



LANE WORKFORCE BOARD MEETING

Thursday, December 14th, 2023

3:00PM – 5:00PM

MINUTES

In Attendance:	Allan Benavides, Julie Davidson, Jeff Graham, Courtney Griesel, David Heavirland, Shondra Holliday, Bailey McEuen, Grant Matthews, Stan Pickett, Holly Powell, Tony Scurto
Absent:	Jennifer Adams, Billy Dover, Bettina Hannigan, Solomon Harris, Phil Hohnstein, Shaun Hyland, Heidi Larwick, Josh McClaghry, Jeff McGillivray, John Stapleton, Laura Vinson, Steve Yamamori
Board Staff:	Ashley Espinoza, Anne Nestell, Tiffany Cink, Cindy Perry, Lyle Lang, Ryan Kounovsky, Jesse Quinn, Stephanie Lovell
Others:	Dana Merryday, Tim Foster, Nancy Pance, Deanna Strachan-Wilson, Caitlin Vargas, Nichole Desch, Matt Sayre, Kachina Inman

I. CALL TO ORDER and INTRODUCTIONS

Shondra Holliday called the meeting to order, and introductions were made.

II. PUBLIC COMMENT

There was no public comment.

III. CONSENT CALENDAR

The number of members needed for a quorum was not achieved during this meeting, preventing any official action on the minutes from the September 28, 2023, meeting.

IV. PRESENTATIONS

Danna Strachan-Wilson, who serves as the Supervisor for Lane County Workforce Services, a division of Lane County Health & Human Services, presented to the board.

Within our workforce services, we administer three distinct programs:

- STEP Program: serving SNAP recipients
- JOBS Program: serving TANF families
- WIOA (Workforce Innovation and Opportunity Act) Adult & Dislocated Worker Program.

Today, our focus is on the WIOA Program. This program is an integral part of the One-Stop service delivery system mandated by WIOA. The overarching goal of the One-stop system is to consolidate various workforce-related programs into a cohesive menu of integrated services. WIOA identifies core and required partners and programs, with the WIOA Adult & Dislocated Worker Program being one such partner.

Our team consists of five career advisors, two of which are bilingual, a part-time office assistant, a senior office assistant, and me.

The WIOA program allocates funds for employment and training services geared towards individuals aged 18 and older. Specifically, the Dislocated Worker component of the program supports individuals who have lost employment due to business closures or reductions in the workforce. Workforce Services extends employment and training programs to both job seekers and businesses across Lane County. Our services are individualized and developed in collaboration with each job seeker, empowering them to select, attain, and sustain a career path aligned with their needs and future employer demands. We offer culturally and linguistically relevant services, with all offerings available in Spanish. Moreover, we aid in languages other than Spanish through two language lines and accommodate individuals with hearing and vision impairments through technology.

Our strategic partnerships with Vocational Rehabilitation, Sponsors, and Transponder enable us to broaden our service delivery to individuals facing bias due to disability, criminal justice involvement, and gender in the workplace.

In our program, we serve two key customer groups: job seekers and employers. Our efforts with job seekers encompass various avenues:

- Referrals: Job seekers are referred to us through diverse agency partners, workshops, outreach events, and self-referrals via our Unite Us form on the website.
- Consultations: While job seekers can meet with a Career Advisor once for a resume update or a discussion about their job search, we strongly encourage them to enroll in our Individualized Career Services. This ensures they receive customized services tailored to their education, skills, and career goals.
 - Individualized Career Services: This is our primary offering, where any job seeker enrolled in an On-the-Job Training (OJT), Scholarship Program, or Training Program works one-on-one with a Career Advisor. The Career Advisor collaborates with the job seeker to create an employment plan, meeting at least once per month. Post-employment, the Career Advisor continues to follow up for a year, with checkpoints at 90 days, 6 months, and 12 months to ensure retention or provide rapid re-employment support. Participants in this program are eligible for support services, addressing barriers to employment or training, such as transportation, clothing, childcare, etc.
- Talent Development Workshops: In addition to one-on-one career services, our team conducts group workshops on various job search topics. These workshops cover areas such as resumes, interview skills, job search strategies, soft skills, and more. Specific workshops are designed to provide information about employment in target industry sectors. For instance, Billy Dover played an integral role in delivering a monthly session on Commercial Truck Driver and Diesel Mechanic careers. We now have a recorded session that job seekers can view at any time, followed by a consultation with a Career Advisor. This strategy significantly contributed to our recruitment efforts for the Driving Prosperity Program, offering job seekers real-life insights into working in the transportation industry. Last program year, 397 individuals attended our workshops.

We have expanded our outreach efforts to reach individuals who historically have not accessed services and extended our reach to rural areas of Lane County. Noteworthy events this year include participation in the Pride Festival, Oakridge Resource Fair, and Veterans Stand Down. Collaborating with Connected Lane County, the service provider for the WIOA Youth Program, we facilitate the transition of individuals from youth programs to adult programs, offering services at Spark Lab and other locations.

As mentioned earlier, our two main customers are job seekers and employers. Our key services for employers include Job Fairs, On-the-Job Training (OJT), and Rapid Response.

- Job Fairs/Hiring Events:
 - In September 2023, WorkSource Oregon Lane hosted a successful career fair with over 250 job seekers and 29 employers participating.
 - Talent Match Events: Our upcoming event focuses on healthcare, happening tomorrow from 10:00am – 2:00pm.
 - We actively assist in hosting events and recruiting job seekers for specific employers, such as Sierra Pacific, Weyerhaeuser, and the City of Eugene.
- On-the-Job Training (OJT) Program:
 - Our OJT Program is designed to help employers hire individuals who may lack certain job skills but are a good fit for the company.
 - We work 1:1 with both the employer and employee to develop a training plan and provide ongoing support to ensure success and long-term retention.
 - Businesses, licensed in Oregon and physically located in Lane County or adjoining counties, can participate in this program, receiving reimbursement of 50% of wages paid to the OJT trainee, up to \$5,000.
 - Targeted Occupations: Healthcare, manufacturing, food and beverage, and technology.
 - Length of Program: Not less than 8 weeks and may not exceed 16 weeks.
 - Between July 1, 2023, and November 30, 2023, 26 job seekers participated in the program, helping 22 employers offset training costs by \$105,088.90.
 - Notably, 38% of OJTs this year are contracted with employers in Florence and Oakridge.
- Rapid Response for Layoffs or Closures:
 - Since July of this year, we have assisted with at least nine layoffs or business/location closures.
 - Our challenge lies in timely awareness of layoffs, and once engaged, we provide in-person or virtual information on unemployment insurance, health care marketplace, and guide affected workers to the WorkSource Center for re-employment and/or training.
 - We offer a specialized Job Search Strategies Workshop for affected workers two to four times a month, and in some cases, collaborate with the Oregon Employment Department to host career fairs for those affected.

Good Jobs Challenge – Driving Prosperity Program: This collaborative initiative involves partnership with SOWIB (Southern Oregon Workforce Investment Board), LWP, and Rogue Workforce Partnership, with the shared goals of:

- Connecting individuals to quality employment opportunities.
- Ensuring the development of a skilled and diverse workforce.
- Enhancing education and training opportunities.
- Facilitating the creation of high-quality, family-sustaining jobs, including those in unionized sectors.

Aisling Truck Academy serves as the primary training provider for this program. In the previous program year, the WIOA Program allocated over \$125,000 towards tuition and support services, benefiting 20 individuals in obtaining their Commercial Driver's License (CDL). This program is designed to reach underserved populations or those who may not have access to such programs:

- 45% of participants were recipients of SNAP benefits.

- 30% resided in rural areas of Lane County.
- 30% identified as BIPOC.
- 25% had previous involvement with the criminal justice system.
- The average wage for these 20 individuals is \$24.43 an hour.

This year, we are recruiting and training an additional 64 individuals. At the halfway point, we have already made significant progress, with 32 individuals either completing the program, currently in progress, or scheduled to start in January.

Additional Highlights:

- **Homelessness Response:**
 - In response to the Governor's Executive Order on Homelessness, our STEP team secured \$400,000 All-In-Funds for the Rapid Rehousing of 18 households.
 - 83% of these households have already been successfully housed, with half of them benefiting from support for vocational training and the attainment of industry credentials in high-wage, high-demand occupations.
 - We have received confirmation that this program will extend through June 2025.
- **JOBS Program Success:**
 - The JOBS program funded \$360,000 in tuition funding, enabling 101 individuals to pursue industry-recognized certificates.
 - Of these participants, 82 successfully completed training.
 - Average wages for those completing the JOBS Program are \$23.36 per hour.

Matt Sayre, Executive Director of Collaborative EDO (CEDO), Nicole Desch, Vice President of Business & Workforce Development, and Caitlin Vargas, Vice President of Community Impact and Partnerships presented the following overview of CEDO.

- **Establishment and Purpose:**
 - CEDO, a 501(c)3 non-profit, was founded in April 2023 to serve as Lane County's collaborative economic development organization, focusing on the creation of high-wage jobs.
 - The organization achieves its goals through a range of activities, including targeted business recruitment, entrepreneurial support, workforce development, business expansion, regional marketing, strategic innovative projects, and the formation of effective public/private partnerships.
- **Collaboration with Lane Workforce Partnership (LWP):**
 - CEDO serves as LWP's business services arm, with an annual contract for three key responsibilities:
 - Providing leadership to Lane County's Industry Sector Partnerships (led by Matt Sayre).
 - Connecting the workforce with industry opportunities (led by Nicole Desch).
 - Promoting the growth of the Entrepreneurial Ecosystem (led by Caitlin Vargas).

CEDO's 2023 Milestones:

- April 6, 2023:
 - CEDO launched in response to the community's call for a regional EDO that serves both urban and rural areas of Lane County in a politically neutral manner.
- June 2023:
 - Attained 501(c)3 status in under 90 days.
- August 2023:
 - CEDO Board expanded to 12 people with connections to LWP including Shaun Hyland, Heidi Larwick, and Tiffany Cink.
- September 2023:
 - Co-hosted the World-Class Industries tailgate with TAO and Oregon Bio, drawing over 200 attendees and showcasing successful sector strategies.
- October 2023:
 - Opened our first office and publicly announced three strategic priorities.
- December 2023:
 - Hosted the largest gathering of startup founders, entrepreneurs, and community supporters at the final PubTalk of the year, co-hosted with Launch Oregon on the University of Oregon campus.

Addressing Economic Prosperity Challenges:

- Lane County faces economic challenges with a widening wage gap, impacting the region's quality of life, including housing affordability.
- Collaborative EDO aims to increase economic growth by focusing on targeted sectors, identified for their higher percentage of occupations paying above the median wage in Lane County.
- Prior to the establishment of Collaborative EDO, Lane County lacked the presence of an Economic Development Organization (EDO) serving the entire region. This absence placed Lane County at an economic disadvantage compared to the state and national landscape. The consequence has been missed opportunities to access Federal and State funding, typically directed towards regional EDOs. These missed opportunities affect both urban and rural communities in Lane County.

CEDO's Mission, Vision, and Values:

- Mission:
 - Accelerate inclusive economic prosperity.
- Vision:
 - Grow Lane County's targeted industries to increase the number of high-wage jobs.
- Values:
 - Believe in realizing the region's full potential through a collective impact strategy, collaborating with our partners to increase resources, information, and opportunities.

CEDO Initiatives:

- **Welcome: Targeted Industry Sector Recruitment**

- Focuses on business recruitment, attracting high-wage employers to Lane County and supporting their expansion (site selection, access to a talented workforce, and curating incentive programs), including recruiting supply chain partners of existing companies.
- **Innovate: Entrepreneurial Services**
 - Cultivate innovation by providing resources to startup companies and building connections across Oregon’s entrepreneurial ecosystem.
 - Empower historically underrepresented founders on their entrepreneurial journey.
 - Services include referrals to resources, facilitate connections to capital, and provide training to aspiring entrepreneurs on successfully launching their businesses.
 - Accomplishments since April 2023:
 - Successfully matched 51 entrepreneurs with experienced local mentors.
 - Facilitated training connections for 20 women-led startups, fostering growth and skill enhancement.
 - Enabled 38 innovative founders (statewide) to access valuable funding opportunities, fueling their entrepreneurial journeys.
 - Supported the growth of diverse ecosystem with 60% of total entrepreneurs helped identifying as underrepresented entrepreneurs (women and individuals who identify as an ethnic minority).
 - Over 45 entrepreneurs repeatedly attend a “PubTalk”. PubTalks, an extension of Oregon Entrepreneurs Network program, is a networking and educational event that helps entrepreneurs access resources in a low-barrier and personable atmosphere.
 - Our pre-accelerator program serves as a valuable platform for delivering entrepreneurship education while also providing access to mentors, networking opportunities, and funding. Additionally, our monthly events serve as a catalyst for aspiring entrepreneurs, offering guidance on starting a small business and creating an environment that nurtures entrepreneurial aspirations.
- **Thrive: Workforce Development & Industry Engagement**
 - Support existing traded sector companies (goods/services are sold both in and outside of Lane County) in thriving through active workforce development strategies and industry engagement.
 - Upcoming Industry Summit in spring 2024 to showcase sector strategies and promote innovation, growth, and competitiveness in the region.
 - Accomplishments:
 - Facilitated connections for more than 177 businesses, ensuring they have access to essential resources for growth and success.
 - Established connections between over 100 college students and local employers, paving the way for potential career opportunities and valuable professional partnerships.

This comprehensive approach positions Collaborative EDO as a key player in addressing economic challenges and fostering growth and prosperity in Lane County.

V. CHAIR’S REPORT

- Summary of Action Items:
 - Shondra Holliday mentioned that the action item summaries from the LWP Board, Executive Board, and Lane Council meetings are available on page 7 of the board packet.

- LWP Board Member Engagement in Committees/Workgroups:
 - Two board committees are now active: the Community Engagement Committee and the Workforce Services Operations Committee. If you are interested in serving on one of these committees, please reach out to LWP staff. We are also in the process of recruiting community members so if you know of individuals who might be a good fit for one of these committees, please let us know.

The Community Engagement Committee will focus on:

- Publicity/Public Awareness
- Uniform Message/Branding
- Outreach Strategies
- Event Planning
- Coalition Building

The Workforce Services Operations Committee will focus on:

- Accessible One-Stop Service Delivery System
- Special Populations, including homeless/unhoused, individuals with disabilities, returning citizens, and rural communities.
- Talent Pipeline
- Career Pathways

The first meeting of the Workforce Services Operations Committee is scheduled for next Wednesday. The One-Stop Operator will also be an integral part of this committee, and business representation is welcomed if you find this committee of interest.

Pages 8 and 9 of the board packet contain a summary of committees and workgroups where LWP board members are currently engaged. If you have any changes to your listing, please contact Anne Nestell.

VI. EXECUTIVE DIRECTOR'S REPORT

Ashley Espinoza provided a summary of recent highlights.

- **DOL Critical Jobs Quality Grant Hospitality Sector, Oregon Coast:**
 - In collaboration with Southern Oregon Workforce Investment Board (SOWIB), Northwest Oregon Works (NOW), and the Oregon Restaurant & Lodging Association (ORLA).
 - Coordinating the engagement of a Sector Strategist through the hospitality industry association, with finalization anticipated by the end of the grant's second month. The Sector Strategist's key responsibilities include:
 - Establishing a cross-regional support team, commencing with employer convenings;
 - Defining the scope of the Oregon coast hospitality industry;
 - Facilitating industry listening sessions and conducting surveys;

- Undertaking a comprehensive workforce study to assess career advancement opportunities, access to low-barrier jobs, and potential for stackable credentials to support promotion and access to higher pay scales.
 - Generating an occupational outlook career pathway report.
- **WORKing Together Conference:**
 - The recently held WORKing Together Conference was highly successful, reaching its capacity with 500 attendees. The board member reception facilitated networking opportunities among the boards, the Oregon Employment Department, and the Higher Education Coordinating Commission. The breakout session highlighting “Constructing a Brighter Future” received positive feedback, with survey responses ranking it among the most engaging and exciting sessions.
 - Next year, the conference will take place October 22 – 23 in Bend at the RiverHouse Conference Center.
- **Lyle Lang Retirement from LWP:**
 - After 27 years of service, Lyle Lang will be retiring from LWP. In honor of his contributions, an office/partner gathering was held on December 5th, during which our conference room was named in his honor. Additionally, Lane County CTE teachers and students from Willamette High School presented a beautiful plaque acknowledging Mr. Lang’s contributions.
- **Constructing a Brighter Future Internship (6 – 9 Months):**
 - Lyle Lang played a foundational role in the Constructing a Brighter Future program, and with his retirement, efforts are underway to sustain this important work. Lane ESD secured a grant from the Oregon Community Foundation to support the continuation of the program. Nine applicants from Handshake, PPPM, DuckRISE, and LCC have submitted their applications. The selection committee is currently in the process of reviewing documents with interviews scheduled for the week of December 18th.
- **Lane County Community Collaborative:**
 - The Lane County Community Collaborative convenes via Zoom on the 1st Wednesday of each month from 10:30am to Noon. With over 50 participants, including economic workforce development, and community stakeholders, the collaborative aims to optimize collective efforts and resources to address the diverse needs of the community. The meetings serve as a platform for engaging discussions, meaningful connections, and fostering a culture of collaboration, leading to innovative solutions and empowering collective action. Key functions include regional coordination (efforts & resources); knowledge sharing, and relationship building. Each meeting features a “Community Spotlight” that highlights various organizations such as Arts and Business Alliance of Eugene (ABAE), Oregon Employment Department Economists, Springfield Chamber, University of Oregon, and more. A comprehensive recap/report is distributed following the meeting.
- **Latino a/x Leadership Group – Leadership Institute Pilot:**
 - The Lane County Latino a/x Leadership Workgroup established through a collaborative effort, aims to create a stronger platform for Latino a/x leaders in the region. In partnership with the University of Oregon School of Planning, Public

Policy, and Management and Plaza (Centro Latino Americano, Downtown Languages, ad Huerto de la Familia merged into one organization called Plaza), the Leadership Institute Pilot is led by the Capaces Leadership Institute, based in Woodburn, Oregon. The pilot, scheduled for 2024 on January 20th, January 27th, February 3rd, February 10th, and February 17th, will run from 9:00am to Noon each session. Each participant in the 10-to-15-person cohort will receive a \$100 stipend per session, covering topics such as exploring rich Latine history, self-assessment/reflection, leadership system development, nuances of decision-making bodies, and development of essential skills in communication to diverse audiences.

- **Strategic Planning Process:**

Ms. Espinoza presented a summary of the strategic planning process timeline and reported on the progress achieved to date. Our current focus involves constructing an “operational bridge” for the LWP team, outlining specific tactics, and assigning ownership. The final draft of the strategic plan will be submitted to the board for final approval. This strategic plan serves as the foundation for the local plan, which, following a 30-day public comment period, will be presented to the state board in March. Upon completion of the State’s approval process, we anticipate receiving our final approval notice at the beginning of July. Subsequently, the Final Approved Plan, incorporating any necessary changes, will be brought back to this board. The final local plan will then be published on our website.

- **Upcoming Events:**

- LWP office will be closed from December 25th – January 2nd.
- Eugene State of the City Address on January 8th.
- Celebration of Business Event hosted by the Eugene Chamber of Commerce on January 30th.

- **2023 Workforce Champion Award Recipient:**

- Heidi Larwick has been named as Lane Workforce Partnership’s 2023 Workforce Champion. In the world of challenging and rewarding work, where each day is a testament to the importance of engaged and dedicated partners, we are thrilled to shine a spotlight on Ms. Larwick.

VII. BOARD MEMBER UPDATES

- Bailey McEuen (Homes for Good): We currently have new projects in development which aim to contribute affordable housing to the community. About a year ago, we assumed responsibility for behavioral services at our permanent supportive housing communities, presenting a substantial change and challenge for us. Recently we have secured funding to help stabilize these communities.
- Tony Scurto (Lane ESD): The Special Education Department is working to establish an all-inclusive summer camp tailored for students with life skills disabilities. Last Saturday, we successfully organized what we believe to be the first unified robotics tournament. Parents loved it and the kids had an absolute blast.

- David Heavirland (US Dept. of Veteran Affairs): This year has seen substantial changes, including the arrival of a new Medical Center Director, a new Director for our Compensated Vocational Rehabilitation Program, and a new Program Supervisor for our homeless program. Mr. Heavirland emphasized the ongoing need to support homeless veterans seeking employment.
- Shondra Holliday (Lane County Medical Society): This year, our foundation has branched off into its own entity with its own board. This move enables us to develop programs supporting physicians in areas such as crisis intervention and general wellness. Our goal is to enhance the support for physicians, ultimately benefiting the community. Additionally, efforts are underway to establish stronger connections with rural areas.
- Jeff Graham (Danone/So Delicious): Acknowledging the challenges of the past year, it has also presented opportunities. From a business perspective, we faced overproduction, leading to unintended shutdowns for a couple of weeks. Mr. Graham looks forward to developing relationships with board members. In addition, Danone/So Delicious will be launching a national recruiting campaign and Mr. Graham is interested in exploring the connections between this campaign and the initiatives of the Community Engagement Committee.
- Courtney Griesel (Sierra Pacific Industries): Our team organized a hiring event this week at the WorkSource Center, resulting in approximately 27 walk-ins and 15 interviews conducted. Currently, the two operations in Lane County are just under 20 FTE short of being fully staffed. We are experiencing out-migration in the workforce and the traditional compensation methods are no longer as effective. This situation is having us consider populations for hiring that we might not have previously seen as viable candidates. We have started working through what that means for our company. Recently, we toured one of the Jackson County facilities with Steve Yamamori to explore opportunities for hiring a workforce facing challenges in other aspects of life, where a supportive work environment may contribute to their success. Additionally, we have had the privilege of hosting tours for high school students in Lane County over this month and last, which has been fantastic. We are thankful for the collaboration we have had with the welding faculty and the machining/CNC programs at Lane Community College. The LCC staff have been responsive and have been collaborating with us on hiring, flexing schedules, etc. Despite the challenges of a tough economy, there are great things happening.
- Grant Matthews (Lane Community College): If it has been a while since you visited the LCC campus, we invite you to join us. Exciting developments are underway with two new buildings – the Health Professions building looks like a building now and the Industry and Trades Education Center building is beginning to take shape. These projects are on track for completion in the upcoming spring and fall, respectively. We are excited to shift our focus towards discussing specific programming and workforce development opportunities with these new buildings. For those interested in touring the new facilities, arrangements can be made through Grant. For those interested or with family and friends who might be interested, applications are now open for our new Bachelor of Applied Science in Business Degree program – the first of its kind in the area. This program, designed in collaboration with local businesses, emphasizes applied learning and prepares individuals for roles in business leadership and management. Additionally, we are in the process of working with the state to establish a Bachelor of Nursing Degree. The state is currently finalizing their administrative rules. In our Career Pathways Program which works closely with the Oregon Employment Department, WorkSource Center, and other agencies, we are actively training a new career coach to serve the Cottage Grove area.

- Stan Pickett (Delta Sand and Gravel): Thanked Lane Community College for their new buildings, as they have kept many of the Delta team members busy. A special thanks to Lyle Lang for his dedicated work within the Construction-Aggregate Sector, guiding our efforts for several years. During Mr. Lang’s retirement party, I had the chance to connect with Bob Fittin from Catholic Community Services and it looks like there is an opportunity for training refugee workers as CDL drivers. It is always great to make these types of connections.
- Julie Davidson (Oregon Employment Department): Ms. Davidson mentioned that OED also partners with Catholic Community Services and shared a recent success story involving a refugee. She also brought attention to a significant development in Unemployment Insurance, which will be undergoing a major modernization project. The rollout is scheduled for March 4th, with a one-week shutdown of the system preceding it. During this period, claimants will not be able to file new claims. Although public information will be shared beforehand, the WorkSource Centers, known to many as the face of “Unemployment Insurance,” will be prepared to assist individuals. Unemployment is prepared to backdate claims, ensuring that individuals do not lose any weeks of benefits. Workforce Operations, in partnership with the centers, is set to undergo the modernization of the labor exchange system in 2024, aiming for a go-live date in 2025. The current system was developed in 2004 as an in-house project. Ms. Davidson provided an update on the Impact of Able-Bodied Adults without Dependents. Lane County was granted a waiver starting January 1st, 2024, which alleviates the previous mandate requiring individuals to actively seek work (80 hours a month) in order to receive monthly SNAP benefits.
- Holly Powell (Vocational Rehabilitation): Vocational Rehabilitation has undergone significant changes this past year, with a primary focus on revisiting our approach to youth services. While traditionally our focus has centered on the junior and senior years of high school, we can serve youth as young as 14 so we are extending our reach. The overarching goal is to develop earlier engagement and shift our perspective to focus on long-term objectives rather than short-term goals. Additionally, we are actively looking to streamline our processes as they are a bit tedious and long. Our aim is to expedite engagement to achieve a higher rate of success.

VIII. OTHER BUSINESS

No other business was noted.

IX. ADJOURNMENT

Ms. Holliday adjourned the meeting.