

**BRISTOL COMMUNITY COLLEGE
FALL RIVER MASSACHUSETTS**

**BOARD OF TRUSTEES AND FOUNDATION BOARD OF DIRECTORS
JOINT BOARD MEETING MINUTES**

MAY 2, 2022

I. CONVENING

The joint meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors was held on Monday, May 2, 2022, in person in the Atrium in the Commonwealth College Center Building on the Fall River Campus at 777 Elsbree Street, Fall River, Massachusetts. The meeting was called to order at 5:10 p.m.

Trustees Present: Joan Medeiros, Chair; Frank Baptista; Renee Clark; Valentina Videva Dufresne, Secretary; Pamela Gauvin, Esq.; Jeffrey Karam; Lynn Motta; Diane Silvia; and Steven Torres, Esq., Vice Chair.

Trustees Absent: None.

Foundation Directors Present: Thomas Murray, President; Frank Sousa, Executive Vice President; Anthony Sapienza, Co-Vice President; Peter Silva, Clerk; Richard Terry; John McMahon; Greg O'Donnell; Luke Travis, Esq.; and Cynthia Flanagan. Foundation Members present who are also Trustees were Joan Medeiros and Diane Silvia.

Foundation Directors Absent: Elliot Rosenfield, Treasurer; Kathleen MacLean, Co-Vice President; Nicholas Christ; Liz Isherwood; Patrick Murray, Jr.; Benita Rose-Monteiro; Donald Smyth; Clayton Timas; Max Volterra, Esq.; and Richard Wolfson.

II. OPENING REMARKS/WELCOME

Board Chair Joan Medeiros welcomed all to the Joint Board Meeting of the Bristol Community College Board of Trustees and Foundation Board of Directors. She said it was a busy afternoon with several board meetings for both Trustees and Foundation Board Members. It was great to see all in person.

Foundation President Thomas Murray welcomed all and gave a Foundation update to the Boards. The following are some of the highlights of his report.

The Foundation has been operating in limbo since the start of Covid made more difficult with the lack of an executive staff member. Meeting via Zoom kept them informed but made it difficult to make any significant progress in raising capital gifts. They now are meeting face to face again, have a new Chief Development Officer, and are starting the search for an Assistant Development Officer.

The office staff, Dan Merline and Dawn Banville, rose to the occasion and kept things going while working remotely. The accounting, audit and routine bookkeeping were

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accomplished; mail got answered; and Care Fund, Scholarships and Grants were administered seamlessly. He said he would like to take this opportunity to thank Dan and Dawn for their persistence and assistance.

For nearly fifteen months, the selection committee had met to develop the search protocols, review resumes, select candidates and conduct interviews. After two failed searches, they finally hit gold. Attending her first joint meeting of these boards is Judi Urquhart our new Chief Development Officer. Judi has taken the proverbial bull by the horns and is examining operations, reviewing our fundraising policies and procedures, familiarizing herself with the donor base, developing her first budget, and getting to meet the Bristol community. Welcome aboard Judi.

The Search Committee is deserving of recognition. Led by Joyce Brennan, these dedicated, intelligent, thorough and kind fellow committee members met by Zoom and accomplished high quality searches. The committee members include Natalie Sousa, Chrystal Puniello, Vinny Vincent, Kathy MacLean, Elizabeth McCarthy, Steve Martins, David Ledoux, Mario Garcia-Rios and Sarmad Saman. It was a pleasure working with each of them. Joyce Brennan deserves stand alone recognition for expertly guiding the searches.

He said fundraising has been challenging. They did manage several Giving Days, Annual Drives, Challenges, grant applications and a golf tournament. They did make some good friends during this down time and as they move to identify their goals and strategies, they will look to these new friends to help them meet their goals.

Since we last met he said the By-Laws Committee has been meeting monthly as they examine the existing by-laws identifying provisions that need updating, clarifying and revising. The Committee is about 90% complete and will be presenting their recommendations to the Board of Directors at the next monthly meeting.

Ms. Urquhart and Foundation President Murray will be meeting with Dr. Douglas, in the next week to strategize short-term goals for reinvigorating the committee structure and suggesting programs of work for each committee. They will also be developing a plan to begin exploring a systemwide capital campaign. A first goal is to hold a director's retreat for the purpose of brainstorming.

The Foundation continues to manage the real estate and leases with NOWI, the latest property to be developed. There are developments on that front that he leaves to Dr. Douglas' report.

The Finance and Investment Committee meets monthly to review the financials as well as other financial matters. It meets quarterly with the brokerage firms to review the portfolios performance and expectations. The Foundation currently has just over \$14,000,000 invested in brokerage accounts and the accounts have performed well; however they are paying close attention to market and Fed adjustments.

He said everyone can mark their calendars now for this year's Bristol Foundation Golf Tournament. Golf chairman and Alumni Association President Cynde Flanagan has

announced that the Golf Tournament will return to the New Bedford Country Club and will be held on September 12. That concluded Foundation President Murray's remarks.

III. EARLY COLLEGE PRESENTATION

Chair Medeiros introduced Kate O'Hara, Vice President, Student Services and Enrollment Management to give a presentation to the Board regarding Early College. The following are highlights of V.P. O'Hara's presentation.

Mission and Vision

Mission Statement -

The College Access Program at Bristol Community College provides positive college experiences for high school students in Greater Bristol County and beyond, through innovative and supported programming, mentorship and collaborative relationships with partner schools.

Vision -

All high school students in Bristol County have: awareness of college opportunities; access to and encouragement to enroll in dual enrollment courses; and support in succeeding in college courses.

Overview and Highlights

- Serve 35 partner districts across Bristol, Dukes, Norfolk, Plymouth Counties in Massachusetts and Tiverton, Rhode Island.
- Expand access to free college courses through efficient use of state, federal and private funding.
- Commit to Equity and Access
 - Black, Cape Verdean, Latino and Portuguese students continue to increase participation.
 - College Access has been a lead proponent for Open Educational Resources (OER) eliminating a critical financial barrier.

Types of Programs

Dual Enrollment

- Opportunity for students to experience college-level coursework.
- Can be self-funded or through a purchased course.
- No defined pathway.

Guided Pathway

- Program specific.
- Career focused.
- Credential attainment is designed into the program.

Early College

State-designated partnerships aimed at giving first-generation college-goers, access to college completion and career success.

1. Equitable Access
2. Academic Pathways
3. Robust Student Support
4. Connections to Career

5. High Quality and Deep Partnerships

Impact of Early College*

- 38% more likely than their peers to enroll in college immediately after high school graduation.
- 53% more likely to still be enrolled in college one year later.
- Every \$1 in Early College funding returns \$15 in benefits, in the form of higher lifetime earnings and well-being.

*MassInc Report: Early College as a Force for Equity in the Post-Pandemic Era

Early College at Bristol: Current

BMC Durfee High School

- First state-designated Early College program in Bristol County (Fall 2020)
- Business and Health Science Pathways
- Current enrollment: 83 students

Early College at Bristol: Fall 2022

New Bedford High School

- Business, Computer Information Systems and Healthcare Pathways.
- Anticipate 120+ students for Fall 2022.
- Innovative summer program: College Success Seminar.

Argosy Collegiate Charter School

- Liberal Arts Pathway.
- Anticipate 100+ students for Fall 2022.
- Wall-to-Wall program that offers access to any interested student (2nd of its kind in MA).

Early College at Bristol: Next Steps

- Anticipate up to 600 students enrolled in our 3 programs by Fall 2023.
- Continuous improvement model for our systems and our wraparound services.
- Developing a strategic plan to guide future Early College growth.
- Next target schools: Taunton and Attleboro.

V.P. O'Hara asked if there were any questions. Trustee Torres asked if it was equitable regarding state-designated partnerships aimed at giving first-generation college-goers, access to college completion and career success. V.P. O'Hara said yes, it is not limited to first-generation college-goers; it is open for all. Foundation Member Sapienza asked about the impact of Early College – does the 38% refer to Bristol Students? V.P. O'Hara said that this is a MassInc Report and the 38% is across the state. President Douglas added that there has been a 90% completion rate for Durfee High School Early College students.

Foundation Member Sapienza asked what the role would be for the Trustees and Foundation to lobby for funding for Early College and should the Foundation do strategic fundraising for this. President Douglas said our legislators are very committed to Early College; we have a commitment from the House budget already and believe we will get the same from the Senate. At Bristol, we have a growing Early College department at the college. We also want to make sure we have funding and support for Taunton next year and Attleboro the year later. In the next year, we will go from 83 students to an anticipated 600 students in the

program. Foundation Member Silva asked if the college is focusing attention on white inner-city students also. V.P. O'Hara said they are committed to equity and access to all students. President Douglas said that Bristol also has a successful adult transition program that we have been asked to expand upon by the Department of Elementary and Secondary Education.

Chair Medeiros thanked V.P. O'Hara for her report.

IV. NOWI UPDATE

Chair Medeiros introduced Jennifer Menard, Vice President Economic and Business Development, and Steve Kenyon, Vice President Administration and Finance and asked them to give an update on the National Offshore Wind Institute (NOWI). The following are some of the highlights of the presentation.

Becoming a Certified GWO Facility

Working with Maersk Training to:

- Fully equip the NOWI.
- Train the Trainer events and outreach.
- Securing the audit with an external certification body.
- Hiring the Operations Director (Search On-going).

Partnerships with industry and labor

- Vineyard Wind, Mayflower Wind, Avangrid, General Electric, Siemens Gamesa, Vestas, Equinor and other critical companies.
- Partnering with industry trade associations and groups such as MassCEC, GWO, Business Network for OSW, NE4OSW, and many others.
- Partnering with labor unions and educational institutions.

Funding Opportunities

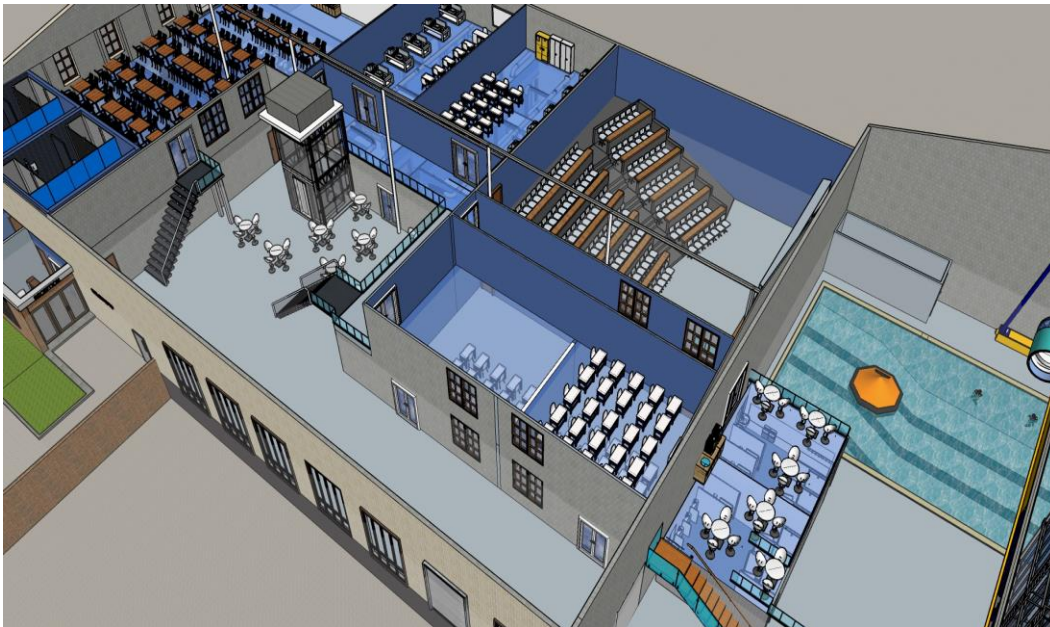
Title	Funding Amount	Status
Community Project Funding FY22	\$2,000,000	Awarded
Mayflower Wind	\$800,000 \$5,200,000	Awarded/In Process At Financial Close/10 Yrs.
Skills Capital	\$344,000	Submitted – May 12
MassCEC 2023	\$1,000,000 (\$1M)	Submitted – May 6
Community Project Funding FY23 (Congressmen Keating/Auchincloss)	\$2,000,000	Submitted
Community Project Funding FY23 (Senators Markey/Warren)	\$2,000,000	Submitted

Design:

Floor 1



Floor 2



Construction Update - Demolition is underway...

NOWI Project Timeline from June '21

Project Tasks and Anticipated Completion

- I. Department of Environmental Protection Chapter 91 pre-application
 - o Informal Chapter 91 pre-application meeting with the Department of Environmental Protection (DEP). May 2021/Complete

- Application requirements: Site survey needed. June 21, 2021/Complete
- Application submission date to the DEP. July 9, 2021/Complete
- II. Department of Environmental Protection application review and approval process
 - DEP to assign a file number to make a determination. August 23, 2021/Complete
 - Public comment period to run until October. October 2021/Complete
 - DEP required to complete Administrative Completeness Review. December 2021/Complete
 - DEP to issue their draft or final license. March 2022/Complete
- III. Renovations and Site Completion
 - Renovations scheduled to begin April 2022. April 2022/Complete
 - NOWI completed for the start of the Fall semester 2022. Now slated for completion in Spring 2023
- IV. Additional approvals August 2021 – March 2022/Complete
Concurrently with the Chapter 91 process, attaining additional consents from:
 - The Local Municipal Zoning Compliance Certificate process.
 - The Zoning Board.
 - The Planning Board.
 - Building Permit Required.

NOWI Construction Budget

Anticipated Costs

Cost of construction ~\$10 million

Training equipment ~\$5 million

Grant Awards and Financing

Mayflower award \$520,000/year for ten years

Construction costs funded by grants Estimate \$2 - \$4 million

Annual financing costs ~\$525,000 per year (\$8M)

Almost all equipment funded by grants

V.P.s Menard and Kenyon asked if there were any questions. Foundation President Murray asked if the loan financing was done through the Foundation. V.P. Kenyon said yes, similar to the New Bedford and Attleboro campuses.

Chair Medeiros thanked V.P.s Menard and Kenyon for their report.

V. STRATEGIC PLAN UPDATE

Chair Medeiros introduced April Lynch, Chief Strategy Implementation Officer, to give a Strategic Plan Year Two Update to the Boards. The following are some of the highlights of her presentation.

Key Accomplishments – Year Two

- Re-design of the College Governance Model
 - Inclusion of AFSCME and professional staff, adjuncts and students.

- Creation of the Guide to Governance Manual (policies and procedures).
- Integrated Planning Council added to the model to help guide the development of the strategic plan and council engagement plans.
- Creation of engagement plans to guide the work of the councils.
- Creation of the Forums (two per semester).
- Development of training and professional development to support council chairs.
- Clarification and expansion of College Service options
- Adopting culture that transforms Bristol into a student-ready institution
 - Conducting audits of student facing policies and communication.
 - Standardization of online learning.

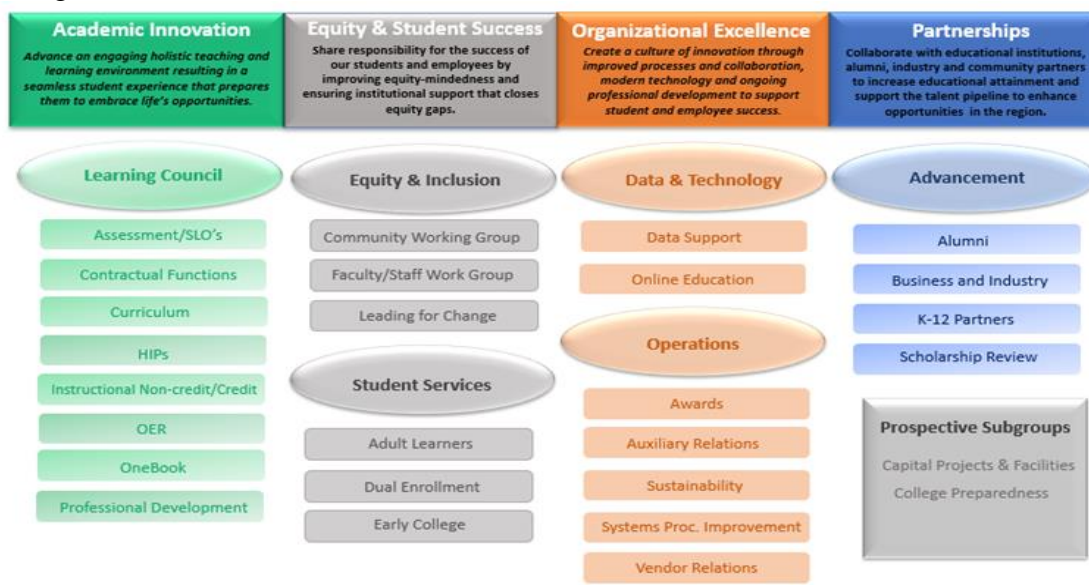
Culture Development

- Increased Transparency in college's governance model.
- Better relationships between management and unions.
- Senates (both professional staff and faculty) have a larger role in meeting and prioritizing needs of the college.
- All stakeholders brought into the decision-making process when possible.
- More focused on data in order to make informed decisions.
- Stronger understanding of the role of accountability in shared governance (requires shared responsibility).
- College community at large is beginning to understand that higher education is becoming a more competitive, dynamic landscape and we require continuous improvement to meet the needs of our students and community partners.

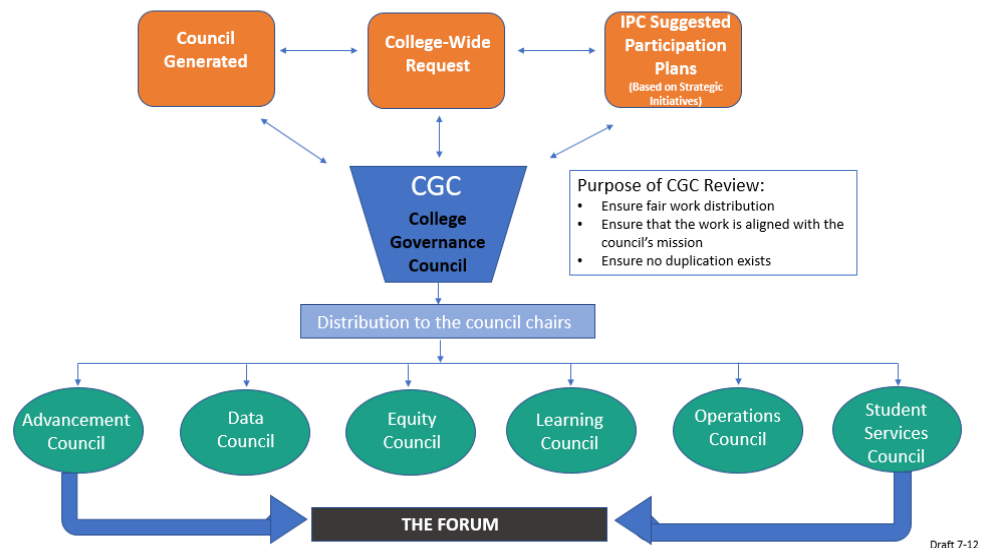
The Four Pillars of Bristol's Strategic Plan

- Academic Innovation
- Equity and Student Success
- Organizational Excellence
- Partnerships

Re-Alignment of the Councils



Council Engagement Workflow Chart



Work Being Done by Councils

Student Services

- Review of Student Services and Enrollment Management policies.
- Review of the enrollment process and communication being used.

Equity

- Recommendations of equity practices for faculty.
- Service Campus Review.

Advancement

- Identification of Minority-owned businesses in region.
- Alumni Spotlight – research and identify alumni by industry.

Learning

- Assessment Portfolio piloting this Fall as part of Title 3 Initiative.
- Reviewing curriculum changes, professional development requests.

Data

- Developing technology standards for students.
- Developing a tech resource portal for students.

Operations

- Creating assessment metrics for our auxiliary service vendors.
- Summarizing Sustainability Impact,

Year Two Enrollment Goals

Strategic outreach plan to targeted groups

- Students lost through Covid-19
- Athletes
- Adult Learners (25+) – Veterans and Parents

Creating a model of assessing adult learner needs

- Defined our adult learner groups.
- Continued to grow our supports (onboarding, child-care, advising)

Strategic development of K-12 Partners – pathways for Early College programs.

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- Early College Designations with New Bedford High School and Argosy School in Fall River.
- 450 New Bedford students beginning Summer CSS classes.
- Continuing partnerships with Durfee High School.
- Exploring new partnerships with Attleboro and Taunton.

Corporate outreach plan to increase training partners and upscaling opportunities

- Working with campus deans and workforce to create a market penetration plan for each campus location that identifies the top employers in that region and ways in which we can maximize our partnerships.

Year Two Retention Goals

Define our onboarding process for new hires

- New process and checklist developed by HR for all new hires.
- Roll-out of new process taking place.

Build a stronger online learner experience and community for our students

- Ally Software pilot to launch this summer to increase ADA access and compliance for online learners.
- Standardized course templates.
- Launched a series of workshops, tech days and professional development to increase engagement and assist faculty develop their online courses.

Intentional support services for minoritized student groups

- Parenting Program
- Student Success Coaches
- Peer Mentoring Programs through Multicultural Center
- Athletes Advising and supports

Academic Innovation

Completed -

- Strategic Enrollment plan targeting Covid-19 stop outs, Veterans, Parents and Athletes.
- New company partnerships with Bay Coast bank and ATR— credit bearing programs.

In Progress -

- Expansion of Strategic Enrollment plan to targeted groups as supports become scalable.
- Digital Literacy Audit.
- Creation of new certificate programs.
- Infusion of HIPs into all academic areas.
- OER metrics being adopted per state guidelines.

Year Two Equity Goals

Create intentional support systems to better retain Black and LatinX students.

Completed: Student Success, HIPs, OER, Multi-Cultural

Complete equity audit of all areas of the college (accessibility, language, fairness, policies).

Completed: Equity Audit, Council Projects

Increase recruitment and retention efforts of diverse employees.

Completed: Increased Outreach, Exit Interviews

Define minimum standards for equity core competencies for all employees and develop professional develop to support DEI growth.

Completed: Core Equity Competencies

Increase Early College/Dual Enrollment programs within K-12 partners within “opportunity zones.”

Completed: Early College New Bedford and Argosy

Equity

Completed -

- Parenting Advancement Pathways Program
- Basic Needs Center
- Accessibility Academy - ongoing
- Equity Training - ongoing
- Bristol Key Equity Terms
- Equity Rep Search Committee Training

In Progress -

- Participation in State Equity Training - SSEM Team.
- Core Equity Competency Development - alignment with Professional Development.
- Equity Audit - SSEM Areas.
- Recruitment - job descriptions, duties and recruitment efforts all being expanded using an equity lens.
- Conducting new hire open forums and exit interviews.

Organizational Excellence

Completed -

- Creation and launch of the Data Informed Decision portal.
- New employee onboarding process completed.

In Progress -

- Promote the student ready college model by reviewing the policies and systems needed to support that model.

Partnerships

Completed -

- Two early college designations with New Bedford High School and Argosy.
- New CSS courses launching this summer with approximately 450 students.

In Progress -

- Community outreach plan by campus done in conjunction with economic and business development and campus and academic area deans.
- Formalizing onboarding packets and process for new K-12 partners and existing program expansions.

Strategic Direction – Year Three and Beyond

- Moving toward becoming a more Student Ready college.
- Identifying the needs of our future target audiences and building systems and programs that will support their success.
- Continuing to streamline our processes.
- Aligning our program with market needs using Labor Market Data (LMI).
- Embedding marketable skill sets (digital literacy, career skills, soft skills) into all our programs.
- Aligning our resources to focus on key areas of growth for the college.

- Addressing equity gaps by increasing our equity competencies, reviewing our policies and practices, creating better supports and mentoring programs for BIPOC and LatinX students, including equity minded pedagogy and practices, increasing and reviewing our recruitment and retention of minority employees and candidates.

Future Growth Opportunities – Target Markets

- Adult Learners 25+ (Veterans, Parents, Minoritized Groups)
- Early College – Dual Enrollment Students
- Minoritized Students (18-25)
- Custom Partner Pathways (Bay Coast, ATR)
- Online
- Noncredit Training
- ESL/ESOL/High School Equivalent

Adult Learner Definition - Adult Learners are students over the age of 25, who usually carry a less than full time credit load, many have some college credits, all with different levels of family, work and financial obligations.

Factors that Affect Adult Learners –

- Values, Attitudes and interests
- Professional and educational experiences
- Emotional or traumatic experiences
- Learning Style
- Culture

Student Ready College

Student Ready College: Institutions where services and activities are intentionally designed to facilitate students' advancement toward college completions and positive post-college outcomes. A Student Ready college strategically and holistically advances students success and achievement, organizational learning, and institutional improvement.

Ms. Lynch asked if there were any questions. Foundation Member Sapienza said that the presentation was very impressive. He had two questions: 1) what are the metrics each year and 2) how can the Trustees and Foundation Members help? President Douglas said that every pillar has objectives and metrics, and we check the box as to completion or in progress. We are currently having conversations regarding strategic analytics. Ms. Judi Urquhart is starting to collect data now and we are intent on getting work done in the Development area. We will build a fundraising plan with the Foundation with the objective to align fundraising with the Strategic Plan.

Chair Medeiros thanked Ms. Lynch for her report.

VI. PRELIMINARY OBSERVATIONS - JUDI URQUHART

Chair Medeiros introduced Judi Urquhart, the new Chief Development Officer, to give a presentation to the Boards of her preliminary observations in her new position. The following are some of the highlights of her presentation.

Agenda

- Fund / Scholarship Overview
- Constituent Inventory
- Development Plans
- Fundraising Channels – Audiences
- Revenue Growth Through Prospecting

Scholarships/Awards/Program Funds/Grants

Type	Audience	Process	Description
Scholarships	Students	Online Application	Need-based plus additional criteria as defined by the donor (location, program, GPA, etc.).
Awards	Students	Selected by Departmental Chairs	Subjective based on student merit, performance, etc.
Program Funds	Departments	Request via RFE	As needed basis.
Grants	Faculty and Staff	Online Application	Monies to support unfunded departmental needs.

Restricted			Unrestricted	
Endowed	Temporary	Perpetual	Designated	General Fund
Initial corpus of funds is invested. Gains are used for distribution but corpus <i>may</i> be liquidated as needed.	Donation amount is used until fully expended.	Monies reside in a perpetual trust; Corpus is never touched. Interest goes into general fund which is unrestricted.	Board Designated.	Donations Interest from Perpetual Fund Event Revenue.

Investment Vehicle Type	Restricted	Unrestricted	Grand Total
Designated		2	2
Endowed	131		131
Perpetual Trust		3	3
Temporary	104	5	109
Grand Total	235	10	245

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	Investment Vehicle				
Funding Type	Designated	Endowed	Perpetual Trust	Temporary	Grand Total
General Fund			3		3
Loan		5		1	6
Program	1	12		72	85
Scholarship	1	92		32	125
Spring Award		19		4	23
Scholarship & Program		2			2
Spring Award & Program		1			1
Grand Total	2	131	3	109	245

Constituency Inventory

- Alumni represent 87% of our constituents.
- Only 5.7% are donors to Bristol.

Constituent Type	Quantity	
Alumni Donor	2,116	87.0%
Alumni Prospect	34,930	
Alumni Spouse	2	
Capital Campaign Prospect	12	
Federal-State-Matching Money	3	
Foundation Board Member	2	
Donor	4,307	
Foundation Prospect	456	
Honor/Memorial	162	
Loan	34	
Local Government	7	
Matching Gift Company	35	
Miscellaneous	237	
President's Personal Contact	267	
TOTAL	42,570	
Donors	6,623	15.56%

Only 16% of our total donor file has given a gift in the last 36 months; 12% in the last 24 months.

	TOTAL DONOR FILE INVENTORY											
	Recency											
Gift Amount Range	0-3M	4-6M	7-12M	13-18M	19-24M	25-36M	37-48M	49-60M	61-72M	73-84M	85M+	Grand Total
\$.01 - 14.99	36	1	3	2	8	14	8	8	8	28	75	191
\$ 15 - 19.99	34	6	2	5	12	9	8	13	15	37	600	741
\$ 20 - 24.99	3			1	5	2		4	4	5	114	138
\$ 25 - 29.99	17	44	7	25	28	44	37	64	102	83	1,350	1,801
\$ 30 - 39.99	4	3	1		3	5	8	6	5	7	179	221
\$ 40 - 49.99		2		1		2	2	8	4	2	63	84
\$ 50 - 74.99	21	69	8	10	46	44	44	78	84	37	628	1,069
\$ 75 - 99.99	1			1	5	5	7	8	10	3	45	85
\$100 - 499.99	50	108	23	33	68	76	63	149	117	75	975	1,737
\$500 - 999.99	5	14	14	6	16	15	8	14	13	7	124	236
\$1,000 - \$4,999.99	7	23	13	4	7	17	9	8	10	6	96	200
\$5,000+	10	10	7	2	9	5	3	6	1	5	62	120
Grand Total	188	280	78	90	207	238	197	366	373	295	4,311	6,623
						Active	Lapsed					
						1,081	5,542					

Monthly Giving Oppy	364
Major Donors	114
Mid Level	428

Fundraising Channels and Audiences

Fundraising Channels	Audiences
Direct Marketing	Prospects/Donors/Alumni
Email Marketing	Prospects/Donors/Alumni
Face-to-Face – Personalized Proposals	Major Donors/Corporations/Foundations
Monthly Giving Program	Targeted Donors/All Alumni
Planned Giving/Bequests	All Donors and Alumni
Events	Prospects/Donors/Alumni/Corporations/Foundations

Revenue Growth: Targeted Asks to Prospect Audiences

Program Area	Audiences	Campaigns
Health Sciences and Nursing	Hospitals Health Care Organizations	Scholarship Funding – Health Sciences
Veterinary Science	Donors to Animal Welfare Related Causes	Supporting Animals in Need
Paralegal	Law Firms	Scholarship Funding – Paralegal
Women’s Center	Donors to Women’s Causes	Domestic Violence Prevention; Sexual Assault Supports
Multi-Cultural	Social Justice & Ethnic Lists	Educational Equity; 100 Males of Color
Holocaust & Genocide Center	Jewish American Lists	Teacher Professional Development
Student & Family Engagements	Human Interest	Food / Housing Insecurity; Care Team; Wrap Around Services
Theater Program	Arts and Theater Lists	Summer Theater Institute
Wind Program	Environmental List	Renewable Energy; Climate Change
Veterans Program	PVA, Wounded Warriors	War Memorial Park

Ms. Urquhart asked if there were any questions. There were no questions from the Boards. Chair Medeiros thanked Ms. Urquhart for her report.

VII. ADJOURNMENT

There being no further issues to discuss, the Joint Board Meeting concluded at 6:44 p.m.

Respectfully submitted,

Kathleen Wordell

Kathleen Wordell, Recording Secretary

6/2/22
Date Approved

KAW
Initials