

Rethinking I-94 Phase 2 Community Leaders Meeting (Meeting 8)

Date: 07/27/2021 (10:00 am – 11:30 am)

Location: Zoom Meeting

Participants: See end of document for list

Meeting Summary

1. Welcome

- a. Jack Corkle (WSB) welcomed the group and provided an overview of the agenda.

2. Livability

- a. Jack Corkle (WSB) and Bill Goff (MnDOT) gave a presentation on the ongoing Livability workshops being hosted by MnDOT.
 - i. The feedback from the recent Equity workshop includes the desire for establishment of renter centric groups, addressing wealth loss and development of an arts and cultural business district. Attendees also signaled it was important to keep ownership within the community, build a model for restoration and equitable development, and establish larger community involvement in politics.
 - ii. The feedback from the Health and Environment workshop includes a desire for a reduction in vehicle miles traveled (VMT) and reducing car dependency, community input on shaping major policy decisions regarding planning, land use and redevelopment, discussion of how issues of structural racism and equity play a major role with environmental impacts and public health in communities along the I-94 corridor. Attendees of the Health and Environment workshop also discussed previous MnDOT and other transportation agency decisions that have had significant negative impact on the environment.
- b. Participant comments/questions:
 - i. Question asked about the credibility of the workshops if the participation was low.
 1. The workshops are not the only source of data that MnDOT will use for input but will continue going back to the community. MnDOT realizes the limitations of these workshops.
 2. The workshops are the first step of many. The main audience was participants in the working and technical groups as representatives of the community.
 - ii. Question asked about MnDOT's definition of equity, and if it will include socioeconomics or methods of transportation.
 1. MnDOT is working on the definition, and it may evolve based on input.
 2. MnDOT shared the Advancing Transportation Equity page on MnDOT's website.
<https://www.dot.state.mn.us/planning/program/advancing-transportation-equity/>

- iii. Question asked about how much emphasis MnDOT is placing on transportation-caused health impacts in its equity outreach and if community members are asked what they know about impacts from emissions/particulates on highway-adjacent communities.
 - 1. The meetings and questions in June concentrated heavily on the transportation cost of health impacts, particulate matter of emissions, mental health, etc.

3. Sustainable Transportation Advisory Council (STAC) Update

- a. Tim Sexton (MnDOT) gave a broad presentation on MnDOT's STAC work
 - i. Presentation covered STAC's goals including reducing carbon emissions from the transportation sector, forging public health and transportation, climate change, and fostering partnerships. It was stated that there has been limited progress on Next Generation Energy Act (NGEA) as Minnesota has not met its goal and that transportation is the leading source of GHG emissions.
 - ii. Presentation gave an update on the STAC. STAC makes recommendations to the MnDOT Commissioner to help the agency reduce pollution from transportation, consistent with the MnDOT statutory goals outlined in the MN statute 174.01 and the NGEA.
 - 1. The STAC made a recommendation from the 2019 Pathways to Decarbonizing Transportation report, and STAC will prioritize recommendations to promote economic development, safety, and equity and environmental justice.
 - iii. The presentation continued by detailing STAC's recommendations in regarding fueling and powering transportation including developing a clean fuels policy, establishing rebates for electric vehicles (including dealership support and consumer rebates), and increasing investment in charging infrastructure beyond existing VW settlement investments. With regards to VMT reduction and transportation options, STAC recommended adopting a statewide goal of reducing VMT by 20% by 2050, stopping highway expansion to reduce congestion, and prioritizing transit and high occupancy vehicles on MnDOT owned right of way.
- b. STAC Next steps:
 - i. The STAC will continue progress on related efforts including a complete streets policy update, state electric vehicle plan, accessibility and VMT tools, messaging/outreach, mobility strategy reporting.
- c. Participant comments/questions:
 - i. Question asked about whether the group could audit MnDOT's Complete Streets policy and asked if it has been implemented on projects.
 - 1. The policy update has not been completed at this time, but the idea for auditing the existing policy will be shared with the team.
 - 2. It was noted that multimodal level of service is an evaluation criterion for the I-94 project.
 - ii. Question asked about whether the STAC recommendations are binding?
 - 1. The STAC outlines goals and makes recommendations, but recommendations are not binding.
 - iii. Additional inquiry on how VMT reduction fits into Re-thinking I-94.
 - 1. VMT is an evaluation criterion for I-94 project.

4. Brainstorming

- a. Jack Corkle (WSB) gave an overview of the brainstorming process for ideas.
 - i. Group members gave ideas of how to improve the corridor
 - 1. Less cars, more transit, Dedicated high speed transit, dedicated bikeways. Only allow EV freight, reduce speeds on 280.

2. Agreement with comment above. Lower vehicle speeds, move freight off the corridor.
3. A pedestrian scale corridor. Lighting, signage, speeds, vegetation.
4. Better connections for the freight on the corridor and not on side streets, particularly connecting from/to 280. Incorporation of art, green to soften, improve air and sound and sense of place. Know there is something above the trench.
5. Electric Vehicle freight infrastructure.
6. Work with the local agencies to revisit the "frontage roads" and making them more community oriented and not just connections to/from the highways. Also reducing the footprint of facilities to increase developable space.
7. Recommended discussion item on what would have the biggest impact to reduce particulate pollution along the corridor.
8. On non-developed land, implement carbon sequestration and renewable energy generation. Have a stipend for commercial and residential buildings to install air filters to increase indoor air quality. limit light pollution.
9. Redesigning highway off-ramps to reduce speeds before vehicles get to the local street system. Vehicle speeds at the ends of the ramp are significantly higher than posted speeds today. Provide more pedestrian scale crossings (assuming the highway remains) for the highway - not just a 10-foot-wide concrete path with chain link fence but more park-like and well lit. Think about animal crossings being constructed all over the world. Parkway-like setting for I-94 (similar to I35E).
10. Low-speed (i.e., tight) geometries, widths on side-streets. Regarding noise: freight noise restrictions. I.e., ban ICE, EV-only.
11. Lower posted vehicle speeds need to coincide with roadway design that encourages lower speeds (<12' lanes, much smaller curve radii, trees along the travelway). If the "new I-94" has the same typical section as the existing interstate, just with lower posted speeds, nobody is actually going to slow down. Small-scale, local, incremental development of newly developable land instead of one master developer is the way to avoid gentrification.
12. If there is a trench, the bridges need to be wider with the new space allotted to non-car uses.
13. Comment: "Please understand that this is a city, not a suburb or rural area, and highways should never have been built here."

5. Next steps

- a. The next meeting will be held 08/24/21 at 10:00am.

Meeting Chat Comments/Questions with Responses

Below are the virtual meeting chat comments and questions.

1. **10:04:25** **From Mary Morse Marti to Everyone:**
Mary Morse Marti, resident
2. **10:04:28** **From Pat Thompson SAPCC she/her to Everyone:**
Pat Thompson, St. Anthony Park Community Council
3. **10:04:36** **From Debbie Meister to Everyone:**

Debbie Meister, Neighborhoods First!

4. **10:04:39** From **Joshua Houdek, he/him, Sierra Club to Everyone:**
Joshua Houdek, Sierra Club
5. **10:04:42** From **Stephanie Atwood to Everyone:**
Stephanie Atwood, MnDOT CRU
6. **10:04:44** From **Glen Johnson to Everyone:**
Glen Johnson, Elliot Park neighborhood
7. **10:04:46** From **David Frank to Everyone:**
David Frank, Prospect Park Association
8. **10:04:49** From **David Juliff to Everyone:**
David Juliff, ReConnect Rondo
9. **10:04:50** From **Theresa Nelson to Everyone:**
Theresa Nelson, Move Minnesota
10. **10:04:51** From **John R. Mazzitello to Everyone:**
John Mazzitello - Ramsey County
11. **10:04:54** From **Shevek McKee to Everyone:**
Shevek McKee, D10 Como Community Council
12. **10:04:58** From **Spencer Ludtke to Everyone:**
Spencer Ludtke with Mac Groveland Cmty Council Transportation committee
13. **10:05:09** From **Anna Varney to Everyone:**
Anna Varney, FHWA
14. **10:05:10** From **Scott Berger to Everyone:**
Scott Berger - Union Park
15. **10:05:31** From **Hannah Rank to Everyone:**
Hannah Rank MnDOT
16. **10:05:40** From **Will McCartney to Everyone:**
Will McCartney, citizen
17. **10:05:47** From **Sheldon Mains (He/Him) to Everyone:**
Sheldon Mains, Seward Redesign, www.RedesignInc.org
18. **10:05:57** From **Merritt Clapp-Smith (CAAPB) to Everyone:**
Merritt-Clapp-Smith, Capitol Area Architectural and Planning Board
19. **10:06:15** From **Fran Di Caprio to Everyone:**
Fran Di Caprio, 4rmula
20. **10:06:25** From **Charles Frempong-Longdon Jr. to Everyone:**
Charles Frempong-Longdon Jr. Sierra Club
21. **10:07:11** From **Toya to Everyone:**
Toya Lopez, Health Professionals for a Healthy Climate
22. **10:09:00** From **Jason Staebell to Everyone:**
Jason Staebell, Hennepin County
23. **10:09:50** From **Sheila Kauppi --MnDOT to Everyone:**
Sheila Kauppi MnDOT
24. **10:09:55** From **Randy Newton to Everyone:**
Randy Newton, Saint Paul Public Works
25. **10:09:59** From **Tim Sexton - MN to Everyone:**
Tim Sexton MnDOT

- 26. 10:10:37 From April Crockett to Everyone:**
April Crockett MnDOT
- 27. 10:11:54 From Mary Morse Marti to Everyone:**
Are you able to let us know where the last equity workshop was held and how many participants were able to attend?
- 28. 10:12:50 From Mary Morse Marti to Everyone:**
And, I see the takeaways do not include transportation issues. Maybe that comes later?
- 29. 10:15:31 From Mikaela Ziegler to Everyone:**
You can find full summaries of the livability workshop's here on MnDOT's website:
<http://www.dot.state.mn.us/livability/involvement.html>
- 30. 10:18:51 From Mary Morse Marti to Everyone:**
Thank you, Mikaela. Looks like there were 7 participants at the May Equity Workshop.
- 31. 10:21:58 From David Juliff to Everyone:**
If the Livability Framework is supposed to represent the entire metro area, how much outreach was done to garner participation from these other communities?
- 32. 10:22:30 From Merritt Clapp-Smith (CAAPB) to Everyone:**
Who is the engagement consultant?
- 33. 10:22:55 From William Goff to Everyone:**
KLJ (Brenda Thomas)
- 34. 10:25:18 From Sheila Kauppi --MnDOT to Everyone:**
<https://www.dot.state.mn.us/planning/program/advancing-transportation-equity/>
- 35. 10:27:37 From Mary Morse Marti to Everyone:**
How much emphasis is MnDOT placing on transportation-caused health impacts in its equity outreach? Are you/your consultant asking community members what they know about impacts from emissions/particulates on highway-adjacent communities?
- 36. 10:28:12 From Mary Morse Marti to Everyone:**
Or is health in the quality of life bucket?
- 37. 10:29:15 From Pat Thompson SAPCC she/her to Everyone:**
Working Definition
Transportation equity ensures the benefits and burdens of transportation spending, services, and systems are fair, which historically have not been fair, and people—especially Black, Indigenous and People of Color—are empowered in transportation decision making.
- 38. 10:30:11 From Pat Thompson SAPCC she/her to Everyone:**
THat's the working definition from MnDOT
- 39. 10:30:41 From Pat Thompson SAPCC she/her to Everyone:**
That Spencer is referring to
- 40. 10:31:45 From Scott Berger to Everyone:**
That MnDOT definition is quite open to "interpretation." I'd like to see something much more explicit.
- 41. 10:39:31 From Merritt Clapp-Smith (CAAPB) to Everyone:**
Congrats on the Clean Cars initiative!
- 42. 10:41:23 From Joshua Houdek, he/him, Sierra Club to Everyone:**
Ditto, congrats on Clean Cars!
Now onto reducing VMT, which, as you say, also strongly addresses equity, safety, and environmental justice.
- 43. 10:42:02 From Merritt Clapp-Smith (CAAPB) to Everyone:**



- 44. 10:43:46 From Scott Berger to Everyone:**
Speaking of clean(er) cars, I hope MnDOT projects going forward consider EV charging facilities where possible. That will be next major hurdle for EV adoption especially for those without off-street parking and home charging.
- 45. 10:44:37 From Pat Thompson SAPCC she/her to Everyone:**
Including ebikes in EV rebates should be part of plans
- 46. 10:47:00 From Scott Berger to Everyone:**
eBikes are great! I can't think of a single MnDOT route on which I'm comfortable taking my family on an eBike.
- 47. 10:48:31 From Mary Morse Marti to Everyone:**
Goals #1, #2, and #3 would indicate a no-expansion, possibly no-replacement forecast for I94.
- 48. 10:49:16 From Theresa Nelson to Everyone:**
How can VMT reduction be included as a primary need in the Rethinking project?
- 49. 10:49:37 From Mary Morse Marti to Everyone:**
The number one TDM strategy that works is making parking expensive.
- 50. 10:50:52 From Joshua Houdek, he/him, Sierra Club to Everyone:**
Thanks Tim for articulating induced demand and how highway expansion can (is most often) a temporary solution to congestion.
- 51. 10:50:54 From Sheila Kauppi --MnDOT to Everyone:**
sharing from previous comment:
https://minnesotago.org/stories/?utm_content=&utm_medium=email&utm_name=&utm_source=govdelivery&utm_term=#10701066470
- 52. 10:51:31 From Merritt Clapp-Smith (CAAPB) to Everyone:**
Would MnDOT consider using a multi-modal LOS (Level of Service) model in it's Re-Thinking I-94 project? I-94 is really a wider transportation corridor beyond the roadway.
- 53. 10:51:32 From Joshua Houdek, he/him, Sierra Club to Everyone:**
Second Theresa's question:
How can VMT reduction be included as a primary need in the Rethinking project?
- 54. 10:52:45 From Joshua Houdek, he/him, Sierra Club to Everyone:**
Can we audit MnDOT's Complete Streets policy - how it's been implemented in projects (or hasn't)?
- 55. 10:55:57 From Joshua Houdek, he/him, Sierra Club to Everyone:**
Please communicate this point to Hennepin County who has adopted MnDOT's blanket statewide VMT reduction goal to the most populated county in the state for their Climate Action Plan.
- 56. 10:58:36 From Glen Johnson to Everyone:**
Will STAC recommendations be binding on MnDOT projects when complete? Or what happens to these recommendations after completion?
- 57. 10:59:06 From Sheila Kauppi --MnDOT to Everyone:**
<http://www.dot.state.mn.us/I-94minneapolis-stpaul/index.html>
- 58. 10:59:23 From Joshua Houdek, he/him, Sierra Club to Everyone:**
But what's measured matters, right? :)
- 59. 10:59:27 From Sheila Kauppi --MnDOT to Everyone:**
The draft documents that Jack referred to can be also found at the link above.
- 60. 11:01:42 From Theresa Nelson to Everyone:**
I'm looking at the Evaluation Criteria hand-out I received at MnDOT outreach event this weekend, and I do not see VMT reduction mentioned. Is this on a different document?
- 61. 11:02:04 From Sheila Kauppi --MnDOT to Everyone:**

<http://www.dot.state.mn.us/sustainability/advisory-council.html>

- 62. 11:03:58 From Spencer Ludtke to Everyone:**
how are the post covid transportation changes being digested by STAC?
- 63. 11:16:00 From Lyssa Washington to Everyone:**
they also seem to be on the bottom of the screen under "future discussion"
- 64. 11:16:02 From Theresa Nelson to Everyone:**
less cars, more transit
- 65. 11:16:46 From Theresa Nelson to Everyone:**
Dedicated high speed transit, dedicated bikeways
- 66. 11:17:33 From Debbie Meister to Everyone:**
That sums it up for me.
- 67. 11:18:20 From Scott Berger to Everyone:**
A pedestrian scale corridor. Lighting, signage, speeds, vegetation.
- 68. 11:18:33 From Debbie Meister to Everyone:**
Lower vehicle speeds
- 69. 11:19:51 From Debbie Meister to Everyone:**
Move freight off the corridor
- 70. 11:20:22 From Lyssa Washington to Everyone:**
Better connections for the freight on the corridor and not on side streets, particularly connecting from/to 280
- 71. 11:21:13 From Toya to Everyone:**
EV freight infrastructure
- 72. 11:22:07 From Theresa Nelson to Everyone:**
Only allow EV freight, reduce speeds on 280
- 73. 11:23:07 From David Juliff to Everyone:**
Working with the local agencies to revisit the "frontage roads" and making them more community oriented and not just connections to/from the highways. Also reducing the footprint of facilities to increase developable space.
- 74. 11:23:09 From Lyssa Washington to Everyone:**
Incorporation of art, green to soften, improve air and sound and sense of place. Know there is something above the trench
- 75. 11:23:59 From Glen Johnson to Everyone:**
Discussion item: what would have the biggest impact to reduce particulate pollution along the corridor?
- 76. 11:24:19 From Toya to Everyone:**
on non developed land, implement carbon sequestration and renewable energy generation
- 77. 11:25:06 From David Juliff to Everyone:**
Redesigning highway off-ramps to reduce speeds before vehicles get to the local street system. Vehicle speeds at the ends of the ramp are significantly higher than posted speeds today.
- 78. 11:25:38 From Scott Berger to Everyone:**
^ Perhaps, low-speed (i.e., tight) geometries, widths on side-streets.
- 79. 11:25:55 From Will McCartney to Everyone:**
lower posted vehicle speeds need to coincide with roadway design that encourages lower speeds (<12' lanes, much smaller curve radii, trees along the travelway). if the "new I-94" has the same typical section as the existing interstate, just with lower posted speeds, nobody is actually going to slow down.
- 80. 11:26:58 From Toya to Everyone:**
have a stipend for commerical and residential buildings to install air filters to increase indoor air quality

81. 11:27:02 From Joshua Houdek, he/him, Sierra Club to Everyone:

City Resolutions:

<https://drive.google.com/file/d/1sTYpGwSL0QZK6IN0iBXNCuc2LCB6Ot2Z/view?usp=sharing>

<https://drive.google.com/file/d/1fR-r85PmrtfNomUq9-RJoAou7YLzfmD/view?usp=sharing>

82. 11:28:14 From David Juliff to Everyone:

Provide more pedestrian scale crossings (assuming the highway remains) for the highway - not just a 10 foot wide concrete path with chain link fence but more park-like and well lit. Think about animal crossings being constructed all over the world.

83. 11:28:43 From Pat Thompson SAPCC she/her to Everyone:

If there is a trench, the bridges need to be wider with the new space allotted to non-car uses

84. 11:28:54 From Scott Berger to Everyone:

Noise. Perhaps consider freight noise restrictions. I.e., ban ICE, EV-only.

85. 11:29:27 From David Juliff to Everyone:

Parkway-like setting for I-94 (similar to I35E).

86. 11:30:10 From Toya to Everyone:

limit light pollution, thanks for bringing that up

87. 11:30:45 From Will McCartney to Everyone:

small-scale, local, incremental development of newly developable land instead of one master developer (inevitably Ryan companies) is the way to avoid gentrification

88. 11:30:49 From Mary Morse Marti to Everyone:

Please understand that this is a city, not a suburb or rural area, and highways should never have been built here

89. 11:31:06 From Mary Morse Marti to Everyone:

Thanks, Jack

90. 11:31:06 From Theresa Nelson to Everyone:

Please share city resolutions in all future community engagement events.

Meeting Participants

Community Leaders

Present	Last Name	First Name	Organization
	Alper	Becky	Move Minneapolis
	Armon	Alec	Hamline Midway Coalition
	Baker	Keith	ReConnect Rondo
	Barobs	John	Move Minneapolis
x	Berger	Scott	Union Park District Council
	Burns	Alex	Sierra Club North Star Chapter
	Cashman	Kerry	Seward Neighborhood
	Check	Nick	Saint Mark Parish
x	Frank	David	Prospect Park Association
x	Frempong-Longdon Jr.	Charles	Sierra Club
	Golemo	Alexa	MacGroveland Community Council
	Gunderman	Amy	Lexington Hamline Neighborhood
	Haight	Vanessa	Elliot Park Neighborhood
x	Houdek	Joshua	Sierra Club North Star Chapter
x	Johnson	Glen	Elliot Park Neighborhood
x	Juliff	David	Be Civil – ReConnect Rondo
	Kershaw	Sean	Wilder
	Khalif	Farhio	St. Paul NAACP
	Klebsch	Angelica	Comunidades Latinas Unidas En Servicio
	Levin	John	Hamline Midway Coalition Transportation Committee
	Levins Holden	Olivia	Hope Community
	Liban	Mohamed	Somali American Partnership
x	Lopez	Toya	Health Professionals for a Healthy Climate
x	Ludtke	Spencer	Macalester-Groveland Community Council Transportation committee
x	Mains	Sheldon	Seward Redesign, Inc
x	Clapp-Smith	Merritt	Capitol Area Architectural and Planning Board
x	McKee	Shevek	District 10 Como Community Council
	McLaughlin	Chris	Seward Neighborhood Group
x	Meister	Debbie	Neighborhoods First!
	Mudge	Kate	Hamline Midway Coalition
	Murray	Kathryn	St. Anthony Park
	Narayanan	Ashwat	Our Streets Minneapolis
x	Nelson	Theresa	Move Minnesota
	Pleskovitch De Canedo	Amanda	Comunidades Latinas Unidas En Servicio
	Royce	Caty	Frogtown Neighborhood Association
	Selle	Dawn	Hallie Q Brown
	Singer	Andy	Saint Paul Bicycle Coalition
	Schwantes	Lindsay	Hamline Midway Coalition
	Scott Knox	Tiffany	Wilder
	Smaller	Martine	Northside Residents Redevelopment Council
	Spreeman	Taylor	Hallie Q Brown
	Tabbut	Julie	Prospect Park Association
	Taitel	Sam	Seward Neighborhood Group
	Thoman	Barb	Union Park District Council

	Thomas	James	Pastor – Mount Olivet Baptist Church
x	Thompson	Pat	St. Anthony Park Community Council, District 12
x	Wako	Abdulrahman	Union Park District Council
x	Watson	Shannon	St. Paul Area Chamber of Commerce
	Weinhagen	Jonathan	Minneapolis Regional Chamber of Commerce
x	Werner	Jens	Summit-University Planning Council
	Wilson	David	Green Minneapolis
			Move Minneapolis

Guests/Unknown Affiliation

Present	Last Name	First Name	Organization
	Brown	Maura	The Alliance
	Gallatin	Kevin	Sustain Saint Paul
x	McCartney	Will	
x	Morse Marti	Mary	Move Minneapolis
	Wagenius	Peter	Prospect Park (also Sierra Club)

Technical Advisory Committee or Policy and Planning Committee Members

Present	Last Name	First Name	Organization
	Agosto	Kelly	Hennepin County
x	Cox	Colin	Hennepin County
x	Gottfried	Jason	Hennepin County
	Hager	Jenifer	City of Minneapolis
	Harper	Cyndi	Metro Transit
	Harrington	Adam	Metro Transit
	Hiniker	Cole	Metropolitan Council
	Isaacson	Brian	Ramsey County
	Kershaw	Sean	City of St. Paul
	Mandell	Paul	Capitol Area Architectural and Planning Board
x	Mazzitello	John	Ramsey County
x	Musty	Peter	Capitol Area Architectural and Planning Board
x	Newton	Randy	City of St. Paul
	Nix	Noel	City of St. Paul
	Schoenecker	Ted	Ramsey County
x	Staebell	Jason	Hennepin County
	Stark	Russ	City of St. Paul Mayor's Office
	Vanhala	Joan	Hennepin County
	Vennewitz	Amy	Metropolitan Council
	Xiong	Mai Chong	City of St. Paul, Legislative Aide to Councilmember Dai Thao

FHWA/MnDOT/Consultant Staff

Present	Last Name	First Name	Organization
x	Atwood	Stephanie	MnDOT
x	Austin	Lisa	MnDOT
x	Barnes	Melissa	MnDOT
x	Chavez	Mike	WSB - consultant
x	Chiglo	Jon	WSB - consultant
x	Cho	Joanne	WSB - consultant

x	Colas	Josh	MnDOT
x	Corkle	Jack	WSB - consultant
x	Crockett	April	MnDOT
x	Goff	William	MnDOT
	Gray	Kirsten	WSB - consultant
x	Hampton	Tori	MnDOT
x	Hauf	Austin	WSB - consultant
	Jeff	Gloria	MnDOT
x	Kauppi	Sheila	MnDOT
x	Knutson	Cyrus	MnDOT
x	Rank	Hannah	MnDOT
x	Sexton	Tim	MnDOT
x	Varney	Anna	FHWA
x	Washington	Lyssa	4rm+ula – consultant
x	Ziegler	Mikaela	WSB – consultant
x	Di Caprio	Fran	4rm+ula – consultant