

Hi, everyone! What a busy fall and early winter this has been! I always enjoy the football season as a time to gather with family and friends, and this year has been especially full of both. Our regular tailgate circle at Iowa State games swelled to include two of Linda's sisters and their families, Mary's fiancé and his family, Matt's fiancé and her family, and a swell of college kids accompanying our nephew Trace and our daughter Erin, both of whom attend Iowa State. Also, Matt and his fiancé Alanna are still in the marching band, which prompted regular trips to the "step show" on the steps of the Alumni Center before each game; something that seemed like its own family reunion each game week. (I do think family reunions would be so much better if they included drumlines and "cowbell.") It's been such a blessing to be surrounded by so much fun and friendship that the games almost seemed like an afterthought (although my hoarse voice after each game belied that notion slightly).

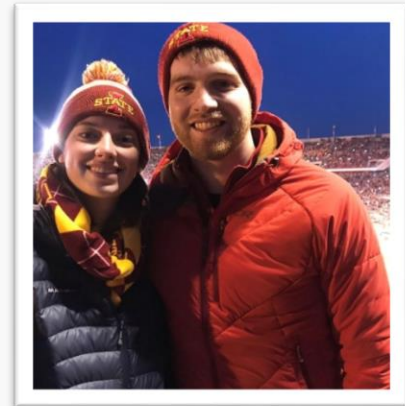
The wedding scene continues to heat up and add to our swirl of family and friends as Mary's January 3rd wedding is now at DEFCON 2, and rapidly approaching 1. We've had a shower, a



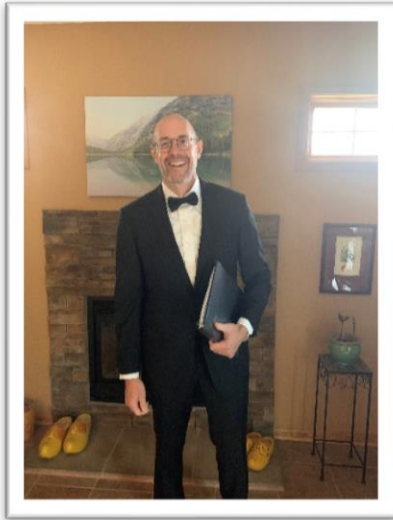
Dan & Petey at Avalanche Lake in Glacier National Park.

shower, a couples' shower, tastings, cake tastings (best part so far), dress fittings and suit searches, sometimes all in one weekend, with a "flannel-preferred" rehearsal dinner at a park lodge in our immediate future.

Happily, in early November I found time to visit my oldest son Dan and his fiancé Petey in Whitefish, Montana, where he has been working in a ceramics studio. I had a very nice extended weekend with them and had the chance to not just explore Whitefish but re-visit Glacier National Park in its winter season, which is something I've always wanted to do. Although some of the higher roads and trails were already closed, we were able to get to Lake McDonald and hike to Avalanche Lake on the west side of the park, and it was a very different experience to hike the somewhat busy and rocky trails we hiked in previous summers in snowy (and somewhat slippery) solitude. Dan and Petey are now in Salt Lake City before heading to Salem,



Wedding and football meet -- Mary & Adam at the Texas game, with couples shower to follow the next day.



Stylin' for the concert. Yes, those are my size 13 wooden shoes on the left; no, I did not wear them for the concert. Those are for lounging.

And, finally, I had my second performance with the Drake University Community Chorus the weekend before Thanksgiving. This semester we sang “Frostiana,” a collection of seven Robert Frost poems set to 70 pages of music by the renowned composer Randall Thompson. I have often said that Tuesday nights (practice nights) are my favorite nights of the week, as I so enjoy joining with others to find the shared harmony of music and just being a member of the chorus and our section. (I hang with the bass IIs, a mostly older group whose signature phrase is, “What page are we on?”) I’m especially excited for next semester, as we are going to combine with other Des Moines-area choirs in a special performance of “Carmina Burana” with the Des Moines Symphony Orchestra in March. I hope you all find and take time for those things that connect you with others and strengthen your soul – they are the things that “sharpen your saw” (see this report’s *Wellness Tip*) and make life worth living!

IT Director update

As I’m sure you are aware, we haven’t yet filled our IT Director position and we are behind the hiring timeline I predicted in our last report. As we went through the process of reviewing the position expectations and requirements, updating the PDQ (position description questionnaire, the official document that defines responsibilities, requirements, expectations and helps determine classification for the position), and obtaining approval to post the position from the state Chief Information Officer, Department of Administrative Services, and Department of Management, we hit a pause as the Governor’s office considered elements of the description that should apply to agency-IT director positions statewide. In early-November the Governor’s office asked us to hold on posting and filling our position until they had the opportunity to finish their review and provide guidance and language.

I was assured this is not a “takeover” of IT and won’t result in changes of assignment or reporting. Rather, it’s just a chance for the Governor to set an expectation and path for collaboration among state executive agencies. This is something that makes good sense to me – IT and data are areas that are common to and very much cross agencies, and much as I wanted to foster collaboration across the divisions of the Iowa DOT through the expectations set for this position, so does the Governor want to foster that same expectation (and action) at the executive agency level.

We don’t have an exact timeline for their additions but understand they hope to have them back to us in January. We have talked about this as a management team and this hire will of course be in the hands of your next director and will be identified as a priority item in the transition plan we are preparing for him or her.

In the meantime, we remain in very good hands and position because of the collective excellence of our IT team and the strength of the leaders we have in place. In light of the pause, we asked **Bill George** to proceed as interim IT director and to continue to work with **Strategic Performance Director John Selmer**

on ongoing issues. Our intent during this time frame is not to remain static but to continue to move forward, and that includes ongoing budget management, posting and filling vacant positions, continuing ongoing projects, continuing work to reform and mature our portfolio management process, and initiating new projects as appropriate. Many thanks to Bill and the entire IT team for keeping us functioning and progressing during this interim time.

2020 Legislative session

Every new year brings a new legislative session, so it seems a good time to visit our legislative priorities for the upcoming session. As always, they encompass both our operational budget and our substantive legislative priorities. Let’s start with budget.

Fiscal year 2021 budget. As a reminder, our budget is drawn from two sources – the state’s Road Use Tax Fund (RUTF), which is comprised primarily of revenue derived from state fuel taxes and motor vehicle registration fees (both the fee for new registration that’s paid when we acquire a new or used vehicle and the annual fee for registration we pay each year) and is a fund dedicated by the Iowa Constitution to transportation, and the state’s Primary Road Fund (PRF), which is a statutory allocation from the RUTF to support the primary or state transportation system. (By Iowa statute, 47.5% of the RUTF is directed to the PRF, to be used to support both our operations and our five-year program of transportation improvement projects.) About 87% of our budget is appropriated from the PRF to support activities that are more directly tied to the primary system, and the remaining 13% is appropriated directly from the RUTF to support activities that more generally affect all systems (state county, and city; primarily Motor Vehicle Division and Motor Vehicle Enforcement operations). The key thing to remember is that, regardless of the source, the legislature must approve through a budget bill the number of FTEs (full-time equivalents, an FTE represents a full-time position) we have for a given year and the total operating funds we have for a given year.

The FY2021 budget covers the period July 1, 2020, to June 30, 2021. At this point our proposed budget for FY2021 has been submitted to the Governor’s office, and then the Governor’s office will make a final budget proposal that will be the proposal submitted to the legislature for review and approval. (Our first presentation will be to the bicameral and bipartisan Transportation, Infrastructure, and Capital Committee, typically in mid to late January, and then it will go from there to each chamber of the legislature.)

At this point we are expecting a very stable budget with no reductions in FTEs or operating funds other than funds allocated for capital (facilities) projects, which is a very good thing. Our budget summary looks like this:

	FY2020	Adjustments	FY2021
Operations	\$351,075	\$1,264	\$352,339
Special Purpose	\$25,619	\$300	\$28,619
Capital	\$31,301	(\$16,014)	\$15,287
Total	\$407,996	(\$14,450)	\$393,546

FY2021 budget summary showing adjustments from previous fiscal year. (\$000s omitted)

The major adjustments from FY2020 to FY2021 are as follows:

- **Under operations**, we requested an additional **\$1.157M to continue shifting our medium and heavy-duty fleet trucks from a 15-year to a 12-year replacement cycle**. Under the longer replacement cycle we found we were keeping trucks too long and over time experienced repair costs that had doubled (from \$6M in 2006 to \$11.6M in 2015.) This is something we started in our FY2018 budget and we expect to continue each budget year until the shift is complete throughout the fleet. Since starting this both the average age of our fleet and our repair costs have started to decrease.
- **Under special purpose funds**, we requested an **increase of \$285K to cover increased worker's compensation premiums** assessed annually by the Iowa Department of Administrative Services. (Premiums are determined each year according to a five-year rolling average of claims paid.) We also **requested \$242K to produce the Iowa Transportation Map**. This is something we now do every other year, so it goes out of our budget in even numbered years and comes back in our budget in odd-numbered years. Before we switched to producing maps every other year, we were producing 1.4M maps annually; we are now producing 1.6M maps every two years for a reduction of 1.2M maps every two years.
- **Under capital funds**, we requested **\$11.287M for utility and facility improvements to the northwest wing of the Ames complex**. This is the part of our budget that shows the biggest change, as our FY2020 capital request included a \$26M appropriation to consolidate several District 3 facilities in Sioux City; the move to a smaller capital project this year creates the reduction in capital funding. This project will replace a 58-year-old heating, ventilation and air-conditioning (HVAC) system that currently services the northwest wing of our Ames complex and will also re-skin the building to make it more energy efficient. Opening the building up to replace the HVAC system will give us the opportunity to remodel the building and move in about 69 staff that are currently working in what we call the North Annex just across the street on the north side of Lincoln Way. The whole project has some very nice benefits – in addition to replacing a system that's on its last legs with a newer system that will more reliably give us a healthy and comfortable work environment, the more efficient new system and building skin will save about \$2.05M in operating costs over a 25-year period. Additionally, consolidating staff currently residing in the North Annex will allow us to sell that property, which will return an estimated \$1.9M to the PRF and give the City of Ames an economic benefit by putting the property back on the tax rolls.

Legislative proposals. The Governor's office asked executive agencies to limit the number of legislative proposals they are sponsoring this year, so they have only approved two proposals to be sponsored by the Iowa DOT this year. Both are tied to federal compliance issues:

- **Lifetime commercial driver's license (CDL) disqualification for persons convicted of human trafficking offenses.** The Federal Motor Carrier Administration changed the federal administrative rules that govern the CDL program to be maintained by each state to require that persons convicted of human trafficking offenses by disqualified from holding a CDL for life; about \$37M in federal highway funding is tied to maintaining a state CDL program that complies with the federal requirements. We have submitted proposed legislation that will implement this

by adding human trafficking to the list of offenses in section 321.208 of the Iowa Code that trigger a lifetime disqualification of the person's CDL privileges. This proposal would become effective July 1, 2020 if enacted.

- **New federal odometer statement regulations.** The National Highway Traffic Safety Administration (NHTSA) has changed the federal rules regarding the odometer requirements states must impose when people sell or transfer vehicles. Under current law, an odometer statement is required for any vehicle that is less than 10 model years old, and a statement is not required for vehicles that are 10 model years old or older. The new regulations recognize that vehicles are staying in service much longer than vehicles used to and will increase the age and number of vehicles subject to an odometer statement on transfer. Under the new regulations, an odometer statement will be required to transfer any vehicle that was manufactured in 2011 or later (model year 2011 or newer) until the vehicle is at least 20 model years old, vehicles that were manufactured in 2010 or earlier (model year 2010 or older) remain exempt from the odometer statement requirements when they are 10 model years old or older. Our proposal amends section 321.71 of the Iowa Code to adopt these changes. If enacted this proposal will become effective January 1, 2021, in alignment with the current federal implementation date.

Although we are only submitting as department bills these two federal compliance-based proposals, there are other proposals we worked on in the last year that may be initiated by other groups or legislators in the coming session, including an **all-positions safety belt law** that would require all occupants of a vehicle to wear a safety belt, including adult rear-seat occupants, and additional **ignition interlock device (IID) reform** that would encourage OWI offenders to obtain a temporary restricted license and drive with the control of an IID by removing the requirement that an IID be installed in all vehicles owned or operated, and only require that the IID be installed in any vehicle the person operates. (Striking the all-vehicles-owned requirement avoids unintended impacts to innocent family members and makes it less likely the offender will not be able to afford to comply because they have to install an IID in multiple vehicles.)

As usual, we will have a whole team of people monitoring, analyzing, and responding to legislative proposals and will likely endeavor to support proposals that further safety and mobility. Many thanks and well wishes to everyone that supports us in this often hectic and pressure-packed work!

New Driver & Identification service center coming to Waukee in January



*Melissa Spiegel, Motor
Vehicle Division
Director*

This past legislative session the legislature appropriated funding to open a new Driver & Identification Service Center in Dallas County. The Dallas County Treasurer's office has provided driver and identification services in Dallas County since 2002, but the rapid population increase in Dallas County and the western Polk County suburbs pushed service demands beyond the level county treasurers can feasibly meet, and so it was determined that services would transition to an Iowa DOT-operated and staffed facility.

After a competitive search in Dallas County we selected and leased a new location in Waukee, just north of Interstate 80 on Grand Prairie Parkway and Ashworth Road. The official address is at the Kettelstone Plaza, 1156 SE Ashworth Road, Waukee, and will be between a Unity Point Healthcare Center and a Jimmy Johns. We found that this location offers great accessibility for most Dallas County residents as 77% of the county's driving-age population are within a 20-minute drive of the location.

The buildout work for the new space is almost finished and we are on track to open the new center on January 21st. We also started onboarding new team members who will staff the Waukee location earlier this year and they will be ready to roll as well. The new team of eight will consist of one supervisor, one consultant (formerly called driver's license examiners), four specialists (formerly called driver's license clerk seniors), and two associates (formerly called driver's license clerks).



Exterior of new Waukee DIS Center property.

Something especially exciting is that starting with a blank canvas at this new location means we have a unique opportunity to think about what type of work and service experience we want our customers and staff to have. With that will come continuation and refinement of past improvements, like straight service desk alignments that make it easy for staff and customers to see and find each other, "all-in-one" service desk configurations that help us do everything the

customer needs in one place to minimize customer and staff movement, and seated transactions that help our staff and customers interact more comfortably, quietly and effectively and with greater privacy.

But it will also come with changes in the look and feel of this center. "Light and bright" is the concept for our furnishings, lighting, flooring, and walls. Additionally, we'll be trying some new concepts such as standing work counters in our waiting areas (you've probably seen something similar in airports). Like other locations, we will also have self-serve kiosks placed near the entrance of the location and will offer a guided self-help experience that we hope will reduce the wait for those with basic renewal or replacement transactions. The overall goal is a calm, comfortable, welcoming and effective work and service experience, and we hope and expect what we are doing here will serve as a template for new

locations set to open later this year in Mason City (February) and Council Bluffs (June), as well as future improvements in existing locations.

We are excited to open this new location and offer services here beginning 2020!

Iowa's Women in Transportation – a new chapter in professional development



**Angie Poole, Safety
Data Analyst, Traffic &
Safety Bureau**

As some of you may have read in the June Directors' report, there are several of us from the Iowa DOT that have been working very hard this last year to start a **Women in Transportation Seminar (WTS)** chapter in Iowa.

The WTS International Board of Directors ratified the Iowa chapter on September 12, 2019 and we couldn't be more thrilled! The WTS – Iowa Chapter is now one of over 80 chapters of an organization that currently has over 8,500 members. The mission of WTS is to attract, sustain, connect, and advance women's careers to strengthen the transportation industry. WTS aspires to help create equity and access for women in all transportation careers.

We couldn't have received our chapter confirmation without the hard work and dedication of several amazing women and we especially could not have been successful without the endorsement of all of you who believe in the mission and vision of this organization. We thank you!



Organizers of the October 21 WTS event (from left to right): Eva Moritz - Foth Infrastructure & Environment, Milly Ortiz - Iowa DOT, Sophia Yang - Stanley Consultants, Stacy Woodson - HR Green, Shani Wahl - Foth Infrastructure & Environment, Angie Poole - Iowa DOT, Brenda Durbahn - HG Consult, Anna Smith - Terracon, Madeline LaPage - Iowa DOT, Allison Sambol - FHU Engineering, Laura Lutz-Zimmerman – HDR.

The Iowa Chapter is dedicated to the mission by providing and promoting professional activities, networking opportunities, and access to industry and government leaders. But most importantly, we hope to provide a platform from which both women *and* men can learn from each other and help empower themselves and their peers to become who they aspire to be.

One such opportunity took place on October 21, 2019 at the FFA Enrichment Center in Ankeny. Our featured speakers included: Sandra Larson, Stanley Consultants; Devon Davia, Foth; and Tracy Morse, Images, Inc. The three panelists help inform the audience on ways to define and expand their personal brands through networking, LinkedIn, mentoring, and attending conferences.

If you want to become a member of the WTS Iowa Chapter, you can sign up [here](#). Be sure to choose the public sector option, as the membership fees for public sector employees are reduced. Also, make sure to choose Iowa as your base chapter.

If you are already a member and want to become more involved in the inner-workings, please consider volunteering to be on the Board of Directors or participate on one of the chapter's active committees: Program Planning, Communications, and Membership.

For more information on becoming a member and about volunteer opportunities, please contact me, Angie Poole, at 515-239-1642 or angela.poole@iowadot.us.

Mark's note: As Angie's narrative indicates, WTS is not just for women – it's for men too. WTS strives to build environments in which men and women can be successful together, and to that end men are welcome at WTS events and as WTS members. (I became a member earlier this year.) Don't rule yourself out; if you're interested in learning more about participation by men in WTS, check out their [Men of WTS](#) page.

Welcome Tonnette Harris, new Director of the Civil Rights Bureau



*Lee Wilkinson,
Administrative
Services Director*

Please join me in welcoming **Tonnette Harris** as the new Director of the **Civil Rights Bureau** within the **Administrative Services Division**. Tonnette comes to us from the Virginia Department of Transportation where she was a District Civil Rights Manager. She has over ten years of experience in the areas of civil rights, affirmative action, and equal employment opportunity as well as a Master of Public Administration and

Juris Doctorate both from the University of Arkansas. Tonnette brings with her a passion for civil rights, a willingness to listen, and a desire to collaborate with others to advance civil rights in transportation. We're excited to have Tonnette here and glad she has joined us!



Tonnette Harris, new Director of our Civil Rights Bureau

Winter Operations is in full swing



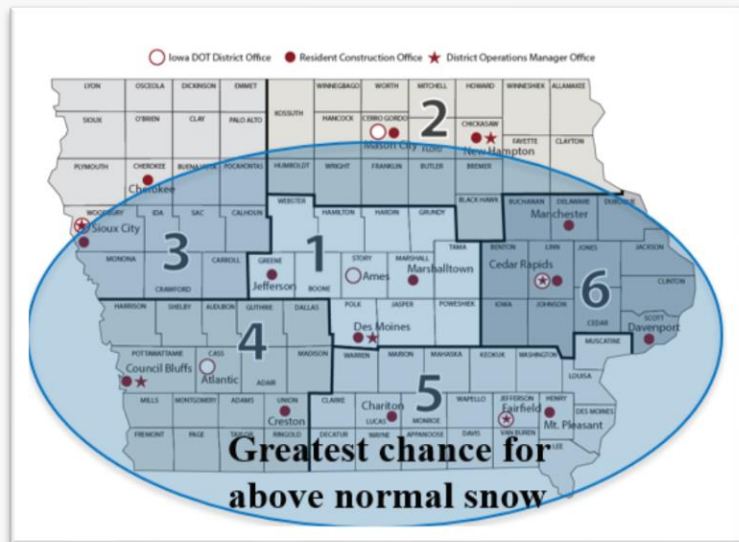
Mitch Dillavou; Chief Engineer, Highway Administration Director

Despite the balmy temperatures we had at Christmas, it’s that time of year again and we have made the switch from construction and maintenance activities to winter operations and activities that meet the needs of the winter travel season.

It’s looking like this winter may be a repeat of last year. I want to start off by commending all the snow plow operators and motor vehicle enforcement officers and all our support staff for the way you keep us moving in the worst weather. You do a fantastic job of clearing the roads and enhancing public safety. I want you all to know that your efforts are appreciated every day, no matter what the weather.

Speaking of weather, our contracted weather service, DTN, recently gave us this prediction:

- The main storm track will favor the southern U.S.
- Slightly reduced precipitation totals are expected for the winter.
- Snowfall totals will however be slightly greater than average values in Iowa – best chances in southern Iowa.
- Snow risks could persist into March due to lingering cold late in the season.
- There will be greater risk for mixed precipitation types due to changeable temperatures.
- Temperatures will be near to slightly below normal for the winter, and not as persistently cold as last winter.



Here’s a rundown of our resources to tackle another Iowa winter. Our 101 maintenance garages employ 1,062 full-time equipment operators, mechanics, and supervisors and in addition we hire more than 600 temporary employees to keep the agency's 902 trucks, 42 motor graders, 27 tow plows, and 11 heavy-duty, self-propelled snowblowers on the road during a winter weather event.

We have spent the warmer months stocking salt in our storage facilities for use during the winter. Buying during the spring and summer allows us to obtain better pricing because demand is low. On average, we use more than 140,121 tons of salt and 28 million gallons of brine each year to help maintain safe travel on the more than 9,500 lane-miles of the primary highway system, consisting of interstate, U.S., and Iowa routes.



511 web site home page.

and where to go. In mid-November we rolled out an updated version of the popular traveler information site. Because many of the features we have in the current version of 511 will be phased into the new version, the current version will remain our “go-to” until sometime this spring. Until then you’ll be able to toggle back and forth from the current to the new version when you log on.

For infrequent users of www.511ia.org, you won’t notice a huge change, but the new interface is cleaner and the “help” elements are much easier to find.

One very conspicuous change to 511 is all information will be contained in one version. We will no longer have to maintain a “high-bandwidth,” “low bandwidth” and “trucker” version. The variable information will all be controlled by simply turning on and off layers.

Winter operations is one of the key things we do to get people there every day, and as you can see it takes many different people, activities, and strategies to do it well. Thank you again to everyone that helps us do this important work.

One of our most popular programs to help combat blowing and drifting snow is our standing corn program, which helps mitigate blowing and drifting. This year we have contracts for standing corn or round bale barriers on 76 miles of primary roads.

Another tool we use is www.511ia.org and the 511 app, to help travelers make better decisions about when

American Cancer Society & Public Transit partner to get patients to and from critical care



*Stu Anderson, Planning,
Programming & Modal
Division Director*

American Cancer Society of Iowa (ACS) has been a long-time transit advocate and member of the Iowa Transportation Coordination Council (ITCC). It wasn't until 2016 when Kelly Angell started having serious conversations regarding a 'lack of ACS volunteer drivers' and a 'lack of public transit awareness' for persons seeking cancer treatment, and how public transit might help. **Road to Recovery** is an ACS volunteer driver network allowing those undergoing active cancer treatment to receive a ride for free. This network of volunteers is great in urban areas, but seriously lacking in some of Iowa's rural communities.

A funding opportunity from the Iowa Cancer Consortium (ICC) became available to assist in the convening of community conversations and the establishment of a funding source to pay for those who cannot afford ongoing trips to cancer treatments and/or not able to connect with an ACS volunteer driver. Previously, patients relied on friends, family, or paying for private transportation options to get where they need to go.

This three-year grant allows ACS, DOT and ICC to convene cancer center staff, doctors and discharge planners to speak directly with local transportation providers, which is something that had never happened before. During year-one, a total of seven community meetings were facilitated to gather input and to educate those performing the work directly, also determining what work still needs to be done locally. Year-two will be focused on identifying key areas of improvement, and a development of pilot projects as a result from year-one findings.

Through these conversations, ACS has fostered the development of **Uber Central** to be used by cancer patients

seeking treatment at John Stoddard Cancer Center in Des Moines, Iowa. This partnership has allowed patients who cannot transport themselves to catch a ride with Uber. The added benefit is that patients are not missing appointments, and the no-show rate has drastically declined.



Pictured left to right: Dr. Richard Deming (Mercy), Kristin Haar (Iowa DOT, Public Transit), Kelly Angell (ACS), Rhonda Kaale (Mercy), Jeremy Johnson-Miller (Iowa DOT, Public Transit)

Dr. Richard Deming, who practices in the Mercy Cancer Center, spoke at the 2019 annual Iowa DOT Leadership Conference this past September and presented the inspiring work he does through [Above & Beyond Cancer](#) to benefit cancer survivors and patients. Kristin Haar and Jeremy Johnson-Miller (from our own Public Transit Bureau) were able to tour the Mercy Cancer Center facility and meet with Dr. Deming's team to fully understand and comprehend what a patient might go through before and after an appointment. Patients are often tired and worn out and cannot drive themselves, which is why ACS and this partnership with public transit providers a crucial link to a patient's quality of life outside of treatment.

Mark's note: This is a great example of why *getting you there* is so important and why it's so much more than roads and driving. Getting you there – mobility – helps people receive the crucial care they need and requires a full complement of mobility options, like transit and rideshare, to give people whose ability to drive is compromised access to the transportation system and the services and care they need. Well done!

Song of the month

In the theme of winter operations, I decided to go with another song by the French composer Claude Debussy, "*Yver Vous N'estes Qu'un Villain*" ("*Winter, You're Nothing but a Villain*"), an 1898 composition that debuted in 1909. I came across this piece during our last choral performance when it was performed by one of the Drake student choirs, and thought it especially appropriate to our work at this time of year. The lyrics translate as follows:

*Winter, you're nothing but a villain!
Summer is pleasant and nice,
joined to May and April,
who go hand in hand.
Summer dreams of fields, woods, and flowers,
covered with green
and many other colors,
by nature's command.
But you, Winter, are too full
of snow, wind, rain, and hail.
You should be banished!
Without exaggerating, I speak plainly--
Winter, you're nothing but a villain!*

Thank you to everyone that protects us from the dangerous advances of this villain every year!

Wellness tip

I picked this up from my meditation app (Calm), but it draws on material developed by leadership author Steven Covey. It's the admonition to take time to sharpen your saw, and it draws on the analogy of the

wood cutter who thinks she has so much work to do that she never has time to take a break and sharpen her saw. The longer she continues working and living this way, the duller her saw becomes and the less productive she becomes, despite her nonstop efforts. (Sure, the woodcutter in this analogy is usually a man, but I refuse to believe that women can't be workaholic woodcutters.)

Covey's point is that in our personal and professional lives, *we* are the saw, and if we don't take time out for self-care, we become dull from overuse and our effectiveness and productivity suffer. *You* are the most important tool you have and the most important asset we have, and so it's important that you make time to sharpen your blade, by making time for the people and activities that rejuvenate and sustain you in mind, body, and spirit.

* * * * *

Well, my friends, we have reached the end of the report, so I leave you with some thoughts about your next director. As I said when I announced my resignation, I know that becoming better acquainted with all of you and your work will be a marvel to your next director, and I trust that you will support him or her as you have supported me. As you contemplate that, remember that while each of you are real people that are much more than just your title or classification, so too will your next director be. As a real person he or she will (like all of us) sometimes feel shy, sometimes feel lonely, sometimes feel out of place, and sometimes (or often) worry that he or she is not doing well enough or not doing the right things, despite outward appearances to the contrary. Take them in, make them feel welcome and invited, don't be afraid to say hello, to introduce yourself, to share yourself and your work, and to encourage them. It's the little, personal things that make it work for all of us, and it goes both directions.

Stay safe and well in all that you do!

Very best regards,

Mark