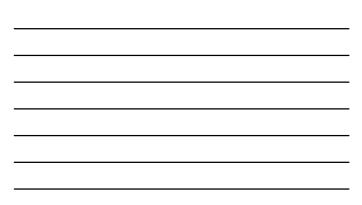


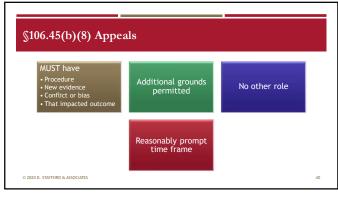


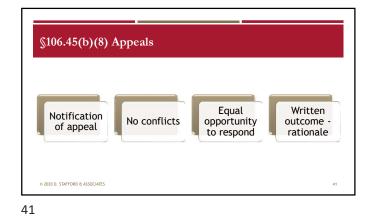
§106.45(b)(6) Hearings	
Advisor	
Relevancy	
Participation consequences	
"Physically present"	
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\$106.45(b)(7) Determination Regarding Resp	ponsibility
Allegations	
Procedural steps	
Findings of fact	
Conclusion/application	
Rationale	
Appeal procedures	
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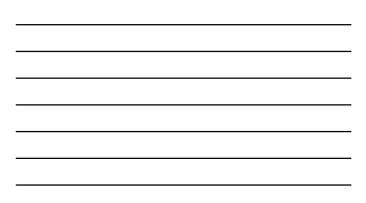


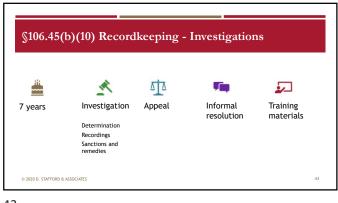






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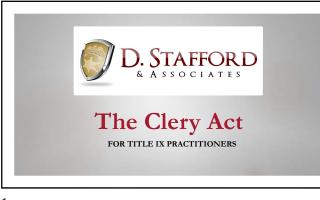






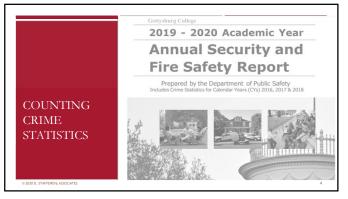






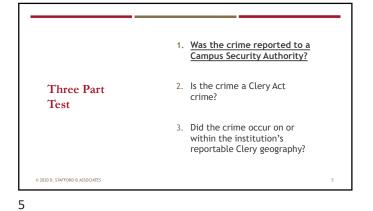
Key	Requirements of the Clery Act
I	Collect, classify, and count Crime Reports/Statistics
<u>تل</u>	Issue Campus Alerts
	Publish Annual Security Report
	Submit Crime Statistics to the Department
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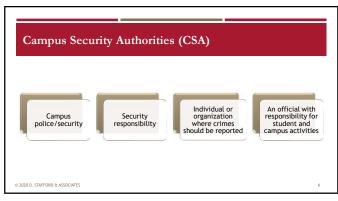
Key	Requirements (part 2)
	Provide educational programs and campaigns on Dating/Domestic Violence, Sexual Assault & Stalking
	Have procedures for institutional disciplinary action for DV/DV/SA/S
-	If you have a campus police or security department: Publish Daily Crime Log
ŵ	If you have residential facilities: Fire log, Fire Safety Report, Missing Persons procedures
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Reporting Comparisons

Clery CSA

- Clerry CSA Campus Law Enforcement and Public Safety: Ras, Rö, other Housing officials Dean of Students Office/Student Conduct An 2 and Coaches) Actuaty or Staff Adviros to Student Orgs Access Monitors/Contract/Ferent Security Officers Safety ecorts on campus (including students) Safety ecorts on campus (including students) Student Union/Student Activities Staff Greek Affairs staff Administrators at Branch/Satellite/Separate Campuses Study Abroace Accordinators) Title Br Coordinators() Title Br Coordinators()

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Who <u>may</u> not be a CSA?		
 Faculty members who are not advisors of student groups (i.e., no responsibility for student or campus activities beyond the classroom) 	 Most support staff Clerical Secretaries Receptionists Facilities Staff Plumbers Electricians Food Service Workers Cashiers Cooks 	
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Title IX Responsible Employee

Title IX Coordinator
 Others as deemed "official of the recipient who has authority to institute corrective measures on behalf of the recipient."

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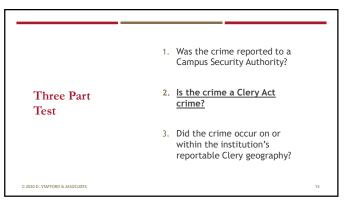
DISCUSSION: INTERSECTION WITH TITLE IX

HOW DOES REPORTING DUTIES DIFFER NOW WITH CSAS VS. TITLE IX?

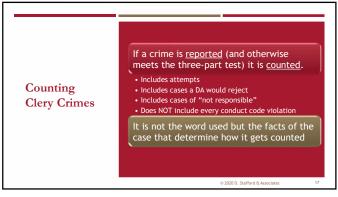
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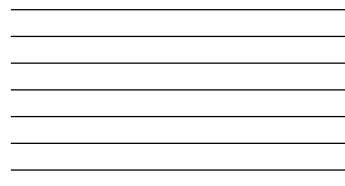
	Deanne Cler		Campus Security Po Indar Years (CY)			s Act)	
	Criminal Offenses or Primary Crimes (Crimes Reported By Hierarchy)	Calendar Year	On Campus (Including Residential)	Non- Campus	Public Property	Totals	On Campus (Residential Only)
	Murder & Non -Negligent Manslaughter	2018 2017	0	0	0	0	0
		2016	0	0	0	0	0
	Manslaughter by Negligence	2017 2016	0	0	0	0	0
	Rape	2018 2017 2016	11 25 14	2	0	13 27 16	11 18 10
COUNTING	Fonding	2018	11 4	1	0	10	9
CDIME		2016	0	3	0	3	0
CRIME	Incest	2017 2016	0	0	0	0	0
STATISTICS:	Statutory Rape	2018 2017	0	0	0	0	0
51/1151105.		2016 2018 2017	0	0	0	0	0
CLERY CRIMES	Robbery	2017 2056 2058	0	0	0	0 1 5	0
	Aggravated Assault	2018	4	0	0	4	4
	Burglary	2018	32	9	0	41*	31 6
		2016	3	1	0	4	1
	Motor Vehicle Theft	2017 2016	0	0	0	0	0



Clery Reportable Crime Ca	legones
 Murder/Non-negligent Manslaughter* Negligent Manslaughter* Sex Offenses* (Rape/Fondling) Sex Offenses* (Incest/SR) Robbery* Aggravated Assault* Burglary* Motor Vehicle Theft* 	 Arrests and Disciplinary Referrals for: Liquor Drugs Weapons Domestic Violence Dating Violence Stalking Hate Crimes for *, plus Larceny-Theft Simple Assault Intimidation Vandalism







Rape Penetration, no matter how slight, of the vagina or anus with any body part or object, or oral penetration by a sex organ of another person, without the consent of the victim. This definition includes any gender of victim or respondent.

19

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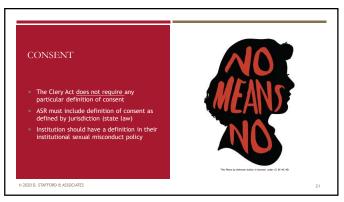
19

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Fondling

The touching of the private body parts of another person for the purpose of sexual gratification without consent of the victim, including instances where the victim is incapable of giving consent b/c of his/her age or temporary or permanent mental or physical incapacity.

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"Non-Forcible" Sex Offenses

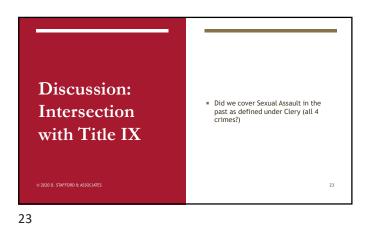
INCEST Non-forcible sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law

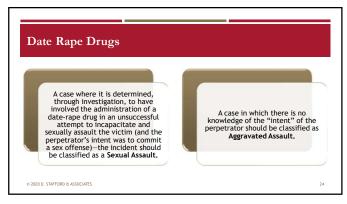
STATUTORY RAPE

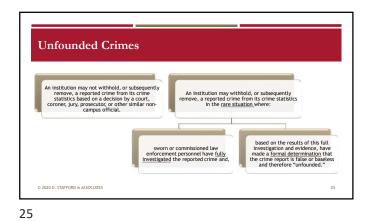
Non-forcible sexual intercourse with a person who is under the statutory age of consent

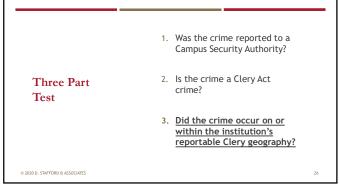
22

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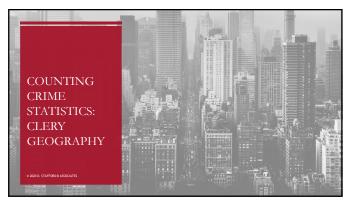


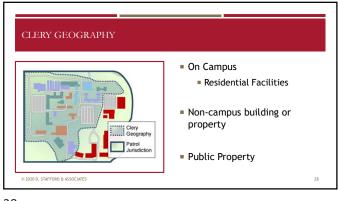


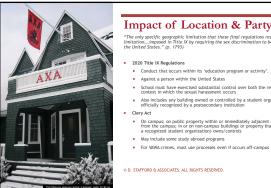




26







Impact of Location & Party

"The only specific geographic limitation that these final regulations respect is a limitation....imposed in Title IX by requiring the sex discrimination to be against a person in the United States." (p. 1793)

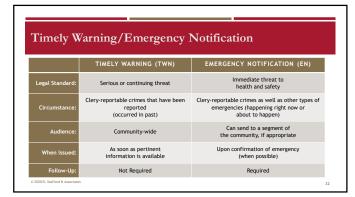
- School must have exercised substantial control over both the respondent and the context in which the sexual harassment occurs
- Also includes any building owned or controlled by a student organization that is
 officially recognized by a postsecondary institution
- On campus; on public property within or humediately adjucent to and accessible from the campus; in or on non-campus buildings or property that your institution (or a recognized student organization) owns/ controls May include some study abroad programs
 For WMA crimes, must use processes even if occurs off-campus

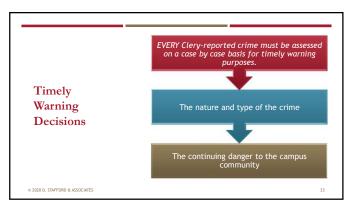
29

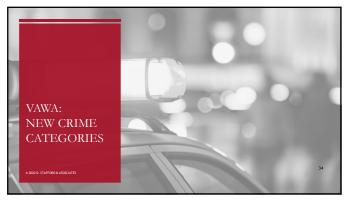
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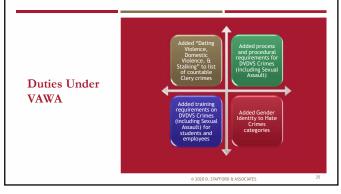






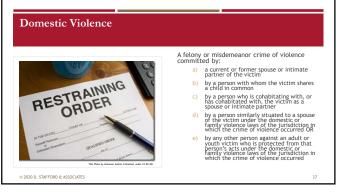


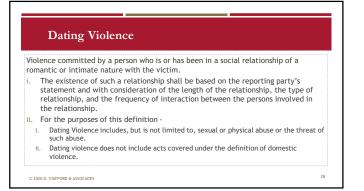




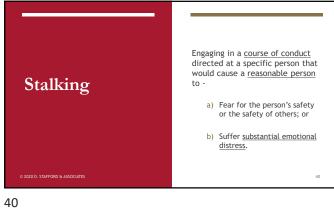






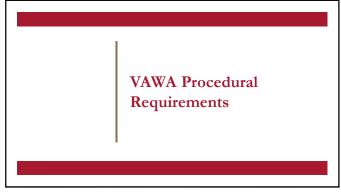


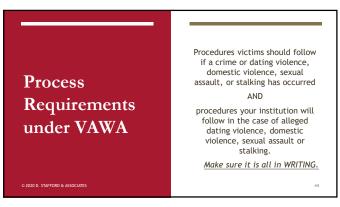






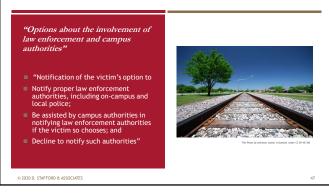


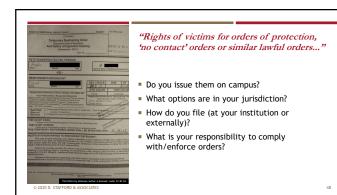












"How the institution will protect the confidentiality of victims and other necessary parties"

them)



 Publicly available recordkeeping has no personally identifying information about the victim (not required for respondent but best practice in most cases) Accommodations and protective measures

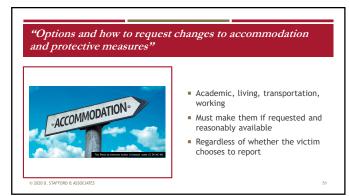
are confidential (to the extent they can be without impairing the ability to provide

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"Describe each type of disciplinary proceeding"

- Anticipated timelines
- Decision-making process
- Options for filing a school complaint (with contact info)
- How school determines which process to use
- Who makes decisions
- Include employee procedures
- Use procedures regardless of Clery geography

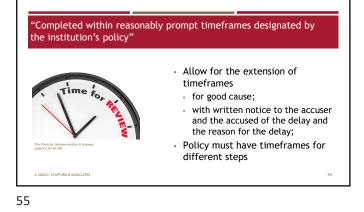
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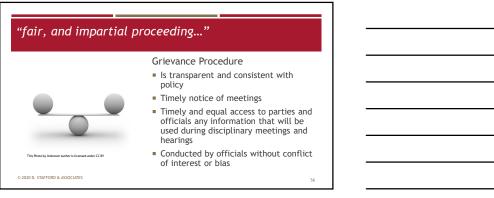
53

NEX

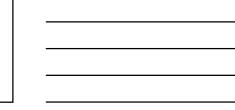
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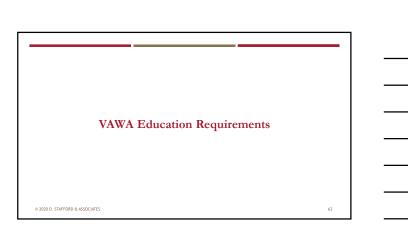


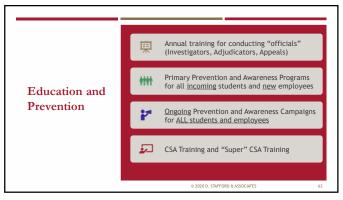


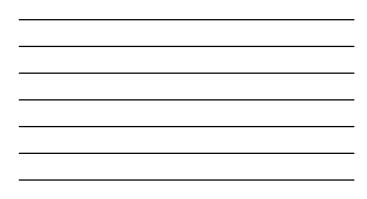


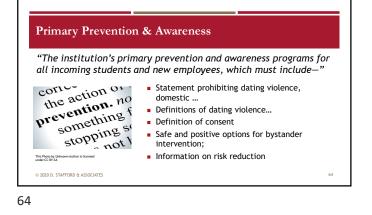
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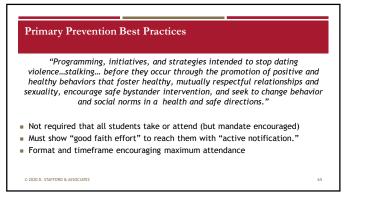












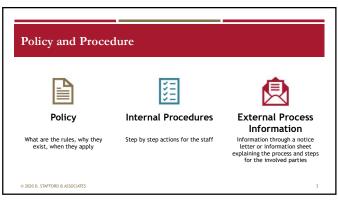


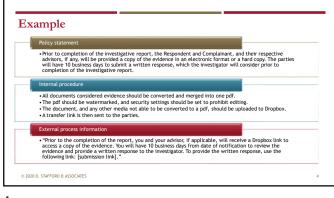


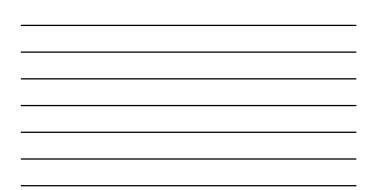


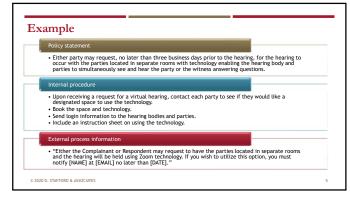


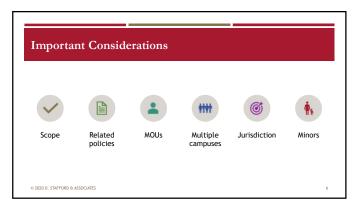




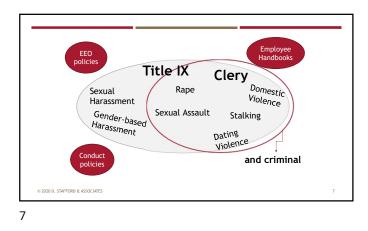














 Multiple Policies

 Conflict
 Application

 Role of the respondent
 Jurisdiction

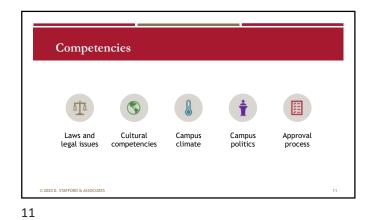


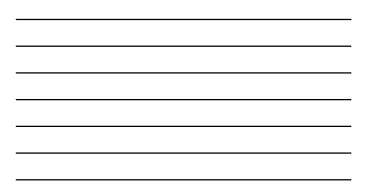
LAW	who	WHAT	ENFORCEMENT
TITLE VI	STUDENTS	RACE, COLOR, OR NATIONAL ORIGIN	OCR
TITLE VII	EMPLOYEES	RACE, COLOR, RELIGION, SEX	EEOC
TITLE IX	STUDENTS/EMPLOYEES	BASIS OF SEX	OCR
504	STUDENTS	DISABILITIES	OCR
ADA/ADAA	EMPLOYEES (TITLE I) STUDENTS (TITLE II/III)	DISABILITIES	EEOC/DOJ
ADEA	EMPLOYEES	AGE (40+)	EEOC
PDA	EMPLOYEES	PREGNANCY/TITLE VII	EEOC
USERRA	EMPLOYEES	VETERANS	DOL/DOJ











 Statement of policy

 Related policies

 Applicability/Jurisdiction

 Grevance procedures

 Title IX Coordinator

 Employee responsibilities

 Definitions

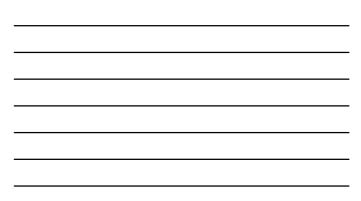
 Prohibited conduct

 Resources and supportive measures

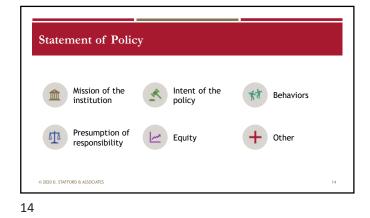
 Interim Action

 Education and prevention

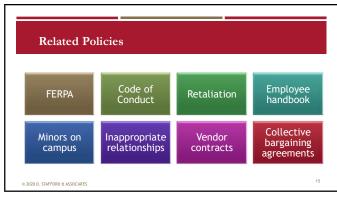
 Record management



Inappropriate rela	tionships		
Minors on campus			
1 st Amendment			
Accommodation a	nd interpretive service	requests	
Interpretation and	l revision		



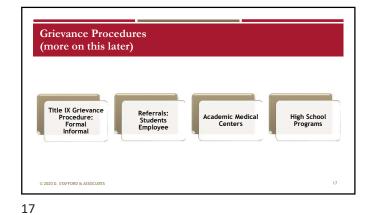






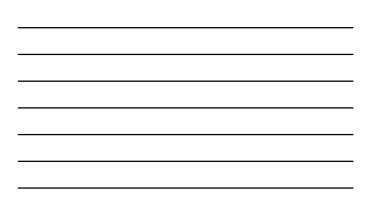






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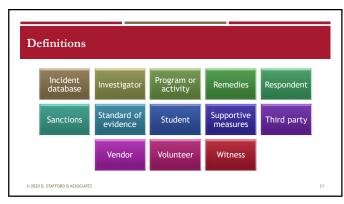
 Definitions

 Actual knowledge
 Advisor
 Appellate administrator
 Business Day
 Complainant

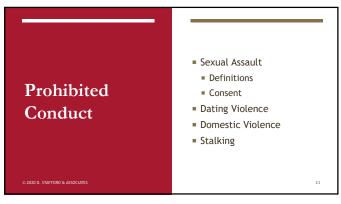
 Conduct file
 Contractor
 Decision maker
 Designee
 Employee

 Lividence - inculpatory Exculpatory
 Tormal complainant



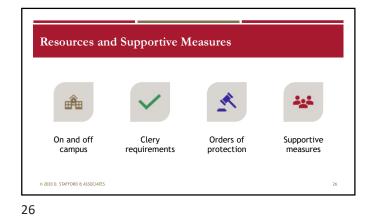






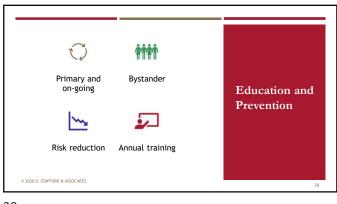


Reporting Options	
Preservation Law Institution Confident	iality Amnesty
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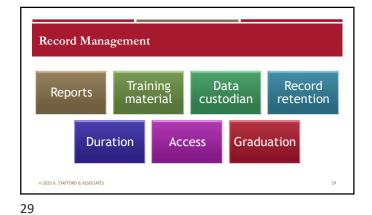


Interim Action Emergency Removal Administrative Leave © 2020 D. STAFFORD & ASSOCIATES 27

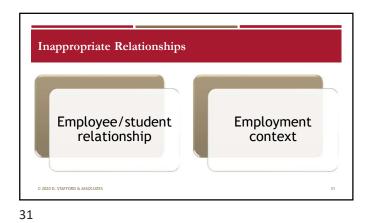




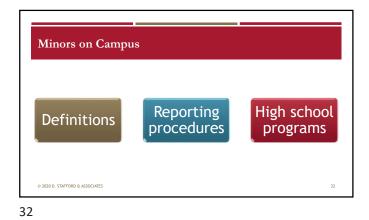






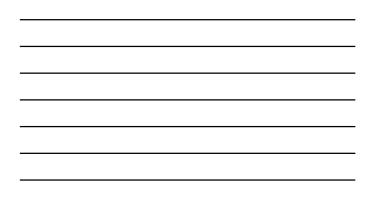


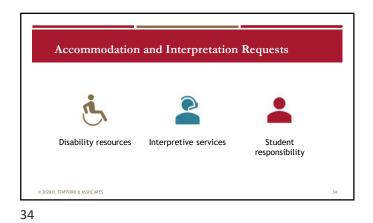














Interpretation and RevisionImage: Strain Strain

