

Scoring Guide Training-20241122_130558-Meeting Recording

November 22, 2024, 6:06PM

39m 35s

CH **Clithero, Toni H** 0:03
Council for the bcv.

SK **Sweet, Kristina (she/her)** 0:06
Thank you.

And again, today's workshop is a follow up to last week's workshop, which you can find a recording of and the slides for that workshop on our website.

Today we're going to discuss the full proposal, review scoring and negotiation process so you may recall that we have a pre proposal process for the bead program. And so we're talking about the full proposal process, which is the second part of the application process.

And you can find the review scoring and negotiation document online.

On our website at publicservice.vermont.gov/vcbb on that website you'll find a link to the bead program and all of the relevant bead documents.

LR **Lucy Rogers** 0:41
Play.

SK **Sweet, Kristina (she/her)** 0:46
There we do recommend.

Keep maybe referring to the document during the meeting because there are many acronyms and definitions that will try to define as we go.

But you can find those on pages 2 through 5. Again, today's workshop goals.

Are really to understand how the Vermont Community Broadband Board or Vcbb, will select which.

Full proposals to score, so not all full proposals will necessarily receive a score.

Understand how the team will evaluate whether full proposal to meet necessary gating criteria.

Those are pass fail criteria that are required for an application to move on to scoring and then understand how Vcbb will score full proposals that have been selected for

scoring.

Again, here are some of the abbreviations and acronyms we'll refer to today. You can find those in both the RFA and the scoring document.

Some of the things that you'll hear will be BSL, also known as location or broadband location.

That's a broadband serviceable location. The request for applications or RFA that we discussed in last week's workshop, and of course, Vt Bead.

Which refers to Vermont's broadband equity access and deployment program.

So at this point I'm going to pass it off to Alexi to talk a little bit about the program timeline.

MA **Monsarrat, Alexei** 2:12

Thanks Christina.

So for those of you who were on the session previously for the RFA, this will look familiar as well as again also posted on our website. We did want to just highlight. That again, as Christina mentioned, we're today talking about full proposal. So there is some time before the focus window opens, which is on March 3rd and there's a six week period there before we'll close that and at that point is when we will begin the processes that.

LR **Lucy Rogers** 2:31

Play.

MA **Monsarrat, Alexei** 2:47

Lucy will walk us through today.

And with that, Lucy, take it away.

LR **Lucy Rogers** 2:54

Thanks lexie.

So before I get started, I did just want to know if anyone is searching for the document on the vcv website. If you want to follow along. As Christina said, it's under the the bead link on the BCB website and specifically under the bead link if you click. On beads, sub recipient selection on that page, it's about the third. Green block down.

So I just wanted to make sure folks know where to find it so.

As Alexi said, this this workshop deals with the scoring of full proposals.

So just a reminder, the full proposals are the prospectus sub recipients, bids for providing broadband service that demonstrate compliance with dating criteria and information to inform points awarded for scoring criteria.

The full the this workshop does not deal.

With any of the kind of processing of the.

Pre proposals that first period that's coming up.

So the reason we're giving information about the kind of review scoring and negotiation process of full proposals is that an understanding of where we're headed and kind of where the end places that we're getting to may be helpful to prospective sub recipients and kind of working backwards and.

Thinking about what types of planning you want to be engaging in now to get to set yourselves up well to.

Understand the the full proposal review process.

Next slide please.

OK.

This is just a quick review. I think at this point we're well familiar.

Gating criterion, scoring criteria, gating criteria.

The pass fail criteria that you must pass in order to be considered for bead funding, scoring criteria being the different, the the criteria that you're awarded points for that differentiate between different proposals that score different numbers of points.

And so who will be the members of the review team?

Who will be actually looking over the full proposals, the reviewers or the full proposal review team?

Made-up of state employees from the Vcbb potentially also state employees from other state agencies, as well as members of VC.

BS contracted Services support team.

And this slide is to emphasize that kind of despite talking about the gating criteria and the scoring criteria, really a lot of the process of differentiating between different applications, different full proposals really happens during the process of selecting which full proposals get evaluated for gating and scoring CR.

So the a large portion of the bulk of this workshop is going to be on how?

These full proposals are selected to be considered, and there there's a large that's a really large component of the.

Review process, so I'm going to go through each of these in order in the following

slides. But basically when a final project area receives a set of full proposals for that final project area, there's really 3 phases in which those full proposals are evaluated. The first is priority broadband projects.

Or projects that provide end to end fiber to each location in the final project area and the you know the the first priority would be to see if it's possible to select A winning proposal from amongst the set of priority broadband projects that are received if that's success.

Then none of the other full proposals will be looked at like that's that's the first step. If that's not successful, if there's no.

Priority broadband project that's able to be selected that meets all the criteria.

Then then the review team will move on to non priority projects that provide reliable broadband service and we'll talk more about that what that set looks like.

But for now, just to see.

Kind of the overall flow. The second goal would be to select A proposal from amongst that set and if that is not possible, then the review team will move on to considering non priority projects that do not provide reliable broadband service and we'll talk more about what that.

Looks like.

But so for, for now we're going to 1st focus on kind of that first set of.

Selecting from amongst the priority broadband projects, you can go ahead to the next slide. And so as I said before, that is projects that provision service via end to end fiber optic facilities to each end user premises.

And that each is important here because there may be projects that utilize a mix of technology that serve some of the locations with fiber and some of the locations with a different technology. But for priority broadband projects, we're talking about exclusively end to end fiber optic projects.

So we have a final project area and we're evaluating from.

We're evaluating to see if it's possible to select A priority broadband project for that final project area.

This is step one, so I'm going to kind of walk through these different boxes.

So the first question is, did the final project area receive any priority broadband project full proposals? If it did not, obviously we will not be able to select.

A priority broadband project for that final project area.

The second question is, let's say it assuming it did. The second question is, do the priority broadband project full proposals meet all necessary gating criteria?

So at this point.

Each of the priority broadband project full proposals for this project area will be evaluated as to whether they meet the necessary gating criteria and the ones that do will progress to the next step.

So let's so there's also, let's assume that at least one does. Obviously, if none of them meet the gating criteria, then that would mean opening up to other types of projects. So progressing to the next step, we're gonna assume at least one priority broadband project meets the necessary gating criteria. And then the next step is to score the projects of the priority broadband projects for that that for that final project area. It's possible that at this point there's only one priority broadband project that meets the necessary gating criteria.

That one would just become the prospective winner in that case.

But if there's more than one priority broadband project for the project area that meet the necessary gating criteria, they get scored.

And then.

The the highest scoring priority broadband project becomes the perspective winner. Moving to this kind of orange box. The next step is to compare this perspective winners proposal to the extremely high cost threshold, which we'll be talking about in greater detail in future slides. But for now, just you.

NR **Nishi, Roger** 9:58

Repl.

LR **Lucy Rogers** 10:03

Knowing that there will be an extremely high cost threshold, we will compare to that. And then either the the proposal is below the extremely high cost threshold and it proceeds, or if it's above the extremely high cost threshold, we move on to the screen box, which is the negotiation phase.

So then we take, we negotiate with the prospective winner to see if it's possible to bring their proposal below the extremely high cost threshold and.

Again, and I'll have a future slide about that. But you know, if if at any of these stages.

We're we're kind of proceeding if we're successful. If we're unsuccessful, we're continuing to look for other priority broadband projects that could be successful.

And then if we, you know, if we move through the process and we are unable to find

a successful priority broadband project, that would be.

When we would move to the next tier of projects, so just to finish, let's say that we are able to negotiate the prospective winners proposal below the extremely high cost threshold.

Then we move on to this last blue box which asks was non fiber technology introduced as part of the negotiation.

So one of the components that could change during a negotiation could be what technology is actually used to reach that. Some of the addresses or all of the addresses.

So in this instance, if the negotiation gets the project below the prospective winners project.

Below the extremely high cost threshold without introducing new technology.

Would be the winner, because that would be the project that's a priority broadband project that meets all the criteria.

That's one at scoring that meets the gating criteria and that is below the extremely high cost threshold. If at this point there's other non fibre technology that's introduced then that proposal would move with us to the next.

Phase of proposal evaluation, because it now is, you know, it's still perhaps a very strong proposal, but it's no longer a priority broadband proposal.

Priority broadband project proposal, so it needs to be evaluated against other similar proposals.

Next slide please.

OK, so the so this is so perhaps we've we've perhaps we're done.

Perhaps we've found a priority broadband project for that final project area, but this is saying assuming that we have not, then we move on to this next phase, which is other last mile broadband deployment projects that provide a reliable broadband service.

So just definitions here.

Other last mile broadband deployment projects? That means it's not a priority broadband project.

So it may or may not include fiber technology.

But it is not exclusively fiber technology and then reliable broadband service is a definition defined in the nofo in the bead nofo, which is fiber optic technology cable modem slash hybrid fiber coax technology, digital subscriber line technology or terrestrial fixed wireless technology utilizing entirely licensed spectrum or using.

A hybrid of licensed and unlicensed spectrum.

So that is a set definition that is not a VCBB definition.

So this next phase would be.

Projects that use some combination of of.

Those technologies.

So we in evaluating.

This in evaluating this phase of non priority projects that provide reliable broadband service. I'll go a little quicker 'cause. We're really gonna go through the same set of steps with this phase.

So first of all, we ask, are there any projects?

Are there any full proposals that fall within this category? If there aren't, we move on to the next to the next set of proposals.

If there are, we evaluate them for gating criteria.

Do the do the full proposals for this for this type of technology, meet the gating criteria. If none of them do, we move on to to part three to the next set of proposals.

If at least one of them does, we move on to this tan box that.

Says score.

This type of eligible proposals and select the prospective winner, of course, if there's only one eligible proposal in that category, it automatically becomes the perspective winner. If there's more than one, we score them and the highest scoring one becomes.

Active winner. So now we have a prospective winner. We move on to this orange box.

Compare this prospective winners proposal to the extremely high cost threshold.

This should all feel very familiar, because we're walking through the same set of steps with a kind of a different pool of of proposals. So then similarly, moving along the same set of steps, this green box here.

If if the prospective winners proposal is below the extremely high cost threshold, then.

Then it's accepted if it's above the extremely high cost threshold, we go through the negotiation to try to get it below the extremely high cost threshold. If this whole process does not yield us a successful winning full proposal, then we move on to the next set of full.

Proposals Part 3.

And that is other last mile broadband deployment projects that do not provide a

reliable broadband service.

So breaking down what that means.

Other last mile broadband deployment projects, meaning it is not a priority broadband project.

So it is not exclusively end to end fiber.

Do not provide a reliable broadband service.

This is again also straight from the the NOFO.

This is not a VCVB definition. It says technology types that do not constitute reliable broadband service include satellite services using entirely unlicensed spectrum and technologies not specified by the FCC for.

Purposes of the broadband data maps.

Of note here is that these these proposals, these projects still must provide at least 100 / 20 megabits per second and at most 100 milliseconds latency.

So the the kind of capability.

The speed and network capability requirements still stand. This reliable broadband service definition is just a definition that refers to.

The type of technology used to meet that speed requirement.

So now we're in this kind of last block of of full proposals that we've potentially received.

You can move forward, Christina.

And once again, I'll go more quickly through this because this is now the third time walking through it.

But we're then gonna gonna walk through the same process with this step of proposals of are there any of these proposals? If there are, do they meet the gating criteria?

If two or more meet the gating criteria, we score them and select a winner.

If if once we selected a winner, we compare it to the extremely high cost threshold and then we negotiate to try to get down below the extremely high cost threshold. If it comes up above the extremely high cost threshold.

So this is.

This is the process we're going through as we're selecting and I think it kind of shows that there's more to this review process than.

Than than just going through and evaluating, gating and scoring for every single proposal moving forward.

I think the the questions you might have and what I'm going to talk about in the next

few slides is how we set the extremely high cost for location threshold, how the negotiations to get below that threshold work and then also what do we do if we. To a good faith effort to go through this entire process and we don't end up with any eligible full proposals.

So that's what we'll talk about coming, coming up. OK, next slide please.

So the extremely high cost per location threshold, there's a few notes about this, this threshold that I want to make a point of saying.

So first of all, this threshold is set after.

All the full proposals have been received, so this is not a number that exists right now.

And it's that's because the information from the full proposals that that vccb receives are a part of figuring out what the threshold should be.

So you know what?

How the bids come in helps to understand.

How much money there is and where the threshold needs to be set? I'll say more on that in a minute, but the second point is that this threshold varies between final project areas. So it's not one threshold for the entire state, it's a threshold.

That is specific to each and every final project area in the state.

The Third Point I want to make is that this is a threshold that set iteratively during the full proposal review and negotiation process.

This is important for a couple reasons.

So first of all, it means that.

It first of all, it means that it's taking into account the fact that negotiations in one project area could affect the amount of money leftover for other project areas.

And therefore, what the extremely high cost per location threshold would be for other project areas?

So for example, a really successful negotiation that brings a project you know significantly below what was the prior threshold in that area would mean that the the threshold for that project area could then be lowered down, which would make additional funding available to kind of increase the TH.

In another project area.

It also means that no prospective winner.

Of any project, area is final until each project area has a winner and a plan in place.

So it's possible that you know that that a prospective winner is selected in a final project area, and that in that proposal's negotiated below the extremely high cost

threshold and it's kind of preliminarily selected there as the prospective winner. But as negotiations occur in another project area.

It's clear that the.

Extremely high cost threshold has to be adjusted and so the extremely high cost threshold might change in the.

First final project area in a way that requires either further negotiation or selection of a different proposal.

So that's obviously not the, you know, that the hope would be that that would not be the case, but I think it's really important to realize that this this is an iterative process as selection and negotiation goes on and that it's not set in stone until every single.

Final project area has a funded solution in place.

To reach every unserved location, every unserved bead location in the area, and as many underserved locations as possible.

And then the last thing I want to say about the extremely high cost for location threshold is that the goal is to maximize the deployment of end to end fiber while also ensuring that we, you know reach the speed requirement of every unserved location in Vermont being SER.

As well as the goal of as many underserved locations as possible.

So that's when when kind of create when setting the extremely high cost per location threshold, those are the parameters that are going to be considered is how do we make it high enough in each project area to maximize in to end fiber wherever possible while making it low.

Enough that we're ensuring that the bead funding will reach every unserved location throughout the state and as many underserved as possible.

Christina, you can move ahead.

So I just want to talk a minute about that's that's kind of.

Information about the extremely high cost threshold and I wanna talk a minute about how these negotiations will actually work.

There's a lot of different levers that can be pulled, and so the negotiations will really ideally be a collaborative process where the prospective winner and the the vccb are working together to try to problem solve.

How can we, you know, how can we make it work?

To serve this area within the funding that the amount of funding that we have available.

So, so kind of the the different factors at play could include but are not limited to the

amount of bead funding that's requested, the amount of matching funds that's required.

In limited circumstances, if absolutely necessary, requesting a waiver if there's a certain requirement from the NTIA that is not.

That is making it not possible to serve the area. That would of course be subject to NTIA approval.

So that would be kind of a very narrow option and very limited circumstances.

Then.

Adjusting the list of locations included in the final project area, the technology type, as we discussed before. So there you know there's the the the goal is kind of a collaborative process of just understanding what are the limiting factors here and how can we problem solve to make.

This work.

Next slide, OK.

OK. And then the the final piece that you know, I think probably likely was a question in people's minds as I was going through this process of how are we selecting full proposals to evaluate them and choose as perspective winner is what happens if there's no pros?

Winner. So either if a project area just might not receive any full proposals, which we're hoping will not be the case, but it's always a possibility or.

It doesn't.

Or the full proposals of the full proposals it receives, none of them.

Aiding criteria. Or maybe you know there is one or two that passes the gating criteria and they absolutely despite everybody's best efforts, cannot be negotiated below the extremely high cost threshold.

So what happens in those instances where we don't end up with a winner?

Well, we have to serve every unserved address in the state.

So there's no option to just proceed without serving a final project area.

So the options available as laid out in the bid nofo are to negotiate a plan with Prospectives.

Recipients that are seeking to serve other areas adjacent to those locations, or any other known providers in the area or known prospective providers in the area and then similarly to kind of the negotiation process.

You know VC VB will be looking to assess the barriers that that prevented any providers from submitting full proposals and then review any possible modifications

to kind of address those barriers and make it possible to serve the area.

And throughout this process, the goal will be to seek out the most robust, affordable and scalable technologies, while also considering any technology type.

With the understanding that ultimately we need to come up with a solution in every project area.

OK. I'm gonna just like, take a breather for a minute, because now we're moving into more of the specifics about how are the gating criteria and how are the scoring criteria evaluated.

So I'm just transitioning, pausing and saying that was all information about the process and now we're moving into specifics.

So, so gating criteria?

These over on the right hand side of the slide.

The list of gating criteria that reviewers will be considering this first one, the overall project specifications is has to do specifically with some of the components outlined in volume to and of the initial in Vermont's initial proposal, volume 2.

So this has to do with, you know, making sure, for example, making sure that you submitted a pre proposal if you're required to submit a pre proposal in the previous workshop we talked about.

Those scenarios when you would or would not be required to submit a pre proposal, but then it also has the bead program requirements of.

Making sure that the number of served project locations don't exceed 20% of total project locations in your project and then the the the joint bead VCVB requirement that the at the time of the the full proposal that you're proposing to serve every unserved and.

DS

Denise Sullivan 27:01

Replay.

LR

Lucy Rogers 27:12

Underserved location, the project area the remainder of the gating criteria other than overall projects specifications.

What's outlined in the bead nofo in terms of getting criteria, so I'm not going to go through every single one one by one, but the points I do want to make are that are are twofold over on the left hand side of the slide.

1st that.

The the kind of standard that's outlined for evaluating these gating criteria is to consider the totality of information provided throughout the entire full proposal I see.

I see Tony has her hand up.

I wasn't sure.

Tony, if you were hoping to interject something.

CH Clithero, Toni H 27:55

No, I didn't even put my hand up.

I don't know how it happened.

LR Lucy Rogers 27:57

OK.

CH Clithero, Toni H 27:58

I'm so sorry.

LR Lucy Rogers 27:59

No worries.

No worries.

So yeah, so the first the so. So each gating criteria is evaluated based on the totality of the information, so.

And determined.

And then secondly, is determined in a pass fail manner.

So for example, just using this first one here managerial and operational capability as an example.

There's there's kind of two components to this, which is.

The prospectives of recipients demonstrate that they're in good standing regarding their federal communication Commission obligations, reporting, et cetera. And then also the prospectives of recipient demonstrates managerial and operational capability with respect to the proposed project.

So it's a really broad.

It's a really broad requirement that's going to be met through the combination of answers to multiple multiple questions on the full proposal.

Like on on.

Multiple questions on the full proposal form, and ultimately all of those questions kind of feed into and boil down to one single pass fail question, which is through the totality of information provided you know the resumes of staff, the description of the partnerships.

The description of the organizational structure through the totality of information provided has this perspective. Sub recipient shown that convinced the review team that they have the managerial and operational capabilities to perform on.

On the project that they're proposing, so I won't go through each of these specifically, but I do really, really, really highly suggest and recommend that each of you go to the document that is on our website, the bead full proposal review scoring a negotiation guide and look through.

Because look through kind of the specific components of each of these.

Because similarly to what I described, with managerial and operational capability, there's kind of a there's there's like a past fail of just overall.

You have the financial capability to.

To perform on the project as outlined, and then there's also some specific considerations that are also a component of the overall valuation, such as you know for financial capability. One example of that would be, are you meeting the letter of credit requirements.

You know, did you?

Do your financial assumptions make sense, and are they in line with industry standard metrics?

So I definitely recommend spending some time.

With the specifics of of what all kind of rolls up into the overall decision of whether or not you pass each of those gating criteria and definitely feel free to, you're obviously welcome to ask questions in this workshop or feel free to e-mail any questions.

To Alexis going to correct me here.

V.

Cv.b.bead@vermont.gov.

OK, I'm getting a nod.

Alright.

OK.

I think you can go on to the next slide.

So now I just wanna talk about scoring criteria for those those proposals that do

make it to the point of scoring.

There are 7 scoring criteria, the 1st 6 the minimal bid program outlay, affordability, fair labour standards, community input and engagement, local coordination and speed to deployment are will be evaluated for every.

Full proposal that gets scored.

The final one.

Speed of network and other technical capabilities is not evaluated for priority broadband projects since they all use the similar end to end fiber technology, but will be.

Evaluated for projects that are not priority broadband projects. OK, go ahead, Kay.

So I am going to briefly talk about each one of the scoring criteria just because I want to make sure that everyone understands when providing information for the scoring criteria, what ultimately earns you points.

So minimal bid program outlay which is 31 points.

The the metric, the only quantitative metric that is sorry the only yes quantitative metric that is looked at here.

Is total bead funding requested for the project so you know that there may be a higher lower project costs, there may be higher or lower match within that 25% match requirement, but the the the metric that's considered here is how much bead funding are you request?

To serve this project area.

And then there's a consideration that's taken into account for the scalability, redundancy, and resiliency of your network. Just to recognize that some networks may offer you know, better value because of better scalability redundancy.

For resiliency.

Even if they're perhaps slightly more expensive.

So there's there's a consideration taken.

Into account, but the main metric is total bead funding requested.

Secondly, affordability for 30 points.

I should say this is all out of 100 points.

So affordability looks at.

It looks at the cost for one gig over 1 gig plans for priority broadband projects and 100 / 20 megabits per second for non priority.

And affordability really emphasizes both how what is the cost of your plans and how long into the future are you committing to maintain that cost. So for affordability,

you receive three points in this category for each year that you commit to maintain the same price with an infl.

Adjuster for your 1 gig symmetrical plans, or your 100 / 20 plans.

Up to a maximum of 10 years or 30 points.

So that you you can't.

Yeah. So the maximum you could earn from that first bullet point would be 30 points. And then in the second bullet point, you have one point deducted for every \$10 that your 1 gig symmetrical plan is above the FCC urban rate.

And that would be deducted off of however many points you earned in the first bullet point.

OK, Fair Labour standards for 14 points. Ten of those 14 points is based on your demonstrated record of and plans to comply with.

Federal labor and employment laws, obviously with an understanding that different prospective sub recipients have different.

Different, you know, have been in existence for different amounts of time.

So there's there's different kind of criteria. If you're a new entity versus an older entity, but overall that's the 10 points come from there. And then four points come from.

There's four specific elements in the scoring guide that in the rubric that can be found in the scoring guide that that have to do with promoting job quality and creation, and you get one point each for each of those four elements.

OK.

Here's the final set of scoring criteria. So.

Community input and engagement.

These the dashes.

It's 12 points for priority broadband projects and five points for other projects.

So this is a this is a a scoring criteria where you either get all or none of the the points and there's six options on this list if you demonstrate successfully 4 of them, you get all of the points.

Otherwise you do not get any of the points.

There is a possibility to substitute different items that aren't on the list with prior VCVB approval.

So you would need to confirm that with the vcbb prior to the point of of submitting your full proposal.

Local coordination operates pretty similarly.

It's either 11 points or five points, depending on the proposal type.

And you must demonstrate 3 items out of a list of five.

For full points.

Otherwise you do not receive points and there's a possibility.

Substituting.

Of substituting items with prior vcpb approval prior to when you submit your full proposal.

Speed to deployment is 2 points.

Pretty straightforward. The bead implementation period is four years.

You receive one point for each year earlier than four years when you will complete all of your implementation.

Speed of network and other technical capabilities.

This is the one that, as I said earlier, only applies to non priority broadband projects.

It's 13 points, so up to 10 points for speed, latency, scalability and other technical capabilities, and three points for commitment to upgrade technology as it evolves.

OK.

So I would imagine that's what I have to share.

I would imagine there are probably some questions.

And so I'm happy to.

Well, I'll. I'll see if Vcbb has anything they want to add.

And then I'm happy to take any questions now either raised hands or in the chat.

Or you can follow up with the.

Vcvp.feed@vermont.gov e-mail address. And then there's also office hours on Tuesday.

Alexi, do you want to?

I don't know if you sent out the link, do you want to do you want?

Do you have anything to add and do you want to follow up with information about the office hours?

MA **Monsarrat, Alexei** 37:56

Sure. I believe we set up that that information, but again, you can find it on the workshops and trainings page of the of the bead sub recipient.

Page.

It is at noon on Tuesday.

Again, any any questions that we get either via the mailbox or the those sessions, we

will be integrating into the frequently asked questions section of the website. That is our primary means of of answering those questions. So I did just wanna flag that if you e-mail that address, it's unlikely that we will respond directly so that we you know, are are delivering information transparently and and equally across. All the groups that are involved. Roger just passed. Can you share the link to the presentation? Yes, we will. We will be putting that up shortly along with the video, so keep an eye out on the the trainings page that will will put it down in a previous workshops and then we provide the link to the recording and. And that's it for me. I don't. OK. If you have anything.

LR **Lucy Rogers** 39:18

OK, great. Let's open it up then.
Feel free to raise your hand to start talking.
Put something in the chat. Krista, did you unmute?

C **Christa** 39:27

Aye, yes, thanks.

● **Sweet, Kristina (she/her)** stopped transcription