**BUSINESS ENTERPRISE PROGRAM OF OREGON BECC Special Meeting**

**Monday, August 14th, 2023**

**4:00 PM – 5:00PM**

OREGON COMMISSION FOR THE BLIND

• Any agenda item may become an action item.

• Any of these items may be a conflict of interest.

AGENDA

1. Introducing Michael Wolff.
2. Q and A’s regarding experience.
3. Q and A’s regarding transitioning, recruitment, etc.
4. Adjournment

**Transcript**

Hauth: Hey, good afternoon, everyone.

Webber: Hi, Randy.

Miranda: We're waiting for you.

Hauth: Hey, okay, yeah, I just been busy, busy, busy, but looks like it's 4:01, so I'm not too late. But anyway, yeah, so we'll go ahead and get this old meeting started if you guys are on the line. It sounds like Art and Carole and Lewanda are on the line. So.

Miranda: Derrick.

Hauth: I do wanna, I do want to, I do want to share that, I know in talking with Lewanda, there was a little bit of confusion around, like, this meeting and if it was gonna be a BECC meeting or an agency sponsored meeting, but really not that big of a deal. It looks like we can go through, and we'll just do some housekeeping things as far as making sure they, we do roll and also make sure if anybody would like to make any public comment we can do that, and then we'll go ahead and, and move forward, and I take it that Mr. Michael Wolff is on the line?

Wolff: Yes, I am.

Hauth: Hey, Michael, welcome.

Wolff: Thank you.

Hauth: And is Dacia on the line?

Johnson: I am, Mr. Chair.

Hauth: Hi, Dacia. Okay, let's go ahead and go through and do roll. Start with the board, and I’ve noticed that Art was on the line. Lewanda was on the line. Carole was on the line. I believe Steve had identified, Steve Jackson identified that he was going to be out of state at a family funeral, unfortunately. And so, Derrick, Derrick, are you on the line?

D Stevenson: Yep.

Hauth: Hey Derrick, welcome and I'm on the line as well. Okay, as far as managers, please let me know who might be on the line participating today.

Bird: Jerry Bird.

Hauth: Hey, Jerry, welcome. Anyone else?

Garcia: Trevor Garcia is here.

Miranda: Celyn.

Hauth: Hey, Trevor.

Brown: Celyn is here.

Hauth: And Celyn. Thank you, yeah, I heard you, Celyn, thank you. And Trevor, anyone else? Okay, are there any public members that would like to be identified?

Babcock: Michael Babcock's here, Chair.

Hauth: Okay. Hey, Michael, welcome. Okay, anyone else? Alright, alright, alright, we've done roll. And is there any comments, anybody like to make any comments or not? If you do, please let me know. Okay, hearing none, we're gonna go ahead and… Go ahead. Who's that? Was somebody trying to get my attention? Okay, so, anyway, hearing none, we'll go ahead and move forward, and I do not have the agenda pulled up in front of me, but I'm just gonna turn it over to Dacia and, and Michael and we'll go from there.

Johnson: Alright, thank you very much, Mr. Chair and thank you for the opportunity, Elected Committee members as well as folks from the program. I'm delighted to have the opportunity to introduce Michael Wolff, and so we thought we would spend the hour for you to just be able to visit with Michael a little bit about his background and offer some kind of insights into how he might approach this interim role as the Business Enterprise Program Director. I'm also pleased to be joined this afternoon by Sherry Lauer. She works for the Department of Administrative Services, Chief Human Resource Office, and she is the agency's client’s, agency human resource manager. And she will be here just to really answer any questions and describe the process of the recruiting and for the Business Enterprise Program Director permanent position. So, we thought it would make sense for you to just be able to visit with Michael, and then we'll shift, and, and talk about the recruitment in the second half of the hour. If that works for you, Mr. Chair and committee members?

Hauth: Yeah, yeah, you bet. That, that, that most assuredly does. It might be good, I'm just thinking here, it might be good if Michael wants to start out by, you know, introducing him as, introducing hisself [sic] and his background and his interest in, in taking this interim position and what he might look forward to. I know going forward, just to give him something to think about, I know one of the things that I would like to ask before the meeting ends is the three priorities. What are his three priorities? I mean, obviously, I know the agency might have some priorities and we might have some priorities as a committee. However, I'd like to hear from Michael, that, as we go forward, but Michael, if you'd like to share some of your background and your thoughts and philosophies and whatever it might be, that would be great and then as we have questions, the managers can just, board members can just identify themselves and we can call on them and go from there. How’s that sound?

Miranda: Sounds good.

Wolff: That sounds fine. Thank you, Mr. Chair and Elected Committee members, I am really happy to be here and give you a chance to get to know me a little bit. Just a quick background, I guess, we'll start with. Before joining the Commission two years ago I had spent about 20 years in the grocery business. Started as a deli manager and went all the way up into store management and then a little, spent some time in Human Resources. So, love the grocery business, but at one point during the pandemic decided to sort of look for other opportunities and ended up coming on board with the Commission and have been the Business Manager here at the Commission for the last two years. So, when I was approached about the idea of the interim position in BE, I was excited about that, because I do love retail. And just the whole, whole process of selling and customer service and food. And so, you know, knowing that I don't know a ton about the program, I was still excited to have the opportunity and lend my support and have an opportunity to learn. So, yeah.

Hauth: Alright, and I'm going in and out of mute here, so, excuse if there's a delay. We all, we all do that. So.

A Stevenson: Hey, Randy?

Hauth: Yes, Art?

A Stevenson: Yeah, this is Art. Just for the record, I just wanted to make a comment. I don't, don't think there was any active participation by the Elected Committee on making a major administrative decision on this interim position. I think it may have been important if we had been consulted instead of just an absolute… This is a major administrative decision was made without consultation of us, the Elected Committee, which I believe, is a requirement of the law, but I just wanted to make that comment and put it on the record. Thank you.

Hauth: Okay, yeah, duly, duly noted. I don't know, Dacia, if you want to explain or share anything, you're welcome to, and if not, that's understood as well. So.

Johnson Yeah, I don't have anything to add. Certainly the, the, from our perspective, there are operational needs that are immediate in nature, and we wanted to make sure that the program had adequate coverage. And it is definitely our commitment to get the full active participation of the committee and the decision of the selection and hiring of the permanent Business Enterprise Program Director.

Hauth: Alright, and we're certainly excited and willing to work in that, but again, Art, duly noted. Any, anybody else like to ask a question or please identify yourself?

Bird: Yeah, Jerry Bird.

Hauth: Will one of you guys… Jerry, go ahead.

Bird: Thank you. Yeah, and welcome, Michael. And I, I got a question. I know you said you spent 20 years or so in the grocery business, which is good. You familiar with some of the food stuff. I'm wondering, have you ever been self-employed?

Wolff: It's a great question. I have not been self-employed other than when I was, you know, a youth scratching for, scratching for cash as a teenager, but in my, for, in my, in my fully adult years I have not been, yeah, privately.

Bird: I got it.

Wolff: Yes.

Bird: Okay, another question is, okay, you haven't really been self-employed, but do you understand, do you understand the benefits of being self-employed like, you know, you get to make your own decisions, you hire, you fire. You decide the prices, you decide who you purchase from. You're free to take vacations and sick leave and medical leave as you feel necessary, as long as your business is being done properly, someone's taken over for you to keep customers happy and you're that, so. You know, there's a, I sent a thing out earlier, maybe I'll send it to you, there’s, I, I done a little research on that and there's 11 reasons why you would like, want to be self-employed and, you know, it's a special thing. That's where I was at. I, I was tired, I was a journeyman diesel mechanic and I've worked ever since I was probably 12 digging ditches and picking cherries, whatever. But I always wanted to be my own boss and make my own decisions. And that's the main reason I got into the Business Enterprise Program because their main purpose is to select, train and install blind people in, in facilities and properties for per, per, to be self-employed. Once you're trained and once you pass the test, and you've been, and you, you bid on a place and you get your license first and then, and then all these luxuries become available to you once you're licensed. And so, I often, seems to me like that's what I did. And I was able to become self-employed and I, I made all my decisions and, and hiring like I told you and firing. I mean, the list goes on. Taking time off when, for a vacation when, when you feel necessary and so, it seems to me that for the last years, that kind of went away. We kind of been, I, I felt like I no longer self-employed to make these decisions. I kinda just become, you know, as a, being told what to do…

Hauth: Hey, Jerry, Jerry, Jerry, excuse me just a second.

Bird: Yes?

Hauth: Hey, everybody, please mute your phone. There's some noises coming through that are, need to, need to not come through. So, sorry about that. Thank you. Go ahead, Jerry.

Bird: Yeah, and that's, you know, I just wanted to discuss that with Michael to see if you know, sounds like he was in the food business, which we certainly need someone that's been in the food business, cause we do mostly food stuff. And so that's one of my most importantest thing that I think this whole program is about, it's a special program under the Randolph-Sheppard Act, which is to provide you with self-employment opportunities. So, that's what concerns me, is we don't seem to be getting our, you know, getting the advantages of a sighted person being self-employed. Kind of, like I said, we call it dictated to, we're just, just told you'll do this and you'll do that and it don't matter if you make any money. Profitability is one of the items to be self-employed, you know, so. I'll just leave that that, and I'm hoping that, you'll be reasonable and…

A Stevenson: Thank you.

Bird: …be able to work with us to help us gain these goals. Thank you.

Wolff: Yeah, thank you. Thank you for sharing that.

Hauth: Thank you, Jerry. Anybody else like to have a question or comments or?

Garcia Hi Randy, this is Trevor.

Hauth: Hey, Trevor.

Garcia: Just wanted to say welcome, welcome aboard, Michael, really, you know, it's, really excited to see what we can do moving forward and I think it's, it’s great, you know, sometimes, with new blood comes fresh ideas and kinda really excited to see, what gets done. So, I thank you so much for coming on board. You know, it's awesome that you have experience in the grocery business. I'm sure we'll have questions about that it’s definitely, definitely always good to learn more.

Hauth: Hey, yeah, hey, Trevor?

Wolff: Thank you, yeah, like I said, I… Oh, go ahead. Go ahead, Randy.

Hauth: No, go, go ahead, Michael.

Wolff: No, I just wanna say like, yeah, I'm, I’m really excited to learn and meet all of you. So, I just, yeah, I have a lot to learn and I, you know, I wanna take that time. So, I appreciate that.

Hauth: Yeah, and one thing I wanted to say, Trevor, or anybody else, it might be good for us to share a little bit about our background, too, like, you know, where we come, came from and why we got into the Business Enterprise Program and what we want to see forward. I think that might be, might be helpful. And, before I turn that back over to you, Trevor, if you don't mind doing that, I do want to say and suggest and encourage that if you haven't already, Michael, the Hadley online course dealing with programmatic issues, active participation, and, you know, the program concepts, I know that the agency can get you dialed in on that. So, that might be somewhere to turn to. So, just wanted to suggest that, as well, but Trevor, you want to share just a brief little bit of background. Please do. So.

Garcia: Excuse me. So, sure, I, when I moved here, moved to Oregon in 2016 from Colorado. And I started taking classes with the Commission. Actually went to college to be, you know, to learn about computers and didn't wind up going into that field, but when I moved to Oregon, I found out about the Business Enterprise Program and I thought, well, there's something I could use from my past that applies with, you know, you know, this field. And so, I actually was taking classes at the Commission and found out that the Business Enterprise Program was right here in, headquartered here in Portland and then that, you know, we had many locations, or some locations that were available and there were, you know… So, I, we started, I started taking classes and went through the whole Hadley online course program and in 2018, I was able to open up a location in the Multnomah County Courthouse. So, we've been busy for almost four years now, well, almost five years now. You know, barring the pandemic, but it's been, it's been a really great experience and certainly glad to be in the program.

Bird: Randy?

Hauth: Thank you, thank, thank you, Trevor. Who's, who's next?

Bird: Jerry.

Hauth: Hey, Jerry.

Bird: Yeah, I'd just like to say that I, I moved here from Utah. Don't hold that against me. But in 1986 and that's when I, I started my training. My brother, younger brother had been in the program for about 10 years before I moved here. And I was a journeyman Cummins mechanic, you know, as I tried to get a job here in Salem and that. I, I couldn't because of my vision. I, I kept that kind of to me for many, many years. But I had to realize that, you know, I’ve lost my vision, and I can no longer do stuff and a lot, a lot of mechanic places were little about worried about, you know, other people getting hurt or the responsibility of, of me not seeing properly. But I actually got in the program and opened up a little coffee shop for about six months. And, just me and my wife, and I end up making about $15-$30 a month after all was said and done. And I really didn't like it too much. And so, I had one Pepsi machine out there. I started watching the guy fill it, and I thought, well, jeez, I’d like to do that. So, I took over that machine, and then I decided that's what I'd like to do is vending machines, [inaudible] mechanical and I talked to Blind Commission and they told me you can't. You can't do vending, you're blind. And I said, well, wait a minute. I have cooks, I have everybody has cooks, dishwashers, and I'll hire someone to drive me. And it was quite a process and finally convinced them to let me do that. And I was the first one in the whole program whoever do a vending route, route. And I've been doing that for over 37 years. And I've been quite successful at it. And, so, that's where I say this program's been very special to me, and I've been able to put two kids through school and while we was vending, and also have two adult grandkids. So, I just want you to know that, you know, that's, that's, that’s my history. So, thanks.

Hauth: Yeah. Thank you, Jerry.

Wolff: Thank you, Jerry.

Hauth: Anybody else who wants to do that, let's, let's just for the sake of time, because we do have some discussion around employment as well, but just, if you have a question or if you want to share just real briefly your background, please do let me know. Okay, not hearing anybody yet, if you do.

A Stevenson: Randy?

Hauth: Yes, go ahead.

A Stevenson: Randy?

Hauth: Yes, go ahead.

A Stevenson: Yeah, so, I, I'm just kinda curious, if he had gone through the Hadley school stuff, done any of that kind of stuff, cause I know he's been kind of in the background with working with Eric, and, and so, just out of curiosity, have, have you done any of that kind of stuff to learn about the program, learn about the rules, the laws? Did Eric encourage you to do that, or you just are at a, at a point where now maybe you should be looking at the actual training program that all of the people that work in the vending program as far as OCB staff has to do for their training.

Hauth: Okay, go ahead, Michael, if you'd like to.

Wolff: Thank you. Yeah, I have not been through the Hadley course. My first day officially on the job is today. So, familiarizing myself with the program, getting time to go through the rules and understand, you know, how the program operates, get time with each of you. Those are all things that I need to do. So, when you're talking about the three priorities. It really is about getting to know each of you, getting out and seeing the spaces, learning about the program, and just getting my feet underneath me. So, and that's, that’s gonna take some time.

Hauth: Yeah, and there's a lot of catch up to do, Michael. Obviously, this program is simple in many ways, but it's very broad and complex as well. I think, you know, I'll share a few things here just because I feel compelled to do that. I've been in the program for over 35 years. I started in my early 20s, and so that makes me 39 right now, but anyway, maybe a little bit older than that. But I can tell you, I, I've run cafeterias, I've run snack bars. I have operated several different locations at a time. I've been a trainer and I've been trained. I've been engaged, I’ve, as many other people on this call are. What I can share with you, it is a self-employment program and sometimes private entrepreneurship and government regulations butt heads, unfortunately. There's a lot of turmoil and has been in the program. Hopefully we can get past that, hopefully we can find some kind of connectivity to be able to work together in a win-win situation for the agency and the blind vendors. I can tell you that, since I've been here, there have been at least three executive directors. And there's been, let me see, Ray Milovich, Walt Reyes, Art Marshall, Eric Morris. I mean, there's been a number of also directors, you know, and so, we as blind vendors, as you already probably most likely know, we pay 11% of our net proceeds into the program and as set-aside, and so we're vested, right? We took on this opportunity because we have an entrepreneurial spirit. We found it to be a great opportunity to make a good living and so, going forward, sometimes people get passionate about their livelihoods, right? If you watch the news and you see, you know, airline pilots or you see teachers or you see even state employees, when their money is on the line, they're out on the picket line or they're in a confrontation with somebody trying to fight for what they believe is their right. So, you know, it's no different here. We advocate strongly for what we believe, to try and make our lives the best that can be and make our profitability, growth of this program. The program has gone the wrong way in the last 11 years in my opinion. We need to find a way working with the agency and with you to grow the program and to make more opportunities for persons who are blind and make more income. And I mean, that's what we're all about. If you're here for three months or if you're here for three years or whatever it is. We're committed as a board to work with you. But you know, we're nobody's fool, so, we wanna work together and for the betterment of the program. And so, Dacia, if you, you know, you're still on the line. I know we have the lady from DAS, but you know, it might be nice to hear your three priorities for the program as well, because I know you have a connectivity to the directorship. Hey, Art?

A Stevenson: What?

Hauth: Art, somebody, somebody is not on mute. I don't know if there's some noises coming through, but Dacia, if you could share those that would be appreciated.

A Stevenson: You want to put us on mute, Lewanda.

Miranda: I am on mute, so you have to do that on your phone.

A Stevenson: Okay.

Johnson: So, Chair Hauth, I share, I echo Michael's sentiments in terms of the priorities. Really getting him to be able to get up to speed and getting to know folks.

He's really excited to get out and talk with you and, and tour the facilities and understand kind of the operational component of, of the work. His previous role with us was in the business side. So, really talking about agency facilities. And supporting the team of rehabilitation assistants, which are our administrative support for the entire agency. So, his role prior to stepping in today as the interim Business Enterprise Program was considerably different than what he's doing. But it certainly, he's, he understands, his office is right in the middle of the training center. So, he definitely has had lots of opportunities to engage with individuals who are recipients of our services. He understands blindness. He's been through the challenge course. He's got a lot of the fundamental stuff about the agency core work. And really this next element will be for him to overlay the unique aspects that he's really hearing about today from all of you that, that makes this program the unique program that it is. So, I certainly echo his sentiments and we do look forward to working with all of you in this period of transition.

Hauth: Alright, well, thank, thank you.

Johnson: Sure.

Hauth: Just a quick question, and then, then we'll ask if anybody else has a quick question before we move on with the Department of Administrative Services, but will, well, hey, Michael, will you be spanning both positions, or will you be solely focused on the Business Enterprise Program directorship?

Wolff: There will be someone supporting my role in an interim post as well. So, yup.

Hauth: So, you'll be on, you'll be focused completely on the directorship, the BEP?

Wolff: Yeah, once I make that, once we get the hand off done, yeah, my goal is that I am focused on the BEP program.

Hauth: Okay, great, great. Okay, thank you. Thank you. Okay.

Wolff: Thank you for asking that.

Hauth: Yep, anybody else have a question before we move on? Please, you know, your time is now. You're all invested in this program just like, you know, I am, and Art is, and Jerry is and anybody else. So, I don't know, Lewanda, if you have any questions or comments or Carole, but it'd be nice to hear from you if you do. And if not, that's fine, too. So. Okay, not hearing, not hearing any, let's go ahead and turn this over to, back over to Dacia, and we can go forward.

Johnson: Thank you, Chair Hauth, it is my pleasure to introduce Sherry Lauer who is with the Chief Human Resource Office of the Department of Administrative Services. Sherry will be leading the recruitment on behalf of the agency to fill the Business Enterprise Program Director on a permanent basis. So, I thought would be helpful for her to just, first introduce herself and then talk about kind of her experience and serving in this role. She's done this many times before, so, she's got a lot of great experience. And certainly, she can field questions that the committee or other folks in the program may have about the process. So, welcome Sherry.

Lauer: Thank you. Good afternoon and thank you for having me. My name is Sherry. Many of you I have met in the past. You may recall, Carter was my prior last name. So, it's nice to be in attendance of this meeting. Part of what I do as an HR manager, we are tapped to support the recruitments of our executive director and our director roles across the state. And there's an actual, quite a specific recruitment process that we follow when we have committees or different groups that have decision making ability and an, are part of that process. And so, we will be putting together a recruitment plan down the road that involves different steps to include stakeholders, the board, and to encourage participation through every step of the process. One of my responsibilities, is ensuring we're meeting public meeting law and in recruitments, there are a lot of laws about public meetings and how these selections are done. And that's why multiple people on a board or committee can't be involved in one interview panel and we have to be creative to allow different levels of participation. So, I'll be working with Dacia and with all of you to gather input to… Ultimately, what happens is we will be presenting a draft recommendation of a recruitment plan with all of the steps that we're recommending, so this committee can have input into that process. There's other processes that are built in where we do surveys so we can get input throughout every step of the process. And so, we will be managing that recruitment process on behalf of the agency at DAS. It won't be managed internally within the agency. We maintain everything separately. And so, it'll be a little bit different than maybe has been done in the past because the agency did not have HR services in the past, so we will be following our statewide process to ensure we're in compliance with all of the laws that are out there. And I'll help walk you through every step of the way. And we'll work hard to ensure that there is involvement every step of the way.

Hauth: Sherry, thank you, this is Randy Hauth.

Lauer: Hi, Randy.

Hauth: Hi there, you know, it'd be nice to send out that process, that statewide process that you reference, that'd be great. And also, just thinking here as I listen to you a couple of things. Like to know what the job description is and how that plays into it. And if that's changed over the last 11 years or not? Dacia, I don't know if you can, you know, send that most recent job description out or if there's plans on changing that. And also one other question I have. Will state seniority play into this recruitment? And will it be a nationwide best, the brightest kind of recruitment? But those are a couple of the questions if anybody could help me understand that, that would be great.

Lauer: Let me go ahead and take those. So, anytime we do a recruitment, we will evaluate the position description before a posting is done. So, Dacia will need to take a look at the position description and ensure that it is up to date, because if there are any changes, all of our advertising, all of our posting is based on that position description. I'm sorry, this, there was a second question there about the...

Hauth: Yeah, so about the seniority, possibly.

Lauer: Seniority. So, seniority plays no role in a recruitment process. It is the, the most qualified candidate. So, seniority plays no role in recruitment in the state at all. This is a management service position as well. So, seniority wouldn't play a role even more so. This, most recruitments at this level, we do an open competitive recruitment with a minimum of a 30-day posting, that's a national recruitment. And so, that would be the intention here is it would be a national recruitment. Oftentimes, we need to post for longer, but we are working hard to meet the, this position falls under the governor's expectations of once we start recruiting that it's filled within 50 days. So, we want to align with the governor's expectations, as well.

Hauth: Well, that's good to hear. You know, obviously, we want the best fit for, if that's, you know, if that's somebody here or if that's somebody, you know, abroad, but, when you send, when you say you send those nationally, what are those sent to? Are they sent to state employment bases? Will they be sent to, like, blind consumer groups or how does that all, how does that all play into the, that, will you be seeking input on where to send them or?

Lauer: So, part of what we do when we're drafting the recruitment plan, we put together, our recruiter, because there would actually be an assigned recruiter. I'm not a recruiter, I'll just help oversee the process. But they will gather input from all of you, subject matter experts. So, whether that's associations that support the industry, it's statewide employees, it's automatically posted online to multiple websites, but we typically will have an advertising campaign that will be decided here, about how that's done. So, what associations, what advertising, how much is spent on advertising and what that outreach is. We also do more active, we don't do passive recruiting as much because it's not very successful. So, we're trying much harder to do targeted recruitment as well. So, as an example, we have a membership for LinkedIn, and we run searches of candidates who may meet minimum qualifications or some of the desired attributes and we’ll actively send out those postings to individuals. The same, we would send each of you a link to the posting so you can send that to your professional network. So, our goal is to really go as far and wide and have as many applicants as possible. It's a really difficult recruitment time right now. It's an employee market. And so, we have positions where we'll have three finalists, and we want three finalists potentially at the end because of such a, the market that we're in. We're in a situation where we've had three finalists, and we're making offers to all of them because it's so competitive, and people have multiple offers out there. So, really our goal is to screen people in and use the interview and selection process to then screen people out.

Hauth: Alright, well thank you. Anybody else have any questions for Sherry? Yeah, obviously, it's nice to hear the confirmation that it's a hard labor market out there. We know that firsthand trying to hire people, I can tell you that for sure, so. You know, it's gotten a little bit better, obviously, but there's still a lot of challenges. So, anyway, I was just in Seattle this last weekend and visited the Amazon headquarters, and you may have heard that on the news, but they're struggling to even get people back to work after the pandemic because it changed so many people's behaviors and practices and they don't want to come back to work. I guess they got really spoiled. So, they want to work from home, but anyway you know, a little bit of side note there. Obviously, it's a tough, tough market. So, again, we hope to get the best and the brightest. I don't know if there's any other questions from any of the managers or any other comments? You know, what you guys want to see going forward. Or if not, Michael, Dacia, if anybody else has any or Sherry. Anybody else has any closing comments, please feel free to. Okay, well not hearing any, I do appreciate this, and Sherry, it’s nice to hear that yeah, you know, the involvement I mean, it's a little bit different with the Elected Committee and the requirement to actively participate. And it does sound like, as you heard, Mr. Stevenson mentioned earlier, it does sound like that's going to be part of this plan with, you know, Dacia's involvement and, you know, we'll be brought along through the process and not, you know, after the process. So, that sounds great as well. So. Anyway, if there's nothing else, I'll let you guys go bake in the sun some more, I guess. 105, I think, here right now, but... Thank you, everybody, and we'll go ahead and adjourn the meeting.

Johnson: Thank you for the opportunity.

Lauer: Thank you.

Wolff: Yeah, thank you, Mr. Chair. Thank you.

Miranda: Thank you.

Webber: Thank you.

Garcia: Thank you.

Hauth: You bet, thank you.

Johnson: Bye, bye.

Miranda: Bye.

Brown: Thank you.