



CALGARY
POLICE
SERVICE

MEMORANDUM

Community and Police
Working Together

DATE: September 10, 1998

TO: Warren Good
ISS #620

FROM: Ronald B. Smith M.A.
Centralized Analysis Unit #821

RE: i2 Purchase

As a follow-up to our meeting, I am providing you with some additional information that you will require in making arrangements for the purchase of one, and perhaps additional copies, of the i2 software. First thing is money. I spoke with Leo in Finance who said that you should take \$6,500 from Centre^{25(1)(b)} Account^{25(1)(b)}. This will cover the cost of one full copy (link notebook and case notebook). Diana Bloom, Acting Manager of R&D Section, has been advised.

I have left a message with the contact person I have been dealing about obtaining a copy of the licencing and maintenance agreement. I have yet to hear back from him.

The vendor of the product is Paisley Systems Inc. of Oakville ON. The contact person is Matthew McAndrew at tel (905 849-6744) or email (matthew@paisleysys.com). He has extended our evaluation period until @ mid October. I will let him know that you or someone from our IT group will be making final arrangements.

The project evaluation team is still addressing some outstanding issues. It is anticipated that a draft of a business plan will be available by end of month, if not sooner. I will contact you ASAP with additional details such as number of copies, network vs stand-alone versions, etc.

If you have any questions or require additional information, please do not hesitate to call.

Ron.
Ron.

Req #
75-25755

98/10/05

cc. Diana Bloom, Research and Development



CALGARY
POLICE
SERVICE

MEMORANDUM

Community and Police
Working Together

DATE: November 4, 1998

TO: Warren Good
ISS #620

FROM: Ronald B. Smith M.A.
Centralized Analysis Unit #821

RE: i2 Purchase

I am forwarding a copy of the Evaluation of the Analysts Notebook Report that recommends purchasing multiple copies of the Analysts Notebook software as approved by A/Deputy Chief Beaton. He has informed me that Deputy Chief MacKay has seen the report.

Please let me know if you require anything further to begin making purchasing arrangements.


Ron.

cc. A/Deputy Chief Jack Beaton, Bureau of Research, Development and Learning #800
Diana Bloom, Research and Development Section # 818



CALGARY
POLICE
SERVICE

MEMORANDUM

Community and Police
Working Together

DATE: October 26, 1998

TO: A/Deputy Chief Jack Beaton
Bureau of Research Development and Learning #800

FROM: Ronald B. Smith M.A.
Centralized Analysis Unit #821

RE: Analyst's Notebook (i2) Evaluation Report

I am forwarding a copy of the Analyst's Notebook (i2) Evaluation Report for your consideration. The report recommends the Service purchase one (1) complete standalone copy of the Analyst's Notebook (Link Notebook and Case Notebook), one (1) complete network copy and two (2) network copies of the Link Notebook. The total purchase price is \$21,200 plus GST and maintenance costs.

Of this total, the Research and Development Section will contribute \$6,300 from 1998 funds. Funds for the purchase of one copy of the Analyst's Notebook for CCIS (\$4,300) were in the 1998 budget. Warren Good has indicated that he has the funds in his 1998 budget to make up the difference to facilitate the purchase of the software as recommended.

As this purchase is one where costs will be shared among different sections, I am forwarding the report for your approval. Could you please respond back to me at your earliest convenience so the details of the purchase can be finalized.

Thank you in advance for your cooperation in this matter. If you have any questions or concerns, please contact me at (tel)8576 or (profs)pol8376.


Ronald B. Smith
Centralized Analysis Unit #821

Approved.

J. Beaton, b616
Nov 1/98

cc. Diana Bloom, Research and Development Section #818

EVALUATION REPORT: ANALYST'S NOTEBOOK

Prepared By:

Centralized Analysis Unit

Calgary Police Service

October 1998

PROJECT TEAM MEMBERS

Lisa Garey, Centralized Analysis Unit
Rebecca Johnstone, Resource Team
Laurie Kelly, Information Systems Section
Jennifer Kobzar, District 3
Det. Tom Marriott, Robbery
S/Sgt. Joan McCallum, District 2
S/Sgt. Debbie Middleton-Hope, Vice Unit
Tanya Paziuk, District 4
Ron Smith, Centralized Analysis Unit
Rose Yan, CCIU

1. Problem Statement

The Calgary Police Service (CPS) has a number of individuals who provide analytical support to criminal investigations. During an investigation, these individuals play a key role in organizing and managing the information compiled during an investigation. The analyst is also responsible for synthesizing the relevant information and presenting the material to investigators on an ongoing basis.

Establishing associations between people, places, vehicles and other entities is of particular importance to investigators. Using techniques such as telephone toll analysis and link analysis, the analyst can confirm suspected links and generate other possible associations that may be critical to an investigation or developing intelligence on a person, place or thing. Based on the information that they receive and compile, analysts also develop event flow diagrams to present a visual representation of what was alleged to have happened, when it happened and where it happened.

In addition to their contribution during the course of the investigation, the analyst can play an important role in the court preparation process. In collaboration with the investigator(s), the analyst can develop an information package to present to the Crown. The primary task of the analyst is to summarize and simplify the important facts of a case to ensure a successful outcome. Often this involves providing visual aids (such as charts, diagrams, flow charts, etc.) to supplement the evidence provided by the investigator and other sources of information.

There are also analysts whose primary responsibilities are related to compiling, organizing and analyzing intelligence information. The analytical tasks and work carried out by these analysts are central to developing and disseminating information about people, places and things that may represent a problem or potential problem to law enforcement agencies.

In the past, analysts with the CPS have used generic software products to accomplish analytical tasks. More specifically, analysts have used standard graphics software such as ©Freelance and more recently, ©Presentations to chart association matrixes and construct event flow diagrams.

As well, analysts have used ©WordPerfect to create a chronology of events, and various other software applications to conduct other types of analyses required.

Although functional, the existing products are inefficient and tend to make relatively routine tasks labour intensive and time consuming (e.g., adding an individual to a link chart may require drawing an entirely new chart). The resource intensive software currently available places a significant restriction on the type of analysis that analysts are able to perform, as well as the number of projects that can be supported by analytical areas in the Service.

It is anticipated that the demand for competent, well-equipped analysts will increase over the next few years. Advancements in technology have led to the emergence of more sophisticated criminals who are involved in diverse criminal activity and operate worldwide(i.e., organized crime). These trends have contributed to an increase in both the scope and complexity of investigations that are assigned to the CID and other specialized investigative units. As well, there is a growing need for intelligence information to identify targets and determine policing priorities.

The industry standard at this time appears to be the Analyst's Notebook. The Analyst's Notebook is a suite of software programs designed specifically for investigative and intelligence analysis. The suite offers both visualization tools and analytical capabilities that may enhance analytical output and optimize the use of limited resources. The notebooks are the leading software tools used by RCMP, the Canadian national intelligence community, many of the major municipal police forces in Canada and other law enforcement agencies. As well, this product is used by major financial, insurance, and banking organizations in their efforts to combat fraud. The product uses internationally accepted crime analysis techniques and is part of the curriculum for the basic intelligence analysis course offered by Canadian Police College. It is swiftly becoming the national standard in Canada.

The purpose of this project is to evaluate this product and determine whether it should be purchased, standalone version(s) versus network copy, how many copies or seats may be required, and the nature and size of the user group. As well, this paper discusses other issues that may be related to use of the Analyst's Notebook suite.

2. Evaluation process

The Centralized Analysis Unit (CAU) is largely responsible for providing analytical support to large-scale, complex investigations assigned to the Criminal Investigative Division (CID). Recognizing the need for more effective and productive analytical tools, a project team was established to evaluate the functionality and appropriateness of the Analyst's Notebook. The project team was made up of representatives from the Districts, the Information Services Section, the Family, Youth and Violent Crimes Section, the Organized Crime Control Section, and CAU of the Research and Development Section.

Three separate methods were used to evaluate the Analyst's Notebook. To evaluate the suitability of the product and determine whether it meets its marketing claims, an evaluation copy of the Analyst's Notebook was installed on one computer in CAU for use in a major, multi-jurisdictional investigation. A fit/gap analysis was conducted to determine what business needs could be addressed by the Analyst's Notebook, identify possible user groups, and identify issues that should be addressed prior to full implementation. This was accomplished through a round table discussion with members of the project team and interviews with several key informants. Finally, a technical assessment of the product itself was performed by the CPS Information Services Section (ISS).

3. Results

A. Assessment of Evaluation Copy

An assessment of how well the Analyst's Notebook performs as an analytical tool reveals it delivers on many of the promises made in the marketing literature. As promised, the Analyst's Notebook does assist analysts in managing and interpreting relevant case information on an ongoing basis. It enables the analyst to piece together vast amounts of information in a comprehensive manner. Visually appealing charts can be developed during the initial stages of an investigation to summarize the main targets and events quickly. By using a "point and drag" system, the Analyst's Notebook makes it easy to incorporate new information into pre-existing link and flow charts. In addition, the Analyst's Notebook does enable an analyst to employ techniques to establish associations between people, places and other entities.

The following describes some specific examples of how the Notebook is being used in an ongoing CPS investigation. The telephone link analysis technique was used in a robbery investigation to analyze telephone records for several targets. The Analyst's Notebook enabled the analyst to transform these records into a meaningful chart that showed the distribution of calls to and from the numbers under investigation. This chart displayed telephone toll information in a way that allowed the analyst to perform quick and varied analyses on things like suspect associations, patterns of telephone use, and location of suspects during specific time frames.

Using the Notebook, the analyst was able to use event flow analysis. Event flow charts enable the analyst to interpret a sequence of event and make predictions as to what will (or could) happen next. Unlike previous methods used to chart events, the Analyst's Notebook made it simple to add or delete information from a pre-existing chart or diagram.

The multi-jurisdictional nature of this robbery investigation made it necessary to share information with other criminal investigative units and other law enforcement agencies across Canada. As the industry standard, the Analyst's Notebook provided a means for CPS investigators to communicate efficiently and effectively with investigators from other jurisdictions. The exchange of information was simplified. For example, if an agency required a chart of a target's associates, one could be downloaded to disk and couriered to the requesting agency.

Another advantage that was quickly realized was the Notebook's ability to utilize information from other general software applications. During this investigation, telephone subscriber information was imported from ©Quattro Pro to the Link Notebook quickly and efficiently. This saved considerable time by eliminating the need to re-enter information. This feature also allows the user to import information from ©WordPerfect and other software applications.

The analyst who was using the Notebook indicated that she was quite satisfied with the online support she received. Additional resource material is available from current law enforcement users and the Canadian Police College.

B. Fit/Gap Analysis

Based on the results of the round table discussion and interviews with other stakeholders, there is agreement that there is a need for software applications designed specifically for investigative and intelligence analysis. Representatives from the Districts, the Organized Crime Control Section, and the Family, Youth and Violent Crime Section all expressed interest in the product.

i) Business Needs

The fit/gap analysis identified several business needs that could be addressed by the Analyst's Notebook. For example, crime analysis techniques such as link analysis, telephone toll analysis, commodity flow analysis and event flow analysis are seldom used due to the constraints

associated with using existing software applications. By offering programs specific to crime analysis, as well as several time saving features, the Notebook could enable analysts to use more sophisticated crime analysis techniques more often on large-scale, complex investigations.

A number of the investigative areas who participated in this project suggested that the Notebook may assist individual investigative units in coordinating the efforts with other units. The Analyst's Notebook is a tool for investigative areas to collect and share valuable information in a timely and meaningful way. For example, there is general agreement that a link exists between prostitution and drug-related crimes. By using the Notebook to examine links between known prostitutes and known drug dealers, it is possible to target individuals, locations and business that may be of interest to both units. As a consequence, the drug unit can benefit from what the vice unit has already learned and the vice unit can utilize information already obtained by the drug unit. Further, the information can be presented in a way that is understood by investigators in both units.

The capability of the CPS to provide the Crown Prosecutor's Office, other law enforcement agencies and other external business partners with high quality, easy-to-read charts and other graphical presentations was also identified as a business need that could be resolved by the Analyst's Notebook. The use of high quality visual aids in the Courts is an emerging trend in Calgary and elsewhere. To maximize the likelihood of a successful outcome in a criminal investigation, analytical tools that produce professional quality charts and other visual aids are essential.

ii) User Groups

There was general agreement that the Analyst's Notebook would be of most benefit to analysts assigned to work with Criminal Investigation Division (CID) investigators. The majority of large-scale, complex major crime investigations are assigned to the appropriate speciality unit within the CID. In most instances, analysts from the Centralized Analysis Unit (CAU) are assigned to these investigations. It is anticipated that one of the primary user groups will be analysts from CAU.

It was suggested that as the product becomes more widely used and accepted, investigators themselves may become another significant user group. In fact one stakeholder indicated that the implementation of the software application should include a plan to market the Notebook to the Service. However, there are two issues that may slow this rapid increase in the number of users. First, the initial investment of time and energy required to learn how to use the Analyst's Notebook will likely prevent investigators from using the product until they have seen what the software can accomplish. Second, use of the Analyst's Notebook will not be used in every investigation in the CID. The Notebook does require some investment of resources (i.e., human resources) for it to be an effective tool. The costs associated with using the Notebook for all investigations may not be justified. Arguably, this software is most effective when used by a trained analyst or investigator who is charged with the responsibility of providing analytical support to an investigation of other police-related operation.

It was stated that another primary user will be the analyst(s) assigned to the Calgary Criminal Intelligence Section (CCIS). Given their responsibility for gathering and disseminating intelligence information on people, places and things that are of interest to the police, it is likely that the Notebook will become a key tool for the CCIS analyst(s).

The SHOP Unit is another area that could benefit from a software application designed to organize and manage information about people, place, and things. On a daily basis they are inundated with information regarding individuals who are of interest to the police. In many instances, the individuals in the program are well acquainted and tend to spend time with each other. Understanding and monitoring their contacts, what they are doing, and where they are meeting is of critical importance. Equally important is communicating this information back out to the Districts.

The business needs for the Analyst's Notebook does not appear to be as great in the Districts as it is in the other business areas described above. Two reasons that were identified during the discussion with project team members include the type of cases investigated by GIU detectives

and the lack of resources to ensure that the Notebook would be effectively utilized by District analysts and investigators. However, there was agreement that some investigations assigned to District GIU would benefit if analytical resources were made available (including the Analyst's Notebook).

iii) Other Issues

Several other issues emerged during the round table discussion. A common concern expressed by several representatives from the Districts was the availability of initial and ongoing training using the Analyst's Notebook. Specifically, changes to area responsibilities and processes to integrate new software needs to be addressed by the Service. Options discussed include:

- attend Basic Intelligence Analysis Course offered by the Canadian Police College;
- attend in-house seminars and workshops;
- visit other agencies in Alberta to see how the software is being utilized;
- attend IALEA conference or other crime analysis conference workshop or seminar.

B. Technical Assessment

The copy was installed on a PC within the Centralized Analysis Unit and is working on our current standard configuration of pc and networks. We have not experienced any difficulty with the product working on our current systems and have recorded no complaints through the Help Desk.

A technical overview and demonstration was presented to CPS Information Technology Architecture Committee (comprising of ISS, Telecom and Fleet & Facilities staff) and there were no concerns raised with the product per se. There were concerns raised by ISS that this product will accept information from an O.D.B.C compliant database and until this upgrade is done to Model 204 (in the form of middleware), the analysts will be required to do a manual cut and paste operation to move the data from CASE and INET to the PC.

O.D.B.C. compliancy is now an international standard for data exchange between third party or purchased systems. Plans are being made to pursue this further once the continued use of Model 204 database software is studied by ISS (time estimate is mid year 1999).

C. Costs

The purchase price for the complete Analyst's Notebook (Link Notebook and Case Notebook) is \$6,300 + GST per copy/seat. The purchase price for the Link Notebook is \$4,300 + GST per copy/seat. The support fees for the product will be \$830 per year per copy/seat for the complete Analyst's Notebook. I assume that the support costs for the Link Notebook would be prorated. ISS is looking into finalizing the purchasing details.

4. Recommendations

The results of the evaluation of the Analyst's Notebook suggest that it delivers on many of the promises made in the marketing material. First, the evaluation copy of the Notebook performed well under field use. A fit/gap analysis indicates this software can address some current deficiencies in software applications designed for crime and intelligence analysis. The Analyst's Notebook does not come with any additional hardware costs, the training required to get the application online is minimal and can be accomplished by using the expertise of CPS personnel and making use of the online technical support. As the anticipated primary user groups are computer literate, technical support should not be an issue if the user group remains small, at least initially.

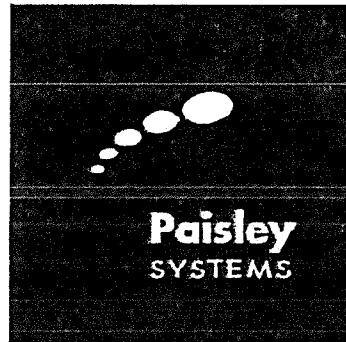
The following recommendations are made for your consideration:

1. The CPS purchase one (1) complete standalone copy of the Analyst's Notebook (Link Notebook and Case Notebook) to be installed on one or more PCs in CCIS and on one or

more PCs in the SHOP unit. The security plug will be the responsibility of the CCIS analyst(s).

2. The CPS purchase one (1) complete network copy of the Analyst's Notebook, with access limited to analysts in CAU and other specified users. Responsibility for the security plug will be assigned to one of the CAU tactical analysts.
3. The CPS purchase two (2) network copies of the Link Notebook, with access limited to analysts in CAU and other specified users. Responsibility for the security plug will be assigned to one of the CAU tactical analysts.
4. To ensure maximum utilization and effectiveness, analysts should receive some training on using the Link Notebook prior to being assigned to an investigation. The establishment of a user group is required to address changes in fundamental work processes due this new technology. A user group will serve to provide support, facilitate information sharing, establish common standards, and help coordinate the interchange of Notebooks between areas. Such a user group will provide greater long term value to the Service and eliminate potential problems.
5. A video that demonstrates the Link Notebook and its application to specific types of police investigations should be made and distributed to all investigative areas.
6. A project team should be created to develop business processes regarding the use of the Analyst's Notebook, standardizing information or data structures to make them compatible with the Notebook, and to monitor and assess the utility of the software product in accomplishing CPS core functions.

Maintenance & Support Policy



2213 Munn's Ave
Oakville
Ontario
Canada L6H 3M9

MAINTENANCE/SUPPORT.

Annual Maintenance.

When Annual Maintenance/Support is purchased, the following services are provided:

Early Notification.

This provides proactive notification of newly discovered key problems or bugs. User will be alerted to key problems or bugs that Paisley's software providers have discovered. This allows Paisley to provide the User with work arounds and patches for problems and helps prevent other problems. This maximizes up-time by proactively alerting User of a solution before they experience a problem.

Update Service.

This includes all software, documentation, and media that is supplied when new versions of the software are released. Also covered under the Update Service are bug fixes. This maximizes Users investment by providing new features, functionality and patches as soon as they become available.

Telephone and On Site Support.

In addition to the Update Service, Paisley will offer on site and telephone support. A trained individual will be available during the Call hours to answer any questions that may arise pertaining to the application software. Call hours are 8.00am to 5.00pm EST. Excludes Saturdays, Sundays, and holidays. Calls not answered immediately, will be returned within a 4 hour period (maximum). Should Paisley not be able to resolve a problem through our telephone support, an engineer will be dispatched to the User site, at no charge to the User.

Email Support.

Our support personnel can also be reached via email at: support@paisleysys.com. Email received will be answered within a 24 hour period. Excludes Saturdays, Sundays, and holidays.

World Wide Web Support.

Users under support will also have access to our World Wide Web site - <http://www.paisleysys.com>. At this site, software fixes are made available to Users through our "Download" area., and our "Tips & Suggestions" area is also accessible for the latest up to date techniques. Additional entity styles that are donated by the users worldwide, are also available for download.

Registered Contact.

User must register the technical contact personnel (maximum of two people per location can be registered) with Paisley Systems.

Special Telephone Support.

In addition to the standard telephone support, special support can be arranged. You can control the response to your problem resolution by setting the priority for your specific problem when placing a support call.

Remote Dial in Analysis.

If User elects to provide access, Paisley Engineers can examine their systems remotely to expedite problem resolution. This increases system up-time by providing valuable information for resolving critical problems. Modems will be required.

Time & Materials Support.

Ongoing support can be supplied to the User on a time and materials basis or as pre paid flat fee.

Time and Materials

Paisley offers on site and telephone support on Time and Materials basis. A trained individual will be available during the Call hours to answer any questions that may arise pertaining to the application software. Call hours are 8.30am to 5.00pm local time. Excludes Saturdays, Sundays, and holidays. Calls not answered immediately, will be returned within a 4 hour period (maximum). Time and Materials for telephone support are billed at \$50.00 per hour (cumulative - excluding applicable taxes). Time and Materials for on-site visits are billed at \$95.00 per hour (excluding applicable taxes) - 2 Hours minimum. Expenses for an on-site visit are additional as follows:

Per diem:	\$47.35 per day.
Transportation:	Airfare Cost of coach class return airfare from Toronto to defined location, or from initial site to additional sites.
Car Mileage:	\$0.35 per kilometer.
Taxi/cab:	direct cost incurred during supply of services.
Accommodation:	Direct hotel costs for a standard room.
Telecommunications:	Direct Long Distance charged will apply.

Billing will take place at the end of each calendar month. Applicable taxes are additional.

Flat Fee basis

In order to simplify the Support process, the User can elect to pre pay support on a flat fee basis. The monthly fee will be \$75.00 (excluding applicable taxes) per licensed copy of the software and will entitle the User to unlimited telephone, Web, and Email support. Call hours are 8.30am to 5.00pm local time. Excludes Saturdays, Sundays, and holidays. Calls not answered immediately, will be returned within a 4 hour period (maximum). **Minimum contract term is one year.** Billing will take place at the end of each calendar month **in advance.** Expenses for onsite visits are additional as per above.

Registered Contact.

The User will register the technical contact personnel (maximum of two people can be registered) with Paisley Systems.

Customized Maintenance & Support packages are also available. World Wide Support is also available through our Resellers and Suppliers.



IBM[®]
New Orchard Road
Armonk, New York 10504

An IBM[®] Company
1430 Spring Hill Road, Suite 600
McLean, VA 22102

April 10, 2012

Warren A Good
Calgary Police Service
133 - 6 Ave SE 7 Flr
Andrew Davison Bldg
CALGARY, AB T2G 4Z1 Canada

Re: Changes effective May 1, 2012

Dear Warren A Good,

IBM recently acquired i2, Inc., a leading provider of intelligence and investigation management software for law enforcement, defense, national security and private sector organizations.

We are pleased to report that the integration of i2 continues to progress on schedule. On May 1, 2012, we will begin to migrate order processing and fulfillment for all i2 customers to IBM, with support migration to follow shortly thereafter. Your technical contact will receive a support welcome letter that will indicate when your company should begin receiving support directly from IBM. A link to "Doing Business with IBM," (DBWI), a guide that explains IBM's practices for billing, fulfillment and support, is listed below.

As we continue with the integration, after May 1, 2012, i2 products will be re-branded under IBM and your current entitlements will be mapped to IBM products. IBM issued transaction documents will govern all new orders for these software and services including orders for support renewals. Complete payment details will be specified in IBM's invoices and all invoice payments will be made out to IBM. These and other operational changes are described in the DBWI guide.

IBM will provide all software support and technical services for i2 products with the same emphasis on customer satisfaction that you are accustomed to. There will be changes to how you access some features of customer support (e.g., IBM uses different telephone numbers to access Technical Support, an enhanced Web portal to provide online self help resources and the ability to electronically open incidents with the support organization). These and other changes to how you will now acquire i2 software and access support are also described in the DBWI guide.

Whether you are a new or an existing IBM client, we would like to thank you for your continued support of i2. We would also like to assure you that even with these changes, most of the same personnel with whom you have been working with at i2 will remain as your primary contacts at IBM. We collectively look forward to enhancing our business relationship with you through our IBM expanded capabilities. Should you require additional information, please contact your IBM i2 Account Manager or Representative.

Sincerely,

Robert Griffin II
Chief Executive Officer, i2 Group
i2, an IBM Company

Maria Delatorre-Rogers
Director, i2 Integration Executive
IBM Software Group

Link: Customer Guide to Doing Business with IBM: <http://www.i2group.com/ibm-customers>

From: [Rebecca Davidson](#)
To: [Roxanne Wales](#)
Subject: Sent from Snipping Tool
Date: Tuesday, April 09, 2019 10:01:21 AM
Attachments: [image001.png](#)

Use for a presentation. They are not used for analysis. Legends provide a key for the information on the chart surface.

→ Entities

Entities represent real-world objects such as people, locations, and bank accounts, or they represent events such as meetings.

Find a b
technol

Explore
the IBM

→ Links

A link represents a relationship between two entities, such as ownership of a vehicle by a person or a transaction between two bank accounts. It is represented on the chart surface by a line between the two entities.

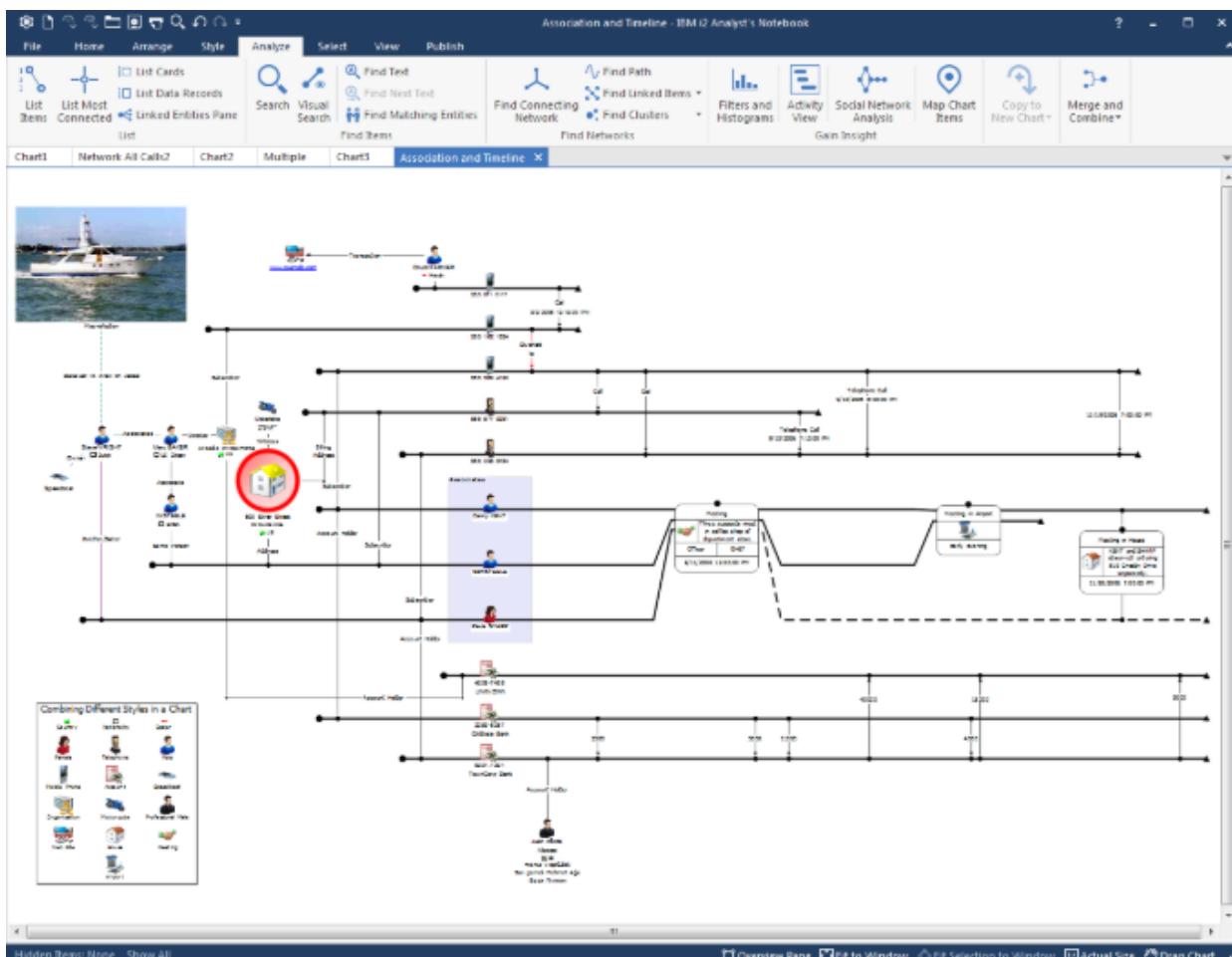
→ Properties

Entities and links contain properties, which are used to store information about that entity or link. Selecting the correct type of property to store information is essential for both visualization and analysis.

→ How to chart data

The decisions that you make on how to model your data and where to store it in Analyst's Notebook affect how you can present and analyze the information.

From: [Rebecca Davidson](#)
To: [Roxanne Wales](#)
Subject: Sent from Snipping Tool
Date: Tuesday, April 09, 2019 10:04:24 AM
Attachments: [image001.png](#)



From: [Rebecca Davidson](#)
To: [Roxanne Wales](#)
Subject: Sent from Snipping Tool
Date: Tuesday, April 09, 2019 10:03:40 AM
Attachments: [image001.png](#)

