

# Portland Clean Energy Community Benefits Fund (PCEF) Grants Committee

March 10<sup>th</sup>, 2020, 6:00 – 9:00pm

June Key Delta Center, 5940 N Albina Ave, Portland, OR 97217

Audio / call-in only: (669) 900- 6833, Meeting ID: 4997427311#

## Meeting Minutes

**Committee Members present:** Andrea Hamberg, Jeff Moreland Jr., Maria Sipin, Michael Edden Hill, Ranfis Villatoro, Robin Wang, Faith Graham, Shanice Brittany Clarke, and Megan Horst

**Committee Members not present:** None

**PCEF staff present:** Sam Baraso, Cady Lister, Jaimes Valdez, Janet Hammer

### OUTSTANDING REQUESTS

- Staff will bring options for addressing seating of a person representing Indigenous community.

### MEETING SUMMARY NOTES

#### Public meeting called to order.

- Staff noted that they are monitoring COVID-19 situation and anticipate shifts to future committee meetings as a result.
- Staff noted that public comment on the guiding principles is currently underway (hard copy or online).

**Approval of meeting minutes:** Minutes from 2.27.20 approved with no edits.

**Opening Inspiration:** Ranfis Villatoro: Excerpt from “All Labor Has Dignity” speech, delivered by Martin Luther King, Jr. in support of the sanitation workers’ strike in Memphis on March 18<sup>th</sup>, 1968.

#### Public comment:

- Jose Mikalauskas from Verde on behalf of the PCEF Coalition shared information about the Coalition’s workforce and contractor equity efforts and desire to add value to the Committee’s efforts. The Coalition invited its members to participate in a workforce and contractor equity workgroup. Members include: Mudbone Grown, IBEW (International Brotherhood of Electrical Workers), SEI (Self Enhancement Incorporated), Zenger Farms, Friends of Trees, Community Energy Project, Constructing Hope, Latino Built/Home Energy Life Performance Group, NAMCO (National Association of Minority Contractors-Oregon), Home Performance Guild, and Verde. Their vision statement is as follows: *“In 5 years, PCEF has meaningfully invested in the success of a growing, diverse group of nonprofits and contractors to lead and construct PCEF projects. These organizations collaborate with a resourced training sector to recruit, train, hire/retain, and consistently engage/support new workers and contractors from target communities”*

#### Presentations

- **Overview.** Janet introduced the panel discussion for the evening with background content on PCEF code requirements related to workforce and contractor equity.
- **Workforce Development Panel**

**Worksystems, Inc.** – Andrew McGough, Kelly Haines, Patrick Gehring

*Andrew McGough:* Provided introduction to Worksystems, Inc. (WSI), the Portland metro workforce development board. WSI is a 501c3 but operates as a quasi-governmental unit with a Board of Directors that includes PCEF 2/27/20 Committee Meeting Minutes

private and public members appointed by the City of Portland, Multnomah, and Washington counties. Planning is done at a regional level because economies function across jurisdictional boundaries. WSI is an intermediary that does not deliver direct services; they develop the workforce plan and coordinate resources and opportunities. They work with community based organizations (CBOs) to meet folks where they are and improve accessibility and success of system. They have a lot of evaluation capacity and their I-trac system is used by many other organizations to track participation in workforce programs. Worksource is a service delivery program that co-locates a variety of agencies to provide a one-stop for clients and employers and is affiliated with WorksystemsWorksource Portland Metro has five centers.

*Patrick Gehring* – Provided key issues to consider. 1) Workforce development isn't just about skill development - wrap around services such as housing support, childcare are important so people can participate. Poverty rate in Multnomah County for single women headed households with children five and under is 48 percent, compared to 14 percent overall poverty rate. These services often make it possible for people to participate in workforce development. 2) Bring together public systems partners to address wrap-around service needs like housing and childcare, rather than take funds from PCEF for those services. Housing could take a significant amount of PCEF dollars that would be diverted from workforce development. Suggest that it is better to work together with others providing these services. 3) Many CBOs operate as consortia in the space of workforce development. Working together is usually the default rather than competing. Often these are culturally or population specific organizations. Allow for awards that let organizations work together rather than set up a resource competition between different populations. 4) Industry work should be facilitated so that a broader group of community based partners can engage more easily. The CBO may be specialized – e.g., homeless or culturally specific – but not focused on clean energy work. Rather than having each CBO develop training and industry outreach, facilitate their inclusion by developing that work to make access easier. 5) Leverage additional resources to increase workforce training and employment services. Workforce is deeply underfunded in our community. Avoid taking PCEF funding into housing if it is possible to partner with housing, and also connect to broader workforce funding to increase the strength and success of community based partners.

*Kelly Haines* – Provided case study of Clean Energy Works Oregon (CEWO). Discussed importance of having the “supply of workforce” and “demand in industry” connect (ensure training to jobs). CEWO had hiring requirements to hire from designated training providers. Industry specific trainings, such as weatherization and energy auditing. To qualify as a designated provider, one had to qualify on a) training to the needs of industry credentials and b) a demonstrated history of serving women and people of color. Also, connected employers to on-the-job training subsidies, and scholarships for contractors to promote from within women and people of color. Recruitment and screening led by CBOs. Contractors were then able to identify screened, vetted, trained, diverse workers to fulfill need. Directly served demand in market in a way that met diversity goals.

#### **Bureau of Labor and Industries (BOLI)– Steve Simms**

Provided information on the role of pre-apprentice programs in building the pipeline for diverse labor pool. Notes that people often get into the trades via the FBI – family, brothers, and in-laws. Given the low number of women and people of color in the trades, potential workers from these populations lack the informal mentors, teachers, and FBIs that are often a pathway to trades. Pre-apprentice programs help to serve that function. BOLI reviews and approves all pre-apprentice programs in the state, evaluating the quality of training and connections to industry. Connection to trades - union and non-union - is essential so that there is a pathway from the pre-apprenticeship. There are 20 pre-apprentice programs in the state: six high school based, three community college based, five industry based, and six CBOs. The big four pre-apprentice programs serving underrepresented populations are Oregon Tradeswomen, Constructing Hope, Portland Youth Builders, POIC. Pre-apprentice programs (PAPs) work by providing exposure to careers and ensure that graduates meet the minimums to apply for an apprentice program. PAPs increase success by teaching hard and soft skills, and providing connections and networks in the industry. The focus is on employability. BOLI requires programs to have MOUs or working agreements stating that individuals will receive minimum basic skills, curriculum is developed in cooperation with industry, there are opportunities to work with contractors/employers, and advanced standing for applicants that have completed program. Rather than a happenstance pipeline, we are creating and making visible the pipeline. Two ways PCEF can have impact: 1) Provide work experience on energy projects; current programs don't provide a lot of time to practice using skills, which is invaluable. 2) PAPs get scant industry support; build the pipeline of underrepresented populations by funding it.

### **Constructing Hope – Pat Daniels**

Provided overview of Constructing Hope programs and discussed the need for wrap around services and the importance of prevailing wages. Constructing Hope targets formerly incarcerated. Program includes 10-weeks of hands on training and site visits to get exposure to the field. Also run a summer youth program. Notes that the impact is beyond individual as family sees the opportunities; the program helps to create “FBIs.” PAPs don’t just provide training, they also teach life skills, financial management, workplace culture. Get them skilled up for work, but with work they also need to earn prevailing wage – the average wage in the area. Suggests that the jobs/careers we are creating need to be well paying, prevailing wage. Notes the challenges of low wages and financial challenges of nonprofits. Notes that the wrap around services are absolutely necessary. Initially, program was getting graduates but they were falling out. It’s not that they were not ready – it’s that things like the cost of childcare (e.g., \$1,300 a month for two kids) were a barrier.

### **Oregon Tradeswomen – Kelly Kupcak**

Provided overview of Oregon Tradeswomen (OTW), and discussed importance of collaboration and attention to retention issues. OTW serves women-identifying population to get into well paying jobs. Nationally, women represent 3 percent in skilled trades. In Oregon, in large part due to OTW, women represent 8 percent of skilled trades and 80 percent of the women in skilled trades came through OTW. Construction jobs pay family sustaining wages; are pathways out of poverty and to prosperity. The 8-week program (192 hours) leads to the opportunity to provide for family. Works close with Worksystems to leverage dollars and expertise. Notes that the pre-apprentice programs work together – e.g., OTW sends to other programs if theirs is full. Identifies importance of providing support for retention. It goes beyond the training – it is what happens once they get to the job site.

### **Verde – Tony DeFalco**

Provided information on Workforce and Contractor elements, sharing information about Verde social enterprises, lessons, and recommendations (spans both panels). Noted that this meeting is being held in a place created by the Deltas to transform a decrepit gas station and that we are talking about a program that has been a dream for years. We are manifesting, operationalizing not just dignity for workers but a holistic approach to steward this place called home, restoring and making right what was made wrong, and investing in people who were purposely disinvested in for so long. Understand the tall order and seek to partner with you.

*Verde Energy* - a social enterprise in Portland from 2010-2013. Notes that when ARRA (recovery) money left, programs dried up the contracting community was hit hard. Lessons 1) need for consistent funding over time and prioritizing frontline communities to help eliminate those ups/downs, 2) need to pay high road wages and have training subsidy for folks to come into that, 3) nonprofits are constantly chasing and stringing together funds and they are often project specific and don’t allow operation, case management, development of trainings. Need to have a good portion of grant/revenue for those costs. Margins in energy efficiency and solar are razor thin; need the grant fund to cover the other costs.

*Verde Landscape* – operating since 2005. Saw a green divide, Portland as a leader in sustainability but the jobs and investments weren’t coming to low income communities. Key lessons: 1) consistent, multiyear funding is critical. Razor thin margins while trying to pay for training, soft skills, wrap around services, management costs, overhead, fringe benefits for employees. This contributes to the shallow bench here and across the nation when it comes to serving the most vulnerable with these kinds of programs, 2) non-project specific funding is also important to have the bandwidth to innovate and come up with things like the PCEF, 3) need steady commitment from public sector to equity outcomes. Too often go with low bid or scrub equity from RFP– often not by nefarious means, just neglect and backsliding. Needs to be institutionalized, not subject to next administration.

*Verde Builds* – social enterprise focused on increasing women and minority contracting in environmental sector. Lessons learned: 1) avoid lowest bidder, 2) invest in and utilize social enterprise. Social enterprise is a proven model and there are many efforts nationally to commit to and lift up social enterprise. Cully Park is an example of long term commitments and multiyear investments in an organization's programs and projects. Building capacity over 15 years, sustaining investment over time to be able to do bigger projects over time. Built a 25 acre park in one of the most park deficient areas, on a landfill, raising \$14 million, and working with multiple government units, and achieving tremendous outcomes.

*Additional Recommendations to build better workforce and equity systems:* 1) Invest in all those kinds of capacities: insurance, bonding, financial systems, human resource systems, pay equity, getting and keeping good talent. All those things are challenging to deliver on a daily basis. Some of that could be funds for operating and some could be shared systems serving multiple organizations, e.g., shared HR or financial systems. 2) Build a shared learning space for lessons learned. 3) Allow for multiple grants – one organization can get more than one grant, allow multiple grants to partnerships and members of partnerships. 4) Give very high scrutiny to proposals that are not frontline community led. Quoting Maxine Fitzpatrick (PCRI)– the closer the group is to the beneficiaries, the greater the benefit.

## **Discussion – Q/A**

**Q: Robin – How would you propose keeping accountable on multiyear operating grants?**

A: Tony – Dig into the details of organizational development – for example, growth of financial systems, HR, strategic planning, DEI planning can be measured pretty easily and need specific funding, but also leave some room for groups to grow capacity, to not have measurable accountability regarding how they can grow. For general operating – you talk about what you are doing and some specifics that you want to achieve, and see performance over time. Look for organizations that have delivered consistent performance over time.

A: Patrick – from perspective of serving most barriered people, it is long term service you are providing. For stabilizing persons – the investment is 1- 1.5 year to serve. However, for an annual award it's about 6 months of service in actuality due to outreach, etc. Doesn't make sense to take an award and not be able to walk with client through the full journey. Need continuity of services. Also, for staff stability, if staff see grants ending they start to look elsewhere. So for service design and staff stability. As for multiyear, which we grant, we have benchmarks and check-ins and can re-up (renew grant if on track). And also not wait for a full year to check-in.

A: Kelly K- Multiyear is important; reporting on an ongoing basis is important. And communities of practice working together and learning together is important. And being interactive with you, the funder, is important. Don't just write a check; show up, talk to team and graduates and people who didn't get into program.

A: Pat - Because we are providing monthly reports we can see what services are being provided. We are losing our staff due to low pay. Again, as funding ends we lose workers. An ongoing grant helps ensure we don't lose staff.

**Q: Maria - The importance of consortia and collaboration came through clearer tonight than before. Any lessons on how to make consortia work? How can others follow in that model?**

A: Kelly K – We partner in an environment that wants us to compete. We explore issues, share resources, help each other problem solve. It takes intention and commitment to collaborate and have integrity in the process and commitment to the folks in the community; process as well as the product. We have a commitment to justice. We figured out early that we get more done working together, for the greater good.

A: Kelly H – as a funder, we bring in others that provide services. For example, rent resource dollars are managed by Human Solutions so that the grantee doesn't have to manage something outside their area.

A: Tony – on the environmental side, over the last five years, engaging community of color serving organizations to know about the resources in the sector and to be able to access those resources to serve the communities in the way they need to be served. Collaboration among communities of color thinking about how to access and integrate resources. Again – the need for continuous learning to go on. Verde is in at least six different coalitions at this time, from energy to transportation.

**Q: Ranfis – Regarding retention – how do we not just build the pipeline, how do we support retention?**

A: Kelly K – That is an important piece. Needs investing. Apprenticeship model is 2–5 years. Need support for that. Formal and informal mentoring, networking, support groups, technical assistance to industry partners, leadership. Working with industry on what they can do better to ensure their workplace is welcoming and safe. Invest in that piece. Stipends would be important. Include that kind of investment.

**Q: Jeff – Beyond growing a diverse workforce, how do we identify contractors that support workforce diversity?**

A: Pat - It is how you bring in the people. When contractors come to our room – 60 percent are formerly incarcerated and you can't tell who that is. It's huge for contractors to come to our building – giving them an opportunity, and being welcoming and mentoring.

A: Kelly K– Need to get around the false narrative that small contracting firms cannot pay prevailing wage. We need to lift up women, minority, and small businesses that want to pay good wages. Why would we raise up businesses that are going to pay low wages? Have seen it work when there is right investment and right intention.

A: Pat- We never lose track of our graduates. Never lose the case management piece. We make the connections. We are there to help even when they are done with the program.

**Q: Shanice – Curious about labor partnership and how to do that in a way that might leverage?**

A: Steve – Having the conversation with all of our partners about how we build capacity. We are building an ecosystem to support underrepresented populations, if contractors want this work there has to be accountability. If contractor doesn't want to do that then maybe they don't get to benefit from this work. We need to come up with agreements where they only get to play if they engage with our agreements.

A: Pat – Our curriculum is developed with input from contractors. If train to your specifications I expect you take my people on the other end.

A: Kelly H – Accounting needs to be disaggregated by journeyman and apprentice so we can see what's really going on - do not want these to just be the low paying jobs.

A: Steve - Contractors may be held accountable for a specific site, but often the contractor takes the same woman to multiple sites and has not grown the diversity of workforce. Accountability needs to look at how we are changing the workforce overall, not just on specific projects.

A: Kelly K– Remember that the information on accountability should help problem solve. It's not just to punish. If someone is not meeting goals, explore how can we do better.

## **Contractor Development Panel**

### **National Association of Minority Contractors (NAMC) – Nate McCoy**

As a construction manager with the city, saw first hand “good fake effort” when there was not a genuine outreach. Took that on and moved to NAMAC – a national membership organization that had its 50<sup>th</sup> anniversary last year. Members came together because they were being frozen out of work; banned together to create their own brotherhood. Now 24 chapters across the US. Organization has three main goals: 1) advocacy and support (taking on the needs and concerns of minority contractors such as language in policy and procurement), 2) technical assistance training for members responsive to needs and changes that are coming (e.g., technology changes, purchasing changes), incubator space, and help to ensure contractors are delivering what they say regarding DEI, 3) networking.

### **RJ Ramos Construction & Electrical – Randy Ramos**

Portland born and raised by legal immigrants who owned rental properties. Learned through helping maintain family properties. Entered union electrical program. Grew his company. Participated in Portland Building with 100 percent minority workers. Found it more challenging to hire women. His local union told him about PCEF and it resonated with his values and desire to see more people of color, women, youth in this work. Look forward to being involved in this program.

### **O'Neil Construction Group, O'Neill Electric, Howard Jacobs Masonry and PBDG - Maurice Rahming and Kenechi Onyeagusi from Portland Business Development Group (PBDG)**

Maurice, IEBW member and signatory with many unions. 65 percent of his employees are women and/or minorities. Need to get the big companies to diversify in order to move the needle. Brought PBDG tonight as part of the story of how to do that. PBDG is a 6 year old organization that aims to help women, minorities, and immigrant populations with business development. Trying to create systems that create access – to training, bankers, networks, mentors. To help those traditionally excluded. Notes new training center for businesses to learn and grow and network and build community. Notes importance of prevailing wage as a benchmark or measure to pay fairly. Notes large

retirement wave on the horizon. Mentions MAWE (Metropolitan Alliance for Workforce Equity) as an alliance that helps inform their work.

### **Micro Enterprise Solutions of Oregon (MESO) – Nita Shah**

MESO provides support to small businesses. Started as a project of United Fund in 1995 as businesses were being displaced from Alberta. Spun out as its own organization in part to be able to provide access to capital. Now, also have a presence in Beaverton, Gresham, Vancouver. Serving 700-800 per year with a variety of programs. About 50% African American, 20% Latino and 70% women owned. About 20-30 new businesses come to MESO every other week. Notes how entrepreneurship provides minority populations an opportunity to be their own boss. Notes that many of the younger clients come in asking about trends and what types of businesses to get into and opportunity to guide folks to clean energy/climate businesses. Provided example of impact sustainability programs can have; for example, when BPS staff held office hours at MESO to help small businesses address sustainability. Gets them excited about making the changes and that filters through generation. Economic and environmental benefit of replacing old and inefficient equipment. Beyond learning need resources to take the steps. Mentioned Individual Development Account (IDA) program, which provides 3 to 1 match for dollars saved by client. Reiterated value of investing in programs like these that help minority, immigrant, and small businesses to save resources and to grow businesses.

### **Prosper Portland – Shea Flaherty Betin**

Entrepreneurship and Community Development Manager, most recently worked at Hacienda CDC. Provides overview of entrepreneurial ecosystem. Notes that Portland makes many top ten lists for best places to start a business, but that does not translate to success for all. Notes there is a rich resource network (e.g., SBDC, minority chambers, business groups, TAs like MESO, sector specific organizations like Built Oregon, PBDG, NAMAC) that help to provide know-how, access to capital, access to markets, and workforce - but that it can be hard to navigate the ecosystem, especially for women, immigrants, and people of color. Describes Prosper Portland's Inclusive Business Resource Network (IBRN), which is one of a larger portfolio of services that includes TA and financial products focused on women and people of color. They also have a cluster (sector) program, including the green cities program. Regarding the IBRN, Prosper plays role of program developer, funder, and convener to 17 different organizations that provide TA. ~\$3million flows to the groups. The groups responded to an RFP and are rooted in specific communities. It takes a lot of work to break down silos. The key is the community of practice leading the work; meet every month plus sub committees and trainings. Cannot overstate the role of data and putting that into the initial design. They have 1 FTE dedicated specifically to tracking data and outcomes and having a client centered design and being available to the partners (e.g., train staff or troubleshoot any issues in Outcomes Tracker). IBRN programs in three main categories – 1) Intensive, 30+ hours a year with a client, ~500 clients last year, 2) Geographic-based navigator, lighter touch based in community (often Neighborhood Prosperity Initiative) 3) Specialized services that anyone in the network can get referred to such as classes, digital marketing, tax support, legal support, finances. Shares sample "journey map" of an entrepreneur and the array of services that they access. Continually seek to identify and respond to gaps identified (e.g., Community Opportunities and Enhancements Program dollars will be funding supports for construction industry). Also run Mercatus online platform for POC; distinct from COBID (Certification Office for Business Inclusion and Diversity) which works for some industries and populations but not all. Some key takeaways, 1) the best outcomes are achieved when a business accesses more than one provider in the network, 2) make sure you think about data and make time for that, and consider on the front end, 3) data and collaboration take foresight – plan for this, invest in this, 4) access to capital is a gap, 5) in designing the system watch out for duplication of services and consider how we can leverage existing systems and networks to deliver these funds.

### **Q/A**

**Q: Ranfis. What can PCEF do to push owners and other public agencies to do better in utilizing minority contractors, systems improvement we can do?**

**A: Maurice:** Consider prevailing wage in scoring and past history. Not just utilization – what is their success diversifying across the levels. Dig deeper, e.g., how many apprentices became journeyman, if utilizing subs ask who are they hiring and what are they paying.

A: Kenechi – Think of rewards as well as punishments. Some budget for the fine to not utilize minorities. The system does not reward those that do use minority contractors. Your great record should give you points.

A: Nate – Agree, and recommend Committee consider who writes a proposal well versus delivers on what they say they are going to do (past performance and tracking).

A: Nate– love that Meyer does site visits and confirms that you are who you say you are. There are organizations that have a long track record vs. those that are just starting. Reward those with track record and also work with those starting.

A: Maurice – Show how many that started with you have stayed on, including getting this information at sub-contractor level (they do a lot of the work). Not just apprentice but journey five years later, and not just the lower paying trades.

**Q: Faith. Is there a program that says what data to track and how to track it?**

A: Maurice. Yes. Look at Community Benefit Agreement (CBA) and Project Labor Agreement (PLA )examples – gives specific demographics data; oversight committee meeting monthly to make mid-course corrections. And use data to inform the work – they set goal for women but realized they weren't available and saw need to build that.

**Q. Sam. How would this tracking work with \$10k-\$20k projects vs. in \$20 million investments?**

A: Maurice: Did with CEWO. Can grab data off payroll reports. A module you can plugin. Dynamic things you can look to fund so people can do this. Was on CEWO board; happy to share those ideas.

A: Nate – Agreements need to be flexible. NAMAC represents union and non-union. Need to make it fair for both sides. Accountability absolutely needs to be there but when it comes to a nonunion contractor not having a nonunion apprentice program and they have a small contract– why would we not want them to build their capacity to a point to where maybe there is a nonunion program to support that contractor or maybe they get big enough to become union.

A: Maurice – To address that, you could exempt small minority and women contractors from having to sign union agreement. Agree we don't want to create barriers for these firms, so need to create exemptions and also have the data tracking in place for everybody.

### **Discussion of Options to Address Lack of Indigenous Voice.**

Sam provides potential next steps regarding last meeting's conversation with Laura John, the City's Tribal Liaison. Steps the committee may take to address the lack of an Indigenous perspective include: 1) deepening individual understanding by engaging in self-guided learning journey assisted by resources collected by staff; engaging in trainings arranged by staff, 2) addressing representation on Committee, and/or 3) Systemically addressing persistent lack of representation of Indigenous voices, for example in the design and implementation of application reviews Steps to include representation on Committee include the development of a focused committee member recruitment plan, code change recommendations to City Council, and a resignation and replacement in the short term. Sam then noted that Andrea had earlier indicated she would resign in order to create an opportunity for Indigenous representation on the Committee, serving until a replacement is appointed.

*Megan:* Could another option to add or layer with these include consulting with indigenous expertise in the grant review process?

*Sam:* That is worth considering and will happen at the time of discussing review process.

*Shanice:* While having a current member cycle off is not ideal, membership is important and a code change is a longer process. See both/and - changing composition of the body along with other ways to bring voice. Acknowledge that Andrea is modeling the equity work, making space. Thankful for Andrea and think we should consider her offer.

*Robin:* The foundation for solid recruiting needs to happen whichever process we take. Don't recall there being a robust pool from Indigenous community in the first round. If we do this, we need to have robust recruitment process.

*Shanice:* Reminder that Laura John has helped us think about constructs of time. In the first round, why didn't we leave the space open until it was right?

*Sam:* Andrea is committed to staying on until the right replacement is found. No intention to rush this.

*Faith:* Echo that this is an equity action and thank Andrea for setting that example. Question about the process and timing.

*Sam:* Will aim to have some ideas to share at committee meeting on the 31<sup>st</sup>. Clarify that seated committee will be the nominating body and this will get squared in by-laws.

*Ranfis:* These ideas are great, AND. We could add seat. Could see two seats – one for indigenous and one for accessibility which is valuable and not getting huge consideration at this point. Timing may feel bad but timing will always feel bad. Not concerned about addressing code change - as long as we land on the outcomes.

*Cady:* Close. Will work on what solicitation might look like, and the "And" options. Encourage members to look at the resources shared.

**Meeting adjourned at 9:00 pm**