

Center for Public Safety Excellence

CPSE 2021 Annual Report A Year of Connections













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Dear Colleagues,

It is my honor as CPSE's President to be writing the introductory letter for our 2021 Annual Report. My first year as President has provided me the opportunity to witness the tremendous work of our staff, volunteers, and governance members.

While many had hoped that discussions surrounding pandemics and variants would remain in 2020, CPSE, like many of your own organizations, had to work through travel and gathering challenges in 2021. I am proud to report that the organization flourished despite these challenges. Whether connecting with our agencies and officers in person or virtually, the level of engagement remained high. Understanding the importance of connecting in person while safeguarding attendee health, the Board, Commissions, and Team Leaders met for a week of meetings in Orlando, FL in September 2021. Vaccination, mask, and social distancing requirements ensured the group remained safe and engaged.

The ability to move between virtual and live environments throughout 2021, continued CPSE's momentum leading to growth in all programs. The 2021 Virtual Excellence Conference was our highest ever attended conference with viewers reporting "it was the best virtual thing they attended since the pandemic began." Dozens of agencies began their accreditation journey and hundreds of new officers became credentialed. Our CPSE University Instructors and TAP Facilitators interacted firsthand with over 2,000 individuals throughout the year.

Having adopted our new Strategic Plan at the end of 2020, in 2021 we brought it to life. A CPSE Board member graciously served as a Board Champion for each of the six areas of focus (Greater and Broader Engagement and Collaboration; Diversity, Equity, and Inclusion; Meaningful Brand Awareness; Robust Digital Strategy; Launching a Center of Innovation; and Development of a Multi-Step Path to Accreditation). Action teams of board and commission members, staff, consultants, contractors, and volunteers were formed for each of the areas. Each group spent countless hours conducting research to truly empathize with our stakeholder needs and develop recommendations based on these needs. During our December 2021 Annual Meeting, the CPSE Board approved an aggressive 2022 reinvestment plan to implement the recommendations from each of the action teams.

The CPSE Board was joined by three new members this year: Chief Reginald Freeman, CFO, Chief Terry Ford, CFO, and Dr. Sara Jahnke. They join an existing group of board members committed to governance excellence and CPSE's core values: Progressive Leadership, Outcomes, and Continuous Improvement.

2021 marked 25 years since the official formation of CPSE. To celebrate this important milestone, we formed a 25th Anniversary Committee comprising members from CPSE's past and those that represent CPSE's future. CPSE has had a remarkable journey over the past 25 years; the next 25 years are bound to be equally remarkable.

I wish to convey my appreciation as President to the leadership and staff of CPSE for their abilities, dedication, and professionalism. And to the hundreds of men and women that contribute their time and talents to CPSE, it is through their commitment to continuously improving the fire and emergency service that CPSE succeeds.

I hope you enjoy reading this annual report, and until we can meet again in person, stay safe.

Jeff Pomeranz

CPSE Board President

Board of Directors

Jeff Pomeranz, City Manager, City of Cedar Rapids, President

Mary Cameli, CFO, Fire Chief, Mesa Fire and Medical Department, Vice President

Tom Harmer, Town Manager, Town of Longboat Key, Treasurer & Secretary

Darin Atteberry, Market President, Elevations Credit Union, Director, City Manager Representative

Jim Brinkley, Chief of Operations, Director, IAFF Representative

Terry Ford, CFO, Fire Chief, Tinker Air Force Base, Director, Fire Chief Representative

Reginald Freeman, CFO, Fire Chief, Oakland Fire Department, Director at-large

Sara Jahnke, Director and Senior Scientist, NDRI-USA, Director-at-large

Ben May, Ret. Dir. of Global Business and Alliances, Walt Disney Co., Director-at-large

Message from the CPSE Staff

Well, 2021 was still another trying year, a little less distancing, a little less mask wearing, but still worrying about exposure and break-through cases!

Virtual meetings, workshops, hearings, and site visits were still the norm. This certainly provided the opportunity for us to continue to hone our skills in the virtual environment, including hosting our inaugural "virtual" Excellence Conference. Being virtual provided an opportunity for departments to save money by not having to travel and still experience the high-level education sessions they have come to enjoy.

Thankfully, after a year apart, our team bond remained strong with all committed to working together to achieve our mission and vision.

The most enjoyable part of 2021 was the ability to once again travel. Getting to visit consortiums, meeting with our working groups, holding an in-person team leader symposium and annual meeting allowed us to reconnect with agencies, officers, friends, and colleagues.

As we move into 2022 and our operations remain hybrid, we have developed the needed skills to work collaboratively from near and far.

Be safe!

Chris, Cynde, Debbie, Karl, Katie, Preet, Rick



Commission on Fire Accrediation International

Accreditated Agencies by the Numbers

296 Accredited Agencies





CFAI Chair Steve Dirksen, CFO shared the following thoughts about 2021, "Many of us had hoped for a different year than 2020. 2020 was a year of adaptation and 2021 proved a year of perseverance. The arrival of several variations of the COVID-19 vaccine gave hope for a return to "normal", or whatever normal is now. Virtual Commission hearings became the norm in 2021. The Commission held 11 virtual hearings for 83 agencies. CFAI peer assessors conducted 96 site visits, in-person, virtually, or a hybrid approach. l appreciate the perseverance of the Commissioners, the peer teams, and the technical reviewers.

In 2021, we said good-bye and thank you to three Commissioners, Kevin Kuntz, Chief Jake Rhoades, CFO, CTO, CEMSO, and Chief Terry Ford, CFO. Kevin served on the Commission for 9 years representing the insurance industry. Chief Rhoades served on the commission for 4 years, representing populations of 25,000 to 99,999. Chief Ford left the Commission after serving for two- and one-half years representing agencies from the Department of Defense. Chief Ford is now a director on the CPSE Board.

Chief Steve Dongworth, CFO completed his third year as CFAI Chair. Chief Dongworth will remain on the Commission to provide his perspective and thoughtful questions to agencies appearing before the Commission. I am grateful to Chief Dongworth for his leadership, mentoring, and friendship to all members of the Commission. With the roll out of the 10th edition in 2020, updates to other CFAI supporting documents were made. Subject matter experts were brought together to update the Quality Improvement for the Fire and Emergency Services Workshop (QIFES), the Annual Compliance Report (ACR), and the 10th Edition Interpretation Guide. The QIFES workshop was piloted in virtual and in-person formats. The template for the ACR was reformatted by another group to align with the 10th Edition. A third group reviewed and updated the Interpretation Guide to support the 10th Edition. In December, the Commission approved Prima Facie of Criterion 9A with the Washington Surveying and Rating Bureau (WSRB). All of these changes fall in line with the accreditation continuous quality improvement model.

In September, CPSE staff and the Commission conducted a team leader symposium. 75 team leaders, commissioners, and staff took part in the two-day symposium for training and discussions on the 10th Edition to ensure consistency in applying the model during site visits and review of ACR's.

It is my continued hope and prayer that all of you and your agencies remain safe and well as we continue to persevere through this public health emergency. I wish to recognize those agencies that have lost members as a result of serving their communities in the midst of this pandemic and extend my condolences. Finally, I look forward to the opportunity to meet and network with many of you in the next year at the Excellence Conference or at any other event where we can build on our foundation of continuous quality improvement."

CFAI Commissioners

Chair, Steve Dirksen, CFO

Fire Chief Fargo Fire Department Rep: Agencies serving populations 100,000-249,999

Vice-Chair, Jesse Lightle

Administrator Washington Township Rep: ICMA City Manager

Bradley Arnold

County Administrator Sumter County Rep: ICMA County Manager

Thomas Breyer

Assistant to the General President IAFF Rep: Labor

John Butler, CFO, CEMSO, CTO, FM

Fire Chief Fairfax County Fire and Rescue Department Rep: Agencies service >250,000

Steve Dongworth, CFO

Fire Chief Calgary Fire Department Rep: International

Ken Holland

Senior Emergency Service Specialist NFPA Rep: Consensus Standards

Salvator Izzo

Senior Risk Control/Fire Protection Enngineer ISO Rep: Insurance Industry

James Keating, CFO

Fire Chief Red, White, and Blue Fire Protection District Rep: Agencies serving <25,000

Gregg Moriguchi

Fire Chief Navy Region Hawaii Rep: Department of Defense CPC Commission on Fire Professional Credentialing Credentialed Officers by the Numbers





The Commission on Professional Credentialing (CPC) experienced an active 2021 despite the continued pandemic. CPC Chair Derek A. Bergsten, CFO, CEMSO, CTO, commenting about the year's activities shared "The Commission on Professional Credentialing is committed to the further enrichment of the fire service through a progressive and contemporary credentialing program. This year we saw significant growth, but also the approval of a new designation for the first time in nearly a decade. We anticipate the Public Information Officer (PIO) designation to be available during the third guarter of 2022. The PIO designation will include the candidate's education, experience, technical competence, goals setting and achievement, as well as other important leadership traits, just as the current 5 designations. In 2021, we saw another year of record-breaking credentialed officers, totaling 2,713, a seven percent increase over 2020! Another major project in 2021 was the Technical Competency update project for all five designations utilizing a team of 30 volunteer peer reviewers to analyze and recommend changes for the competencies. Full implementation will commence on June 1, 2022. We look ahead to a banner 2022 and reaching our goal of 3,000 designees."

Updating the Technical Competencies for the Professional Designations

CPSE is in the midst of updating the technical competencies, a project that was initiated in March 2021, for each of the five designations offered by the Commission on Professional Credentialing (CPC). The working groups for each designation examined the current competencies, identified current and anticipated challenges faced by fire and emergency service agencies, and offered updates to the technical competencies for:

- Chief Fire Officer Designation
 (CFO)
- Fire Officer Designation (FO)
- Chief EMS Officer Designation
 (CEMSO)
- Chief Training Officer Designation
 (CTO)
- Fire Marshal Designation (FM)

The working groups consisted of volunteer peer reviewers from the credentialing process. They met several times and submitted their recommendations for changes. These recommendations were reviewed and approved by the CPC during their December 2021 meeting. Applications will be available early 2022 with full implementation planned for June 1, 2022.

CPC Commissioners

Chair, Derek Bergsten, CFO, CEMSO, CTO Fire Chief Poudre Fire Authority Career Department Representative

Vice-Chair, Matt Vinci Labor Representative

Todd Canale, CFO Fire Chief Davis-Monthan AFB Fire and Emergency Services Department of Defense Representative

Chris Christopoulos, CFO

Fire Chief Lebanon Fire Department Combination Department Representative

Melissa Stevenson Diaz

City Manager City of Redwood City, CA ICMA Representative

Alexander Henderson

Associate Professor Marist College, School of Management Academic Representative

William Hyde, CFO, CEMSO

Deputy Chief Rogers Fire Department Emergency Medical Services Representative

Greg Rogers, CFO, FM

Division Chief/Fire Marshal Spokane Valley Fire Department Fire Prevention Representative

Grant Tinker, FO

Captain Colorado Springs Fire Department At-Large

Toni Washington, CFO

Fire Chief Decatur Fire Rescue Department Diversity Representative

Volunteers

The 2021 accomplishments of CFAI, CPC, and CPSE as a whole would not have been possible without the time and talents of our volunteers. Whether conducting a site visit, reviewing a designation portfolio, providing subject matter expertise to a CPSE project, or leading a consortium, the work of CPSE would not be possible without our volunteers. Thank you for all you do for continuing to support our mission of leading the fire and emergency service to excellence.



Technical Advisor Program

The Technical Advisor Team (TAP) experienced a solid rebound in 2021 following the pandemic slow down experienced the previous year. On-site facilitation returned with some virtualization mixed in as our agencies were able to engage in a safe manner. All technical advisors remain committed to continuous improvement in the way we deliver quality and professional facilitation to our agencies.



Anchorage Middletown Fire & EMS, KY Brighton Fire Rescue, CO Broward County, FL Clayton County, GA Clermont, FL DLA Susquehanna, PA Greensboro, NC Greenville, SC Howard County, MD Lincolnshire - Riverwoods FPD, IL Metropolitan Washington Airports Authority, DC Newport News, VA Oak Creek, WI Oshkosh, WI Palm Beach County, FL Plant City, FL Poudre Fire Authority, CO Red, White and Blue FPD, CO St. Petersburg, FL Summit Fire & EMS, CO Washington Township (Dayton), OH

Community Risk Assessment/Standards of Cover (CRA/SOC) (7)

Apex, NC Missoula Rural, MT NAF El Centro, CA NAS Lemoore, CA NAWS China Lake, CA NWS Seal Beach, CA Ponce Inlet, FL

CRA/SOC and CDSP (7)

Foxborough, MA Lawrence, KS Louisville Fire District, CO Marysville, WA Sarasota County, FL South Adams County, CO The Villages, FL

CRA/SOC and Self-Assessment (SAM) (1) El Segundo, CA

Total Self-Assessment (TSA)

(7) Albuquerque, NM Alexandria, VA Bakersfield, CA Bernalillo County, NM Georgetown, TX Iona McGregor Fire District, FL Ocean City-Wright Fire Control District, FL











Like so many other organizations, CPSE pivoted to a completely virtual 2021 Excellence Conference. While we certainly missed seeing everyone and catching up, this year's conference offered an outstanding lineup of education sessions. Attendees had the ability to not only participate in real-time as it was unfolding, but also continued to have access to recorded sessions following the conference. Here are just a few highlights:



- Accreditation Managers (Panel 958 Showing the Economic Value w/moderator)
- - of Your Department
- Intelligent?









💽 Jen @jenthackston · Mar 2

Beyond excited to learn more about what the journey towards becoming an accredited fire department looks like #CPSE2021EC



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#CPSE2021EC

David Messer

Our entire accreditation core team has been in attendance this week. I am excited to see what everyone picks up and for us all to start speaking the same language!!

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Chad Brocato

I am definitely looking forward to attending next year in Orlando - in person!!!

@ 14:46, 4 Mar 2021

...

@ 11:42, 4 Mar 2021

Nick Christensen 20h · 🕄

Honored to be part of today's presentation on "Your Peer Team's Assigned - What Happens Next" at this years CPSE Excellence Conference. Thank you Karl Ristow and Steve Olson for the opportunity to share some thoughts.



🙂 💟 Brian Dean, Richard Fagan and 53 others

14 Comments

Silvio Lanzas @fc_gfd_1075 · Mar 4

Ready for the final day of the Center For Public Safety Excellence #CPSE2021EC Excellence Conference. Albeit virtual, @CtrPubSafExc did a great job of keeping the topics relative, engaging & interesting. Continuous Improvement is a mindset we must continue to exemplify as leaders





Awards

During this year's inaugural virtual Excellence Conference we shared interviews conducted with our CPSE award recipients. Following the conference, we were able to "virtually" present awards to all the recipients.

> RANDY R. BRUEGMAN AGENCY INNOVATION

The Randy R. Bruegman Agency Innovation Award recognizes a CFAIaccredited agency that has worked collaboratively to innovate a practice leading to improved outcomes that can serve as a model for the greater fire and emergency service. Clayton **County Fire and Emergency Services** (CCFES), Georgia, was selected for their High School Pathway Program. Led by Fire Chief Landry Merkison, the program's main objective is to provide comprehensive training to community youth, with a job offer guaranteed upon graduation. On Monday, June 25, 2020, the inaugural graduation took place for the first class of students in the firefighter pathway program.



LEGACY AWARD The Ronny J. Coleman Leadership

Award (RJCLLA) recognizes an individual who holds a credential through CPC and has shown superior leadership capabilities and actions that have elevated the fire and emergency service profession. The 2021 recipient was Fire Chief Norris Croom, CEMSO, CFO, Castle Rock Fire and Rescue Department,



Colorado. Chief Croom was a beta test candidate for CMO, served as a peer reviewer, and was appointed to serve on the Commission on Professional Credentialing. Chief Croom has been a supporter of continuous improvement and continues to advocate for the professional designation process. When asked what being awarded the RJCLLA meant, Chief Croom responded "I'm honored and humbled."



Assistant Chief Christian Jacobs, **CEMSO**, Grissom ARB Fire Department, IN, was the recipient of the 2021 Ray Picard Award. This award recognizes an individual who has shown superior leadership skills and provided outstanding contributions to the Commission on Fire Accreditation International. Assistant Chief Jacobs' involvement with the CFAI started during his time as assistant accreditation manager for Joint Base Langley-Eustis. Subsequently moving to Grissom ARB he was able to successfully implement the foundational basis of the model and lead Grissom to accredited status in just 18 months. He serves

as a peer assessor, regularly provides training to the Michigan-Ohio-Indiana consortium and continues to work with his peers in an effort to advocate for the accreditation process.



In 2021 the CPSE Ambassador Award was renamed the **Cliff Jones** Ambassador Award in honor of Chief Jones, former CFAI Chair, CPSE Board Director, and Fire Chief of the alpha accreditation site. The Ambassador Award is a staff-selected award that is given to an individual who has shown commitment and dedication to CPSE's mission and values. The 2021 recipient was Ricky Brockman, CFO, retired, Navy Fire and Emergency Services, Washington, DC. During his time with the DoD Mr. Brockman served as a mentor to agencies going through the accreditation process. Mr. Brockman was also instrumental in growing the number of designees through the Commission on Professional Credentialing.



CPSE University

The CPSE University saw the return to in-person workshops and the roll-out of the new three-day Quality Improvement for the Fire and Emergency Services workshop.

The CPSE University Resource Library continued to expand in the areas of accreditation and credentialing. New resources included category videos addressing the 11 accreditation categories and specific instruction documents to assist in completing the designation candidate application for each of the five designations. Offered free of charge, this education content reached more than 11,000 people.



Live in-person education 20 Deliveries 488 Attendees

Live virtual education 11 Deliveries 346 Attendees

On demand educational content accessed – 11,654

Our education content reached more than 12,000 people.



External Presentations



Black Chief Officers Committee Symposium

While the pandemic kept the CPSE staff from presenting at live events for the first half of 2021, the opportunity to engage with almost 900 individuals via our partners' virtual events was a welcome opportunity. In April, a CPSE panel presented during the CFSI Virtual Symposium on the 21st Century Fire and Emergency Services White Paper.

In May, CPSE CEO, Preet Bassi, was asked to be a keynote session speaker at the IAFC CRR Conference.

As part of the NFPA Conference Series, in July, a panel of CPSE community members presented a session titled Elevating Community Risk Reduction as a 21st Century Tool for Modern Service.

In October, CPSE Board Members presented a session titled "COVID Next: What Lies Ahead for the Fire and Emergency Service" as part of the 2021 ICMA Digital Annual Conference.

One of the few in-person events we were able to participate in was the Black Chief Officers Committee Symposium in July 2021 in Fort Lauderdale, FL. Chief Derek Bergsten, CFO, CEMSO, CTO, CPC Chair, and Rick Mason, CFO, CPC Program Manager joined Chief Toni Washington, CFO, CPC Commissioner and BCOC member for a presentation to over 100 attendees regarding professional credentialing.

Event	Date	Location
Wisconsin Fire Chief Association Conference	3/11/2021	Virtual
Vision 20/20 Steering Committee Meeting	3/11/2021	Virtual
CFSI Virtual Symposium	4/28/2021	Virtual
CRR Emerging Leaders Symposium	5/12/2021	Virtual
ICMA University Webinar	5/18/2021	Virtual
IAFC Community Risk Reduction Conference	5/25/2021	Virtual
Black Chief Officers Committee Symposium	7/14/2021	Fort Lauderdale
NFPA Community Risk Reduction Conference	7/20/2021	Virtual
ICMA Digital Conference	10/7/2021	Virtual





The Big Wide World of Building and Life Safety





Development

In December 2020, the CPSE board, commission leadership, and senior staff met virtually to develop a new strategic plan. The group identified six areas of focus and four operational tenets to effectively embody our mission and achieve our vision.

Execution

In early 2021, to bring the strategic plan to life, a board member and senior staff member were assigned to each area of focus. Board and staff collaborated to develop a success narrative for each area of focus. They then established action teams compromising representative members of the CPSE community (commissioners, peer assessors, peer reviewers, instructors, consortium coordinators, agency heads, accreditation managers, and designees). Throughout 2021, we conducted significant research to ensure that the ultimate recommendations and actions for the area of focus met our stakeholder needs. The table below highlights these efforts.

Throughout 2022, CPSE will address the recommendations and complete initiatives to address these areas of focus.

	ea of ocus	Success Narrative		Research Conducted
MEANIN	BRAND AWAARU	Grow and retain CFAI agencies and CPC officers at higher levels through increased industry perception.		Survey to greater fire and emergency service regarding their perception of CPSE Listening sessions with accreditation managers, team leaders, peer assessors, and peer reviewers
estin the state	NTY. AND IN CLESION	Integrate diversity, equity, and inclusion (DEI) throughout CPSE's governance, operations, and programs leading to a sustainable culture of enhanced DEI within CPSE and the greater fire and emergency service.	•	Interviews with action team members Surveys to board members, commission members, and CPSE Community members
208UST DI	GITAL STRATE	Use IT innovatively rather than merely to achieve organizational vision, mission, and other strategic areas of focus.	•	Interviews with CPSE staff, board members, commission members, CPSE community members, CPSE contractors, and various CPSE IT vendors Brainstorming session with CPSE staff, board members, commission members, and CPSE community members
Clutter O	DF INNOVATION	Launch a Center for Innovation to address an industry-wide gap in evidence-based decision making that will highlight solutions developed by our accredited agencies/credentialed officers to improve health, wellness, and safety outcomes and serve as a catalyst for innovation in the industry.	•	Interviews with CPSE board and commission members Interviews with CPSE Research on similar public policy-focused centers Facilitated design thinking process
OPEN OPEN OPEN OPEN	NOIT	Growth in partnerships and collaboration leading to programmatic growth in Accreditation, Credentialing, TAP, and Excellence Conference.	•	Survey to agencies and officers regarding consortiums Interviews with consortium coordinators Phone calls with chiefs of CFAI accredited departments in Canada Fire and emergency service and local government stakeholder mapping
510 PAT	HTO ACCRED THE TO ACCRED THE T	Develop pathways to accreditation that address agency painpoints and provide for interaction and recognition. Ensure pathways aid departments to become accredited more easily. Grow the overall number of agencies engaged with CFAI thus achieving our vision of improving community outcomes.	•	Surveys to CFAI registered agencies Interviews with TAP agencies Interviews with expired agencies

Consortiums

The year began with the continuation of virtual meetings. The one positive side to virtual meetings was it provided an opportunity for at least one CPSE staff member to attend each meeting and provide a corporate update.

In July we returned to attending in-person and continued to participate in hybrid and virtual meetings.

The Nevada Accreditation and Credentialing Consortium was formed this year. The CPSE CEO had an opportunity to welcome everyone during their initial meeting in Boulder City, NV on August 4.

Attending meetings continues to provide listening sessions for CPSE to understand the support needed by the consortiums.

Event	Date	Location
Natural State Consortium	1/14/2021	Web
DOD Consortium	1/22/2021	Web
Wisconsin Consortium	1/28/2021	Web
South Carolina Consortium	1/29/2021	Web
Great Lakes Consortium	2/10/2021	Web
North Carolina Consortium	2/10/2021	Web
Heart of America Consortium	2/11/2021	Web
Iowa Consortium	2/17/2021	Web
Rocky Mountain Consortium	2/17/2021	Web
Arizona Consortium	2/18/2021	Web
MOI Consortium	2/24/2021	Web
Great Lakes Consortium	4/21/2021	Web
South Carolina Consortium	4/23/2021	Web
WI Consortium	4/29/2021	Web
North Carolina Consortium	5/12/2021	Web
Heart of America Consortium	5/13/2021	Web
Texas Consortium	5/17/2021	Web
Rocky Mountain Consortium	5/18/2021	Web
AZ Consortium Meeting	5/20/2021	Web
Great Lakes Consortium	6/16/2021	Web
Florida Consortium	7/13/2021	Hybrid
South Carolina Consortium	7/30/2021	Web



Event	Date	Location
Nevada Consortium	8/4/2021	Boulder City
MOI Consortium	8/4/2021	Hybrid
North Carolina Consortium	8/11/2021	Hybrid
Georgia Consortium	8/12/2021	Web
Florida Consortium	8/13/2021	Hybrid
Rocky Mountain Consortium	8/17/2021	Hybrid
Virginia Consortium	8/19/2021	Web
Canadian Consortium	9/14/2021	Web
MOI Consortium	9/22/2021	Hybrid
Florida Consortium	10/14/2021	Web
Rocky Mountain Consortium	10/19/2021	Breckenridge
MOI Consortium	10/20/2021	Hybrid
California Consortium	10/27/2021	Web
AZ Consortium Meeting	10/28/2021	Web
GA Consortium Meeting	10/28/2021	Hybrid
TX Consortium Meeting	11/4/2021	Web
NC Consortium Meeting	11/10/2021	Greensboro
HOA Consortium Meeting	11/10/2021	Virtual
Great Lakes Consortium	11/16/2021	Web
South Carolina Consortium	11/19/2021	Web
Canadian Consortium	12/14/2021	Web

2021 Engagement









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