



Oregon Talent Council Regular Meeting

**February 10, 2016
3:00pm-5:00pm**

Clackamas Community College
Wilsonville Training Center Room 112
29353 SW Town Center Loop East
Wilsonville, OR 97070

Dial-in: 888-204-5984; Access Code: 3799438

- DAVID CHILDERS
Chair
- EILEEN BOERGER
- JOSH BRATT
- MIKE DONNELLY
- DON HENDRICKSON
- SOUNDHARYA
NAGASUBRAMANIAN
- BECKY PAPE
- MATT SMITS
- CHERYL STEWART

AGENDA

Persons wishing to testify during the public comment period should sign up at the meeting. Times are approximate and order of agenda may change.

- KAY ERICKSON
*Acting Director,
Employment Department*
- Ex Officio*
- DUNCAN WYSE
HECC Commissioner
- Staff*
- SHALEE HODGSON
- MICHELE VITALI

- 3:00pm 1.0 Call to Order/Establish Quorum**
- 3:05pm 2.0 Council Business**
Approval of Minutes
Committee Reports
- 3:30pm 3.0 Operating Strategy & Metrics**
Approval of Operation Strategy & Metrics
- 4:00pm 4.0 New Business/Strategy Discussion**
Approval of Funding Strategy for Remaining Funds
- 4:50pm 5.0 Public Comment**
- 5:00pm 6.0 Adjourn**



All meetings of the Oregon Talent Council are open to the public and will conform to Oregon public meetings laws. A request for an interpreter for the hearing impaired or for accommodations for people with disabilities should be made to Michele Vitali at (503) 612-4268 or by email at michele.b.vitali@oregon.gov. Requests for accommodation should be made at least 72 hours in advance. Staff respectfully requests that you submit 15 collated copies of written materials at the time of your testimony. Persons making presentations including the use of video, DVD, PowerPoint or overhead projection equipment are asked to contact council staff 24 hours prior to the meeting.

Oregon Talent Council Meeting Minutes

November 12, 2015 8am-12pm

Clackamas Community College, Wilsonville Training Center, 29353 SW Town Center Loop East, Wilsonville

Voting Members Present:

Eileen Boerger, Josh Bratt, David Childers, Mike Donnelly (phone), Don Hendrickson, Soundharya Nagasubramanian, Becky Pape, Matt Smits and Cheryl Stewart

Voting Members Absent:

None

Employment Department

Lisa Nisenfeld, Marcia Fischer, Shalee Hodgson, Michele Vitali

Guests:

Elana Pirtle-Guiney, Pat Scruggs, Beth Fitz Gibbon

Others Present:

Jordana Barclay, Laura Curtis, Dan Dorsa, Greg Flores, Bob Harder, Jim Hook, Greg Goloborodko, Dave Johnson, Michelle Lisper, Abdul Majidi, Kara McFall, Laura McKinney, James McNames, Scott Paja, Nicole Piechocki, Justin Rainey, Kyle Ritchey-Noll, Nate Stice, Ren Su, Brent Wilder and others on the phone.

Meeting called to order at 8:00am

Employment Director Lisa Nisenfeld called the meeting to order and welcomed the group of councilors with a round of introductions to their first official meeting. Quorum was established.

The following Councilors have been appointed to the Council:

- Advanced Manufacturing** **Mike Donnelly**, Carestream, White City
Don Hendrickson, Boeing, Gresham
- Bioscience** **Soundharya Nagasubramanian**, Welch Allyn, Beaverton
Matt Smits, Micro Systems Engineering, Lake Oswego
- Energy** **Josh Bratt**, Morgan Stanley, OESTRA, Portland
- Healthcare** **Becky Pape**, Good Samaritan Regional Medical Center, Corvallis
Cheryl Stewart, Bend Memorial Clinic, Bend
- High Tech** **Eileen Boerger**, CorSource Technology, Portland
David Childers, Business Acceleration Consultant

Council Business

David Childers was nominated for the position of Chair, and elected by a unanimous vote after a motion was made by Becky Pape and seconded by Eileen Boerger.

Draft Bylaws previously viewed have been reviewed by Department of Justice and adjusted slightly for approval. **Bylaws were approved by a unanimous vote after a motion was made by Don Hendrickson and seconded by Cheryl Stewart.**

Welcome from the Governor's Office

Labor and Workforce Policy Advisor Elana Pirtle-Guiney addressed the Council on behalf of the Governor's office. She thanked the councilors for their service and noted they will rely on the diverse expertise of the council to help achieve the mission of ensuring Oregonians are the first choice of Oregon industry. Items to consider will be the return for businesses and Oregonians, the range of opportunities for workers, industry wages, the pool of skills drawn in and the ability to reach out to a diverse representation of Oregonians. As the Council moves forward with limited resources, the return on investments is vital to increase high growth and high demand jobs. The five industries selected represent a footprint across the entire state and we look forward to learning about the successes of the council.

Chair's Remarks

David Childers presented the Mission and Vision statements, as well as the role of the council.

Mission and Vision

To make Oregonians the first and best choice of Oregon Employers

- Target the most critical talent needs of high impact, high growth industries in a strategic and focused fashion
- Connect talent to regional and state economic growth opportunities
- Support the growth and competitiveness of Oregon's traded sector and high growth companies

What We Do...

UNITE, TRANSFORM, CATALYZE



- **Unite** industry, education, workforce and government partners around shared aspirations
- **Transform** and reshape the way we connect industry to education and training
- **Catalyze** co-investments that serve as a talent laboratory, leading by example with agile, cost-effective, scalable ways to deliver talent

Oregon Talent Plan

David introduced Pat Scruggs and Beth Fitz Gibbon who were contracted to develop the initial Oregon Talent Plan for the Council.

Pat and Beth provided an overview of the Plan, the purpose of which is to provide independent industry-based talent data to guide the work of the Council. It will be a living document and used to help prioritize the investments and recommendations of the Council. Additionally, the Plan will be promoted and shared with state and regional partners.

Across the five industries included (Advanced Manufacturing, Bioscience, Energy Technologies & Utilities, Healthcare and Information Technology) three categories of occupations were selected (High-growth/High-demand, Mission Critical and Emerging) and defined.

From that, the following 10 critical occupational clusters were identified:

1. Systems and Data Specialist
2. Data and Business Intelligence Analysts
3. Industrial Machinists, Millwrights and Operators
4. Rehabilitation Therapists
5. Technologically Skilled Mechanics and Maintenance Technicians
6. Mental and Behavioral Health Counselors
7. Interdisciplinary Engineers

8. Primary Healthcare Practitioners
9. Cyber and Information Security Specialists
10. Advanced Materials Engineers and Scientists

David noted in response to Eileen’s question that the Talent Plan is an unbiased tool for the Council to use. Josh added it will be important for industry subcommittees.

The Plan demonstrates that employers need “More, Better and Faster.” As a council with limited funds, our leverage points become the better and the faster. Additionally, the layers of impact that were identified most often by industry are:

- **Strong Contextual Content:**
Applied skills, work experience plus technical aptitude and schooled learning
- **Robust Industry Engagement:**
High level collaboration and commitment from industry, rewarded with easy-to-access programs and easy-to-find talent
- **Cost-effective Agile Systems:**
Demonstrating ROI, scalability, responsiveness, sustainability
- **Expanded Reach and Diversity:**
Inclusive of diverse populations, businesses, Oregon regions

The councilors discussed the findings of the Talent Plan, and invited the guests in the room to comment as well. The question of supply data was answered by Pat, that this first stage was a needs assessment, and the supply side will come next. Job titles were also questioned, and Pat explained that job titles are changing in some categories more than others after looking at thousands of job postings. David added that we will publish every two years, but will need to refresh the data in between.

David informed the council that while we do not need to formally approve the Plan, we are ready to adopt the plan. **The Oregon Talent Plan was adopted by a unanimous vote after a motion was made by Eileen Boerger and seconded by Becky Pape.**

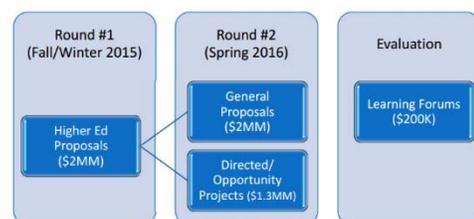
Proposed Grant Process

David and Pat provided an overview of the upcoming grant process and recommended guiding principles for investment and evaluation metrics that were provided for council approval.

[{RECOMMENDED 2015-2017 INVESTMENT FRAMEWORK 11/12/15 Meeting Packet page 12}](#)

David explained that this is a well educated guess on how we want to allocate the investments and will provide an operating framework so the first RFP can be released. The first round of funding will handle some of the ETIC legacy issues and be available to public universities, community colleges and OHSU via a competitive grant proposal process. The following round will be open to a broader audience, including private universities, workforce boards and industry associations and include both a competitive and strategically directed opportunity.

Recommended 2015-2017 Investment Framework



The specific evaluation metrics for the first round of proposals can be fine-tuned in committee.

The Council adopted the Recommended 2015-2017 Investment Framework, subject to refinement of evaluation metrics by committee, along the proposed timeline by unanimous vote after a motion was made by Eileen Boerger and seconded by Don Hendrickson.

Operational Items

Marcia Fischer, Council Manager, presented the nominees with some operational items including a target timeline for the Round 1 investments. The Request for Grant Proposals (RFGP) will occur within the operational framework of the Employment Department and we will be reaching out to industry along with other volunteers for the review teams.

Committees and Workgroups

David informed the council that several standing and temporary committees and workgroups will need to be formed, and will be heavily supported by staff. Suggested creation of the following:

Committees

- Grant Development & Oversight
- Membership & Governance

Workgroups

- Advocacy & Outreach
- Marketing & Communication

The council approved the formation of the above Committees and Workgroups by unanimous vote after a motion was made by Don Hendrickson and seconded by Soundharya Nagasubramanian.

The councilor expressed their interest in volunteering as follows:

Becky – grants

Cheryl – membership

David – marketing

Don – advocacy

Eileen – grants and advocacy

Josh – membership

Matt – marketing (will confirm)

Mike – advocacy and marketing

Soundharya – grants

Public Comment

There was no public comment.

The meeting adjourned at 11:38pm.



Operating Strategy

MISSION: Make Oregonians the first and best talent choice for Oregon employers

The Oregon Talent Council was established to be a central voice for talent; to bring together public and private sector organizations to

- Raise awareness about the importance of talent to our economy and communities, and
- Create solution-based partnerships that push for innovative and high impact models of delivering education and training.

We define talent as the combination of educational credentials, applied skills and industry experience.

GOALS

The Talent Council has three clearly defined roles that were approved during the initial Council meeting on November 12, 2015.

- 1) **UNITE** industry, education, workforce and government partners around the need for a robust talent environment and a set of shared talent priorities.
 - **Build the case for talent**
- 2) **CATALYZE** with co-investments that support agile, scalable ways to provide applied skills and experience that increase employability and competitiveness.
 - **Scale what works**
- 3) **TRANSFORM** and reshape the way we think about and connect resources that support key talent needs.
 - **Demonstrate the ROI**



This strategy document outlines how these roles work together to address work of the Talent Council and critical talent needs in Oregon.

OUR OBJECTIVE and VALUE PROPOSITION

Our primary customers are **high growth and traded sector employers** in Information Technology, Energy, Bioscience, Advanced Manufacturing and Healthcare.

Our objective is to bridge the connection between industry and the education and training system so:

- **Oregon employers can quickly find qualified workers** who can hit the ground running, and
- **Oregon enhances its reputation** as a state for high quality talent.

We recognize talent development is multi-dimensional; requiring:

MORE, meaning how many —

Continuous and adequate higher education funding to develop the quantity of graduates and program completers needed for a healthy pipeline of professional and technical workers.

BETTER, meaning how prepared —

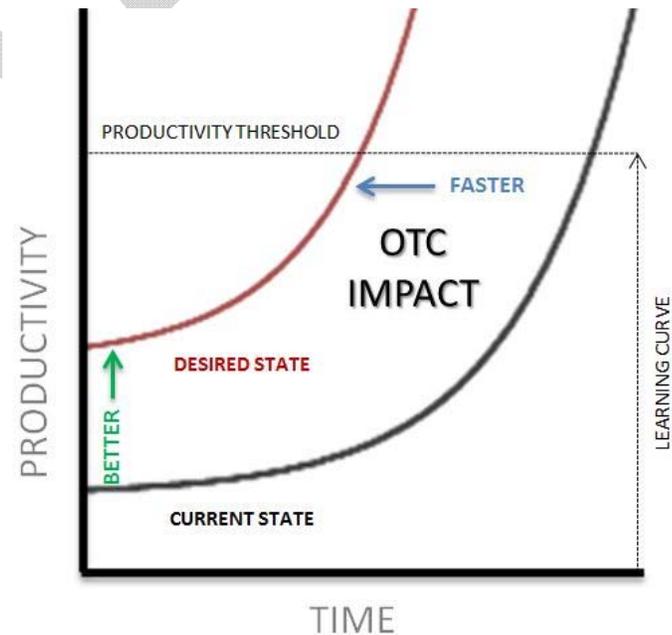
Programs that augment degree credentials with applied skills for increased employability and have direct connections to employment opportunities.

FASTER, meaning how quick —

Scalable systems to deliver distance learning, on-demand and work-based programs that enable workers to more quickly reach needed proficiency and productivity, and that extend the geographic reach throughout the state.

Therefore, our value is as a **bridge and conduit**—

- **Aggregating industry information**, identifying unique needs and cross-cutting skills critical to our industries;
- **Maintaining an active dialogue** around talent as an economic imperative;
- **Investing in efforts** for better and faster ways to align skills for new and incumbent workers; and
- **Demonstrating ROI** and sharing/promoting best practices.



UNITE ACTIVITIES

Strategic, relationship-based efforts

Objective: Focus attention, and build solution-based partnerships around shared talent priorities.

Key partners: Intermediary organizations that provide communication channels to various customers and suppliers of talent— Industry Associations, Business Groups (e.g., AOI/OBC), Workforce Boards, State Agencies/Councils (HECC, OBDD, OED, OWIB, STEM IC)

Key roles	Desired Outcome	Activities
1A. Build the Case: Create a focal point for insights on Oregon talent needs and information on our competitive position.	A shared information source for industry and education/training partners.	1A.1 Develop the Oregon Talent Plan to outline talent trends, highlight occupational data and recommend areas of focus. 1A.2 Benchmark Oregon’s talent position and publish key information pieces that build awareness and support. 1A.3 Gather and distribute national, state and regional reports, publications and other information that keeps the issue of talent top of mind.
1B. Facilitate Solution-based Partnerships: Convene partners and encourage dialogue and collaborative solutions.	Cohesive efforts that effectively connects industry groups with education and training resources.	1B.1 Develop working partnerships with industry associations and business organizations to help ensure employer efforts around talent are synthesized, coordinated and leveraged with state resources. 1B.2 Establish industry sector advisory teams of employers, providers and support organizations. Identify specific opportunities and gaps to inform Talent Plan and investment strategy. (Dependent on FTE levels) 1B.3 Work with local workforce boards to identify how the OTC’s work can help to amplify or augment regional sector strategies. (Dependent on FTE levels)
1C. Promote Alignment of Public Resources: Share information and results, and encourage alignment of public resources and priorities.	The Council’s work fosters greater alignment of state resources toward key talent issues.	1C.1 Share input with key state agencies and advise, as necessary, on ways to align resources and policies that address high priorities.

CATALYZE

Hands-on, tactical efforts that lead by example

Objective: Lead by example to cultivate, share and scale high impact models that provide the employability skills that augment education credentials

Key partners: The direct connection of supply and demand—Industry Associations/OTC Industry Sector Advisory Teams (groups of employers with talent needs), Higher Education and Training Institutions (direct suppliers of talent development services)

Key roles	Desired Outcome	Activities
2A. Co-Invest in Strategic Projects: Provide seed funding to critical talent development programs.	Agile, responsive education and training solutions.	2.A.1 Develop a co-investment strategy that targets missing pieces in the system and develop evaluation criteria to measure impact and ROI. 2.A.2 Co-invest in selected efforts that address talents needs while also fostering innovation and scalability in various education and training models.
2B. Evaluate Results: Assess the performance and impact of funded projects.	Clear understanding of what types of programs, partnerships and processes deliver high impact results.	2.B.1 Conduct evaluations of co-investment projects and adjust co-investment criteria and funding processes accordingly.
2C. Accelerate Best Practices: Promote the adoption of high impact programs/processes.	Adoption of high impact programs across industries and the state	2C.1 Host best practice summits that bring together industry, education and workforce partners. 2C.2 Publish success stories and best practice summaries.

TRANSFORM

Systemic and policy level efforts

Objective: Advocate for a robust environment to strengthen talent development.

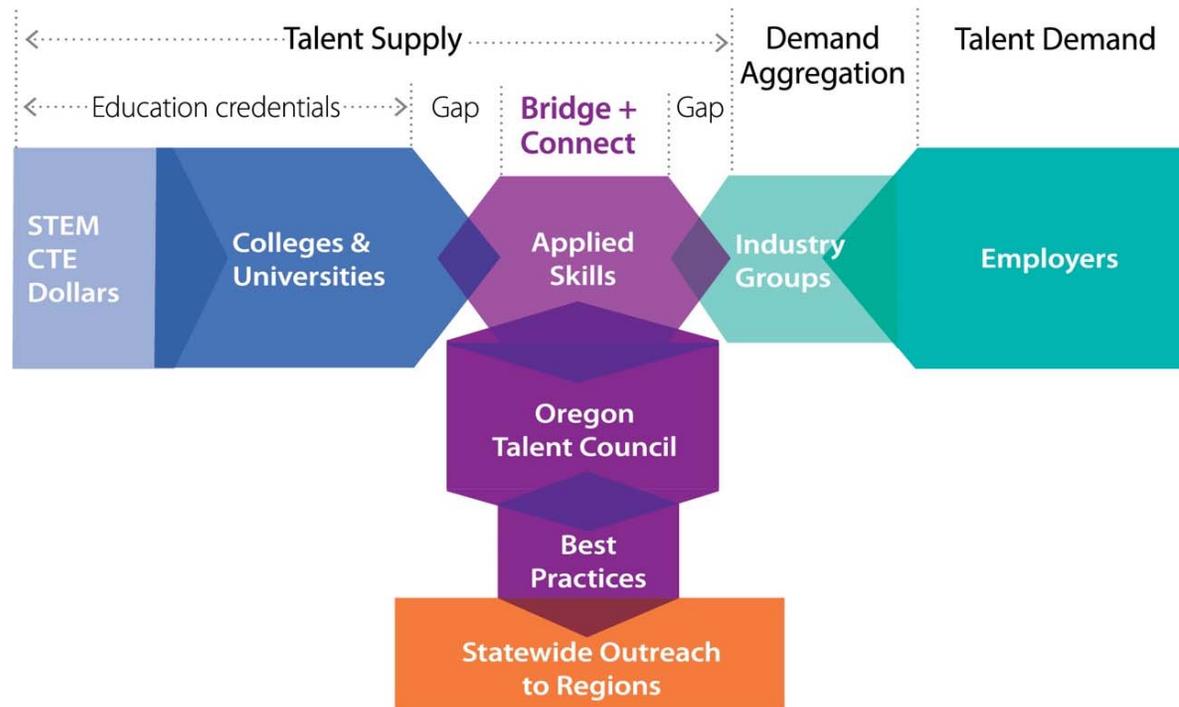
Key partners: Public and private sector organizations with policy and resource authority—Industry Associations, Business Groups (e.g., AOI/OBC), Workforce Boards, State Agencies/Councils (HECC, OBDD, OED, OWIB, STEM IC)

Key roles	Desired Outcome	Activities
3A. Keep Talent Issues Front and Center: Elevate the voice for talent issues.	Key talent issues are top of mind for the legislature, higher education and industry	3A.1 Develop and execute a marketing and communications campaign about key talent issues. 3A.2 Support key events/initiatives that highlight the importance of STEM/CTE talent. 3A.3 Provide partners with information and data that helps them communicate key talent needs. 3A.4 Participate in conferences and events.
3B. Advocate for Impact: Provide information about key policies and resources that have a significant impact on talent development.	Public resources and policies are targeted to high impact areas	3B.1 Develop and execute a legislative strategy; Provide regular updates to the legislature. 3B.2 Develop an advocacy platform (with partners) that articulates key resources and public policies needed for talent development. Coordinate advocacy activities with key business organizations, state agencies and education partners.

INVESTMENT FOCUS

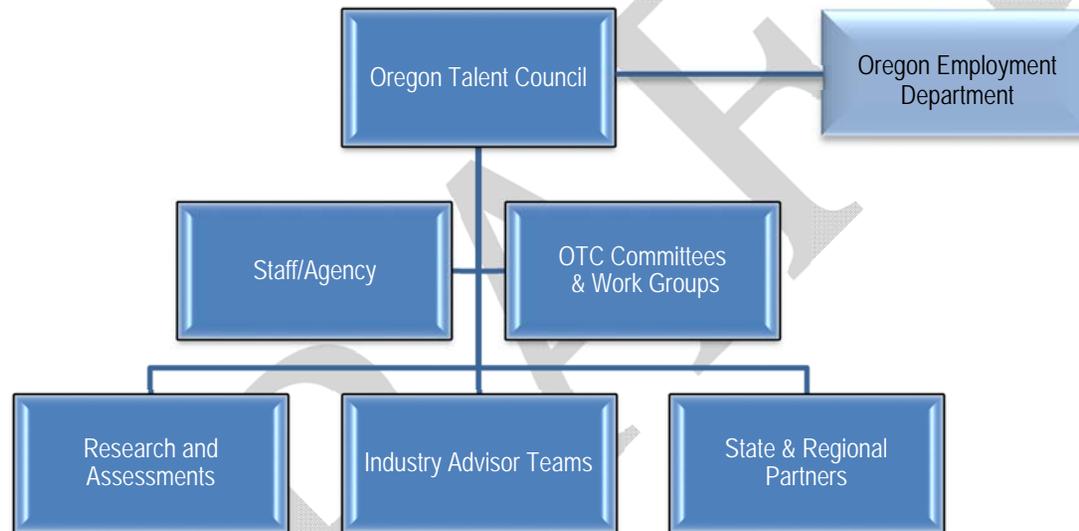
To complement and augment the work of higher education to produce more CTE/STEM graduates, the Council will focus investments on areas that address the *better* and *faster* components of developing talent, specifically:

- Increasing or updating skill levels by enhancing education credentials with applied skills that are key to targeted industries. (*Better*)
- Hastening the speed, reach and cost-effectiveness by which education and training are delivered. (*Faster*)



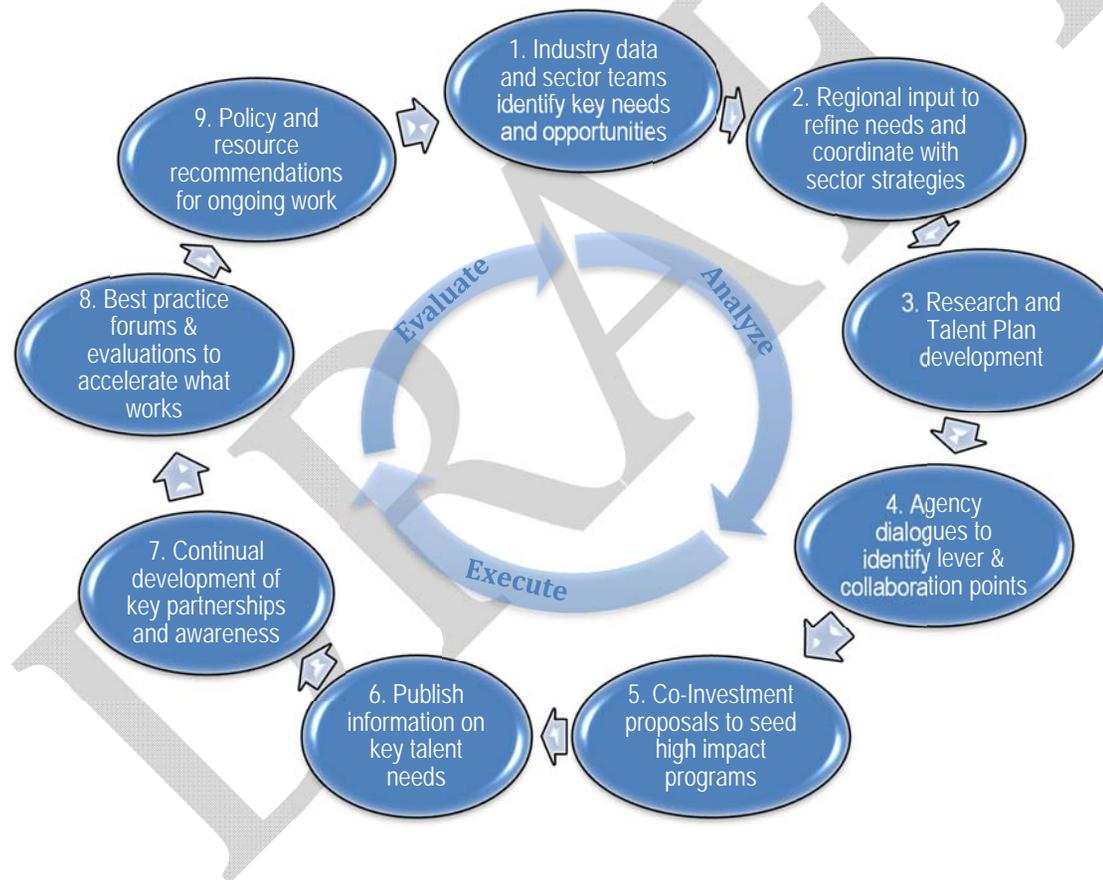
OPERATIONAL STRUCTURE

The Talent Council is a decision-making body. Research and data collection activities provide a cornerstone for dialogue. Industry teams of public and private partners help to inform and recommend targeted programs, and continued conversations with key state and regional partners provide additional input and direction. This information is provided to council committees and work groups to review, refine and prioritize recommendations to the Council for approval.



IMPLEMENTATION STRUCTURE

The work of the Talent Council starts with industry defined needs, refined through regional dialogues, to develop a Talent Plan and Investment Strategy which is then coordinated with key state partners. Selected priorities are implemented through targeted co-investments, support of partner efforts, and the sharing of high impact models that can be scaled throughout the state. The work is continually evaluated with ongoing policy and resource recommendations to strengthen the Council's work and maximize the impact of private and public investments, thereby creating a continuous cycle of *Analyze-Execute-Evaluate*.



TRACKING AND MEASURING RESULTS

The Talent Council will continuously track and measure its progress through:

1. **MILESTONE REPORTING:** Track accomplishments of the Council in fulfilling its legislative duties as a convener and facilitator for high priority talent issues.
2. **INVESTMENT METRICS:** Evaluate results of Council's co-investments and demonstrate return on investment.
3. **CONTINUOUS IMPROVEMENT PROCESS:** Learn from successes and failures and determine the amount of follow-on funding needed each biennium to address critical talent gaps identified in the Oregon Talent Plan.

Programs receiving OTC funding will report metrics during the investment time period plus at least one full biennium after the funding period.

Proposed OTC Deliverables and Performance Metrics

MILESTONE REPORTING	Initial Deadline	Ongoing Deadline
Complete and adopt the Oregon Talent Plan <i>(are talent priorities and needs clear?)*</i>	November 2015	End of biennium
Complete and adopt an investment strategy and criteria <i>(is there a cohesive strategy to address the Council's talent priorities?)*</i>	November 2015	1 st qtr of biennium
Establish industry sector partnerships <i>(are we establishing a strong working foundation with employers and key stakeholders to ground our work?)</i>	June 2016	Ongoing
Develop and publish an Oregon Talent Index that benchmarks key talent data against the nation and competitor states <i>(do we know how we stack up against others and where we have competitive opportunities and challenges?)</i>	May 2016	Updated each biennium
Develop and complete an evaluation process that tracks program performance, identifies success factors, and shares best practices <i>(do we know what works and is worthy of public investment?)*</i>	June 2016 to develop process	Final 6 months of each biennium
Complete memorandums of understanding with key agencies and councils as defined in legislation <i>(are we putting in place processes to more effectively align state policies and resources for high priority talent needs?)*</i>	October 2016	1 st qtr of biennium
Complete an Annual Report that highlights key activities, reports on progress and reinforces the importance of investment in and attention to talent issues <i>(are we communicating what we are doing, where the needle is moving, and what issues remain top of mind?)</i>	November/December 2016	Short version in even years; Comprehensive report end of each biennium

Each investment will be required to develop metrics that track:

INVESTMENT METRICS
Leveraged investment (<i>were others willing to put skin in the game?</i>): <ul style="list-style-type: none"> ▪ Co-investment (\$) by industry ▪ Co-investment (\$) by education and training partners
Number served: (<i>are we making headway in filling critical gaps?</i>) <ul style="list-style-type: none"> ▪ Number of students/workers directly served by programs during funding period ▪ The percent of those students outside of Portland metro region
Worker/Student Outcomes <ul style="list-style-type: none"> ▪ Not currently employed by company of hire: Percent/number of students or workers placed in a job related to their training within 3 months of completion (<i>was there a direct connection to jobs?</i>) or.... ▪ Incumbent workers: The outcomes reported by employers in terms productivity, cost savings or other benefits of training
ROI/Cost-Benefit: (<i>can we demonstrate the ROI?</i>) <ul style="list-style-type: none"> ▪ The cost per student/worker served measured against the average wage (or average entry wage for students)
Sustainability: (<i>was the program successful enough and did OTC seed funding lead to ongoing funding by education/industry?</i>) <ul style="list-style-type: none"> ▪ The ongoing resources allocated to sustain program elements supported by OTC investments
Satisfaction rate: (<i>did the customer see value?</i>) <ul style="list-style-type: none"> ▪ The satisfaction rate of employers participating in programs

INVESTMENT SUMMARY: A roll-up of individual metrics that summarizes what the Council's investments as a whole accomplished

- Total number of students and workers served
 - Breakdown by students or incumbent workers
 - Breakdown by inside Willamette Valley and outside of Willamette Valley
- Total leveraged investment
- Total ROI and average program ROI
- Total reported benefits by employers
- Average satisfaction rate by employers

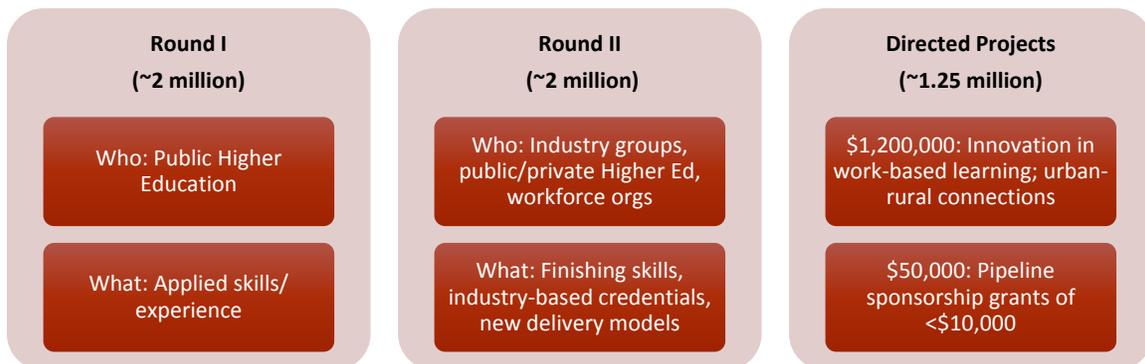
Oregon Talent Council

Recommended Funding Criteria for Round II and Directed Projects

Starting Point: To be an effective bridge between industry and education, the Oregon Talent Council will limit investments to issues that are not being addressed by others and have a demonstrated action plan for immediate needs.

Background: Increases in STEM/CTE funding give higher education more capacity to address degree programs. Yet, there is still a gap in how to link these credentials to industry skills and certifications that enhance the proficiency of workers and enable them to quickly become productive. (Better, Faster)

Funding Summary: 2015-17 Biennium Grants



Round II Funding Criteria

Primary Uses: Efforts must address one or more of the top 10 occupations identified in the Talent Plan.

- Targeted, short-term programs that add applied and industry-based skills to education credentials to increase employability (e.g., BioCatalyst).
- Immediate needs for industry/professional certifications that increase worker proficiency or respond to a regulatory change. (e.g., Healthcare Surgical Technician certification)
- Investments in strategic capacity gaps that prevent existing programs from reaching their potential. These include IT and/or distance learning tools that increase the speed and ease by which training can be delivered.
- Efforts to investigate and build programming that recognizes and utilizes skills and experience gained in non-academic settings (e.g., veterans with medic experience, diesel engine skills).

Must Have:

- Direct connection to an industry group or recognized sector strategy with documentation that the project is, or has the potential to be, recognized and used by Oregon employers in that industry.
- A sponsoring organization, and other partners as defined by the project, that are able to provide matching funds during the project, and carry on the work after OTC funding.
- The ability to measure the impact to Oregon employers and workers.

Special Attention To:

- Scaling or building capacity in existing models that have a demonstrated ROI.
- Addressing issues with statewide ramifications, including but not limited to, geographic reach, inclusion of diverse populations, and alignment with regional and statewide economic goals.
- Piloting new delivery models that can fast-track completion and/or serve multiple occupations.

Potential Recipients

- Industry associations and business organizations
 - Public and private higher education institutions
 - Collaborative workforce or industry sector partnership efforts
- Anticipated Round II RFGP Release: March 2016
- Anticipated Round II Awards: May 2016

Strategically Directed Projects

The Talent Council earmarked approximately ~\$1,200,000 for strategically directed projects. These projects are intended to promote innovation in work-based learning and help bridge urban-rural training or supply gaps.

Characteristics of Directed Projects:

- The project fulfills an urgent talent need and has tangible industry support.
- The primary infrastructure or program is in place, yet additional targeted resources will expand capacity, reach or diverse delivery methods.
- There is a strong learning or innovation component that, if successful, will have significant impact. For example, there is strong potential, but still the need for some degree of program research and development to pilot.

All projects are required to have organization(s) able to lead and support the project on an ongoing basis. Established programs must be able to show sustainability; pilot programs need to show their ability to be scaled or replicated (“rinse and repeat”).

- Anticipated Selection of Awards: April to June 2016

Small Pipeline Promotion Projects

The Marketing Work Group recommends the creation of a \$50,000 budget for Pipeline Promotion Projects. These are highly visible sponsorship-type projects that "build the pipeline" by raising awareness about talent issues and helping students and adults understand what it takes to be prepared for quality jobs.

- A nimble grant format with no award being larger than \$10,000 and the Council is a minority investor (no more than 25% of the total cost) along with other industry/employer groups.
- Pipeline grants will be made based on a quarterly application process reviewed by a Council committee or workgroup.
- Grant approval would be by an up or down majority vote of the Council.
- Feedback regarding declined grants will be limited as to not over task the Council or staff.

Best Practice Forums

In addition to the above, approximately \$200,000 – \$250,000 was set aside for best practice forums that bring industry, educators and workforce partners together to share best practices, promote collaboration, and identify key gaps deserving future strategically allocated funding.

- Work with industry associations to identify two to three areas with critical needs.
- Provide funds to develop and host forums (with in-kind and other matching funds from partners).
- Funds will pay for staffing resources, speaker fees/travel, facilitator fees, and logistics such as facilities, food, printed materials.