

COMMUNITY ENGAGEMENT MODEL - COMMUNITY EXPERTS MEETING #4

Meeting Summary

MONDAY, OCTOBER 21, 2024, 5PM – 8PM

MEETING SUMMARY PURPOSE

This document provides a summary of the California Air Resources Board’s (CARB) Community Engagement Model-Community Experts Meeting held on October 21, 2024, the last of four meetings included in this process. This summary is an accompaniment to the presentation slide deck and meeting recording, both available on the [CARB Community Engagement Model website](#).

ATTENDANCE

This meeting was attended by 17 Community Experts (Experts) in addition to CARB Community Engagement Capacity Building (CECB) Workgroup and other staff and facilitation staff from California State University Sacramento (CSUS):

- Community Experts*
 - Gustavo Aguirre Jr.
 - Jasmine Elisa Beltran
 - Leonora Camner
 - Alec Castellano
 - Carolina Correa
 - Lisa Flores
 - Richard Falcon
 - Lillian Garcia
 - Catalina Gonzalez
 - Elena Hernandez
 - Anetha Lue, P.E.
 - Emily McCague
 - Maria Ridoutt Orozco
 - Violeta Sandoval
 - Vanessa Suarez
 - Ciara Thrower
 - Heather Zappia

**More information about each of the Experts is available on CARB’s Community Engagement Model website [here](#).*
- CARB Staff
 - Antonio Amaro
 - Karina Aguilera
 - Amanda Anderson
 - Jaqueline Bartz
 - Jonathan Bluffer
 - Pablo Cicero-Fernandez
 - Chanell Fletcher
 - Aldo Chaney
 - Lisa Chiladakis
 - La’Shaye Cobley, Ph.D.
 - Jose Lopez
 - Radhika Majhail
 - Liliana Nunez
 - Mario Osorio
 - Gretchen Ratliff
 - Joyce Wong
 - Deidre Zoll
- Facilitation Staff (CSUS)
 - Lisa Ballin

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MEETING PROCEDURES

Meeting procedures were designed by CARB to encourage active participation and engagement among Experts through various interactive platforms, including hand raising, chat interactions, Zoom White board, group discussion, and small breakout group discussions. The overarching aim was to establish a collaborative and inclusive environment that allows Experts to make meaningful contributions to development of the Community Engagement Model (Model). The meeting was conducted via Zoom in the evening to accommodate diverse schedules, prioritize inclusivity, and ensure that all voices can be heard. Ahead of the meeting, Experts were provided with comprehensive materials, offering them the opportunity to review and provide written feedback.

During the meeting, questions about the revised Model and discussions about next steps occurred in full group discussions. Feedback about the revised Model was provided in small group discussions to maximize the time to hear from each Expert.

WELCOME & AGENDA REVIEW

The meeting began with introductory and welcoming comments by the Facilitator.

Instructions for using the Zoom language interpretation function were explained, and participants were guided on choosing between English and Spanish channels to accommodate all Experts’ preferred languages.

The Facilitator noted that the primary purpose of the meeting was to review and hear Experts’ feedback about the revised Model and how feedback to date has been considered and reflected in the Model or included in a Recommendations document.

The agenda topics were:

- The revised Model and how prior public and Expert feedback was evaluated and incorporated into the Model, or included in a list of related Recommendations;
- Model revisions process transparency and accountability;
- Demonstration of future use of the Model;
- Next steps for Model implementation;
- Expert invoicing; and
- Community Expert Meeting process closing.

MODEL COMMENTS, REVISIONS, AND RECOMMENDATIONS

Jose Lopez, CARB Research Division, reviewed the Model development timeline and work done since the last Expert meeting. He explained the process CARB used to collect and process feedback received on the prior version of the Model. He discussed:

- Major, common feedback themes that are reflected in the revised Model,
- Revisions to the Model document such as format and structure,
- The type of feedback that was not included in the Model and why, and
- Major topics that were included in the Recommendations document.

Following the presentation, Experts asked questions and provided their feedback. Feedback was then provided primarily in small group discussions framed around the following questions:

- What is your impression of the updated Model?
- Do you have concerns? If so, which are the highest priority?

The following sections summarize Experts’ questions and feedback about the revised Model.

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QUESTIONS AND ANSWERS

Experts' questions and comments following the presentation and CARB's responses included:

- *Question:* Does the Model's discussion of historical harms acknowledge harms based on previous CARB practices?
 - *Response:* The referenced discussion describes what the history of harms has amounted to in the work that CARB does, and how this drives the need to apply the Model and implement other efforts around racial equity and environmental justice. It publicly acknowledges disparities in CARB's work, what has caused these disparities, and how CARB aims to address them.
- *Question:* What are the sources for the listing and description of historical harms and how were those sources chosen?
 - *Response:* Sources include previous CARB publications (these are helpful because they have already been vetted), literature written by practitioners and academics that CARB is familiar with, recommendations from Experts, and tribal sources (in response to Experts' request to include tribal voices in the tribal history section). CARB welcomes Experts' suggestions for missing or additional key sources.
- *Question:* The Model's description of the history of Spanish colonization references that over 100,000 indigenous people were killed during that period. This number may be low and other sources may report different figures. Additionally, there may be an emotional reaction to describing this numerically.
 - *Response:* The referenced figure applies to a portion of the colonization period and does not reflect the enormous atrocities that occurred during the entire colonization time frame. CARB welcomes additional sources to ensure the accuracy of this description.
- *Comment:* Sources authored by Indigenous people rather than government agencies may be helpful.
 - *Response:* CARB staff will try to use Indigenous sources when possible and invites Experts to share suggested sources.
- *Question:* Regarding the recommendation to create a tribal engagement model, does CARB currently work only with recognized tribes in California? How will the Model address unrecognized tribes in California and urban tribes whose homeland is outside of California (e.g., in Arizona)?
 - *Response:* CARB works with federally-recognized and non-federally recognized tribes who appear on the Native American Heritage Commission list. Government to government consultation must comply with Assembly Bill (AB) 52, but CARB has more flexibility in its general engagement activities outside of consultation. The Community Engagement Model is not a tribal engagement model. Tribes have unique outreach and engagement needs and were not involved in developing the Community Engagement Model. The Recommendation document includes a recommendation to develop a separate tribal engagement model.

CARB staff will research and report back on the question about tribes that are based out of state and welcome an opportunity to discuss this further with the Experts.
- *Comment:* I disagree with CARB's view that a lottery system would hamper equity. Lottery systems are shown to do a better job with representation and uplifting marginalized voices, especially with modern practices like stratified sampling.
 - *Response:* CARB understands the expressed concern. A lottery system is included in the Model as an example for staff to consider.

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EXPERTS' FEEDBACK ON THE REVISED MODEL

Experts had an overall positive response to how CARB incorporated their comments into the Model and made improvements in both format and content. Although they appreciated how extensive and thorough it is and recognized improvement to its structure, many also said it was still too long and/or cumbersome to navigate and some voiced remaining concerns. The following summarizes more specific feedback.

INCORPORATION OF EXPERTS' COMMENTS

Experts generally felt their comments were seen, considered, and incorporated. They felt their voices were heard during this process and noticed substantive revisions that reflected much of their feedback. They saw the changes as appropriate steps in the right direction.

MODEL LENGTH AND FORMAT

Experts noted that format and structure revisions made sense, the document was easier to navigate, added tables were helpful, and infographics made the Model more engaging.

Concerns were expressed about the Model document's length, primarily that it is still too long and may be overwhelming and difficult to navigate. A document of this length is too daunting for community members to understand and may cause people to question if they want to invest the time. Some of the text is too dense, wordy, repetitive, or not straight to the point.

A different perspective voiced about the Model's length was that these types of instruction documents are typically this long. Its length is not an issue because users can look up the information they need. The Assembly Bill (AB) 617 Blueprint was offered as an example.

Suggested format improvements included:

- Cut down the number of pages from 200 to 100.
- Eliminate repetitive sections and text.
- Condense information using bullet points.
- Make the document more user friendly.
- Formatting such as having multiple step 1s and 2s is a little confusing. An alternative format is 1a, 1b, 1c then 2a, 2b, 2c.
- Consider a workbook and/or interactive modules.
 - Assign a group of people to fill out the workbook together for engagement efforts so that it does not fall on one staff member.
- Provide an online version that is modular so people can easily access the sections they need.

SPECIFIC CONTENT COMMENTS

Experts noted the following content improvements in the revised Model:

- The extent to which the Model focuses on and addresses past community engagement equity issues is encouraging.
- The addition of details about procedural equity and past environmental injustices is an important improvement.
- The key set of principles that has evolved will help operationalize community engagement to create broader change at the agency.
- This is a step forward especially in training inner agency staff, especially folks coming from other areas outside of California.
- The difference between outreach and engagement was made clearer.
- Examples of what *not* to do are helpful.
- The added appendices are very helpful.

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The following remaining concerns and suggestions were expressed:

- Although the revised Model improvements are appreciated, the Model still repeats the community engagement status quo. Traditional community engagement has led to disempowerment. A desire was expressed for the Model to break the mold and do a better job of engaging people who are not familiar with CARB and other policy issues, or otherwise already connected to community organizations and politics.
 - Attending and tabling at events does not sufficiently engage these people in the processes.
 - Civic assemblies are an example of an approach that would involve new participants. This approach opens people to ideas and compromises typically not expected to be possible.
 - Even people with the best intentions have biases and tend to choose community engagement processes that result in their desired outcome.
- There is a legacy of mistrust and extraction that needs to be addressed.
- For the section on Native American history, obtain sources from, informed by, or reviewed by Native Americans.
- Regarding training:
 - Provide more interactive training.
 - Consider more visuals or videos for training.
 - Survey what people found helpful and unhelpful during training.
 - How would CARB determine who receives cultural competency training?

Comments and questions regarding subsequent review of the Model included:

- Post comments submitted after the Model is launched on the CARB website.
- How will CARB track lessons learned after Model implementation?

MODEL REVISIONS PROCESS AND FUTURE USE

Karina Aguilera, CARB Monitoring & Laboratory Division, introduced the Zoom Whiteboard and provided instructions on how to participate. The Whiteboard was used to collect Experts’ responses to the following questions:

1. How can we improve transparency and accountability in presenting the Model edits, comments, and recommendations?
2. Looking back in 5 years, what would demonstrate CARB used and implemented the Model?
 - a. Are there things we should track to show impact?

The following is a summary of Experts’ responses and questions.

TRANSPARENCY AND ACCOUNTABILITY

Experts offered the following comments about the Model revision process:

- I appreciated the use of the table to record all comments and the tracked edits in the Model document.
- I liked how the edits were tracked and recommendations were divided between how they were incorporated in the Model versus why they could not be incorporated. I also appreciated how CARB started this meeting by summarizing the reviewing process and updates.

They offered the following suggestions to improve transparency and accountability:

- Track changes.
- Accredited original commenters.

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- CARB likely needs more capacity to handle the volume of comments received.
- Find a way to communicate CARB's decision on specific comments to the commenter, preferably in the same medium the comment was made.
- Include a link to a shared Google Doc (instead of just sharing attachments) to provide suggestions for the Model.

Some concerns were raised and suggestions made about recommendations that were not included in the Model:

- It was not clear at the beginning of the process what types of recommendations would not be included in the Model. CARB should make this clear at the outset.
- Provide more explanation about how decisions to exclude certain recommendation topics from the Model were made, beyond that they require resources. These should have been made with more Expert input.
- Follow up with Experts in the future on how CARB is attempting to address suggestions that could not make it into the revised Model because of issues such as scope.

Recommendations related to Model publication were:

- For the public online Model document, include a comment box and note the date and time the document was last updated.
- Post all versions online and update the date.

MEASURING MODEL USE AND EFFECTIVENESS

Experts stated the following would demonstrate that CARB used and implemented the Model:

- Changed community engagement.
- Seeing outreach teams at community events.
- Having community approval and no legal actions against CARB while improving the environment.
- Communities see more consistency and follow up from CARB.
- Young people are involved in future projects.
- CARB develops long term community relations with local residents.
- CARB demonstrates the importance of community participation in changes made to projects or actions.

To track and show impact, CARB could:

- Conduct CARB staff anonymized self-assessment on the usefulness of the Model in their outreach and engagement practices.
- Collect feedback from trainees.
- Collect statistics before and after the Model to measure change.
- Survey attendees at CARB meetings before, during, and after Model implementation to evaluate the public perception on CARB's outreach and detail the engagement efforts.
- Count the number of times the Model was used by CARB staff and document the level of public participation that occurred each time. An increasing number of meetings with level 3 participation would indicate improvement.
- Collect feedback from the community in cases where the Model was implemented.
- Conduct case studies of specific projects.
- Determine how members of historically disadvantaged communities perceive differences in engagement and relationship-building with CARB after Model implementation.

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- Publicize progress to the community through videos or a project summary.
- Detail the entire process for the next generations in a timeline.

NEXT STEPS FOR MODEL IMPLEMENTATION

Chanell Fletcher, CARB Deputy Executive Officer – Equity, Communities & Environmental Justice, thanked Experts for their time and hard work on this effort and for improving the Model. CARB's next steps are to share the revised Model on its website and then to host a public meeting launching the Model. Subsequently, CARB will create and initiate staff training to make sure that they have the resources and the understanding to implement the Model in their work.

Ms. Fletcher emphasized that implementation will be a gradual process for staff, particularly in learning how to use the Model, and then in beginning to implement it in their own community engagement plans. The vision for this Model was to set the foundation for improved community engagement across the agency. CARB wants to continually learn how to improve its outreach and engagement, by building in opportunities to receive feedback on what is working and what is not working.

The Model will provide a consistent framework to help build trust and to foster strong relationships with communities, while also promoting equitable outcomes for all Californians. In addition, CARB hopes this type of model development process spreads to other agencies.

- *Question:* How will CARB assess cultural competency?
 - *Response:* Ms. Fletcher will follow up with Edna Murphy, CARB Internal Operations Deputy Executive Officer, on this question.
- *Question:* How will you train for connections with disabled community members? They often feel left out. As an example, Developmental Disabilities Service Organization, Sacramento, works with blind, deaf, and neurodivergent communities. These communities feel very left out of these discussions.
 - *Response:* CARB has a disability advisory committee that addresses these types of concerns. The committee is under the purview of Edna Murphy. Ms. Fletcher will check with Ms. Murphy on the committee's function and how it might inform community engagement.
- *Comment:* Including disabled staff at CARB would be helpful.
- *Question:* Is this Model going to apply to local air districts?
 - *Response:* While CARB is the oversight agency for air districts, we do not have the purview to direct how air districts conduct their community engagement. However, CARB hopes to work with the districts to improve their community engagement.
- *Question:* How will the Model inform how CARB teams and divisions coordinate and collaborate on community engagement internally?
 - *Response:* There is a section in the Model that guides staff to reach out and partner within the agency when they conduct outreach.
- *Question:* How will the Model be rolled out to staff, e.g., a handout, interactive training? There is a lot of information to digest.
 - *Response:* We are still working on these types of next steps. We are thinking of an interactive training session to make the information accessible and easy to digest. The Model flags training suggestions such as roleplaying.
- *Question/Comment:* Based on the public responses that were received, was CARB able to obtain a data set on the reasons for lack of community engagement? It is important

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to understand and address these reasons. Please share data you obtain. In addition to cultural or disability access obstacles, some issues are as simple as people not having time, financial constraints, or not feeling comfortable with the technical nature of air pollution issues. The Model should address existing problems including simple ones.

EXPERT PROCESS INVOICING AND NEXT STEPS

Ms. Aguilera reviewed remaining Expert contract tasks to be invoiced: Tasks 5 (comments on the revised model) and 6 (attending this meeting). Experts’ detailed comments are due October 28, 2024. Experts may contact their contract manager if they need more time.

In October and November CARB will review Experts’ comments made at this meeting and in written submittals (summaries and detailed comments) and incorporate them into the Model as appropriate. CARB will share a revised version of the Model in early 2025 and hold a final public meeting on the Model. At that meeting staff will provide an overview of the revised Model, summarize comments received and how they were incorporated, and review Model implementation. In 2025 CARB will begin developing its internal staff training.

CARB plans to email Experts the revised version of the Model and an invitation to the public meeting. CARB collected the names of Experts who are interested in receiving further future updates.

CARB ACTION ITEMS

During this meeting, CARB Staff committed to the following:

- CARB staff will research and report back on how tribal engagement can address tribes whose homeland is outside of California (e.g., in Arizona).
- Ms. Fletcher will follow up with Edna Murphy, CARB Internal Operations Deputy Executive Officer, on how CARB will assess cultural competency.
- Ms. Fletcher will check with Ms. Murphy on the disability advisory committee’s function and how it might inform community engagement.
- Ms. Fletcher or a CARB staff member will follow up with the Experts who raised these suggestions.

CSUS PROCESS RECOMMENDATIONS

The following section contains Facilitator reflections about process changes that were implemented at this meeting and recommendations for future efforts.

- CARB revised how the chat function was used during this meeting. At prior meetings, the facilitator continually monitored and brought chat comments into the discussion. During this meeting, at specified pauses, CARB staff summarized comments and questions in the chat and offered responses. This allowed for participation opportunities via chat, was more efficient in terms of meeting time spent reading the chats aloud, improved the cohesiveness of the conversation, and helped the facilitator to stay focused on the verbal discussion “in the room.”
- The provision of real-time Spanish translation of the chat improved participation equity for monolingual Spanish speaking Experts.
- Zoom Whiteboard was useful for simultaneously collecting information from all Experts. It is recommended to continue to use available tools and explore others that may require less instruction and are more user friendly.

POST-MEETING SURVEY RESULTS

CARB staff provided a short survey to the Experts in English and Spanish to assess the meeting and overall process. Responses were provided by 11 of the 17 Experts who participated in the meeting. Findings are provided below.

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Question 1: Has communication been clear and effective throughout the process of developing the Community Engagement Model?

All 11 Experts responded yes.

Question 2: What could have improved the communication?

There were no responses to this question.

Question 3: Did you have enough time to review both drafts of the Model and other materials (comment table, comment summary, etc.)?

Eight Experts responded yes; 3 responded no.

Question 4: What document(s) did you need more time to review and how much extra time did you need?

The 3 Experts who did not have enough time provided the following responses:

- The revised Model is really long, I would have liked more time.
- Both versions of the Model. At least another week was needed.
- The second revision has taken me a while because it is very long and very detailed. It is good but tiring, at more than 200 pages.

Question 5: Did CARB staff create a welcoming and inclusive environment where you could express your opinions?

All 11 Experts responded yes.

Question 6: What could CARB have done to make you feel more welcome?

There were no responses to this question.

Question 7: Was the Model development and revision process transparent?

All 11 Experts responded yes.

Question 8: What could CARB have done to improve transparency?

There were no responses to this question.

Question 9: Overall, did you have a positive experience as a Community Expert for CARB's Community Engagement Model?

All 11 Experts responded yes.

Question 10: Please expand on what you liked about being a Community Expert?

Most Experts who responded noted that they liked how their feedback was valued and incorporated. Specific answers were:

- I liked how all my comments from meetings and documents were tracked and the tracked changes were given to me.

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- Having my comments fully incorporated into the final product made the process feel open and worthwhile.
- There was adequate consideration and incorporation of comments.
- The attention made to our opinions from CARB staff.
- CARB staff take our opinions into account.
- I have felt valued and appreciated; It is a pleasure to work with CARB staff because of your kindness and desire to learn from the community for the project, which is where the experience for the success of the project really lies.
- It was great to see my suggestions added to this one.
- Providing local and grounded feedback from my perspective, which included 10 years of community organizing and advocacy.
- Input from experts was implemented in a transparent fashion.

A few Experts noted that they appreciated the opportunity to work with each other and to learn new things in the process. Specific answers were:

- Engaging with others throughout California.
- I learned a lot from my colleagues throughout the state. I am excited to share with my organization.
- The teamwork was awesome.
- I have learned many new things from studying the environment.

Positive comments about the process included:

- There were clear goals and expectations from the beginning. It was a pleasure to be part of this group. I hope this effort becomes a standard procedure in other state and federal agencies.
- #teamaldo Aldo did a great job keeping me organized, made sure resources were provided, and followed up.

Question 11: Please expand on what you disliked about being a Community Expert, or how the experience could be improved?

There were no responses to this question.

Question 12: Are there any changes you would suggest for the contracting process, contract paperwork, invoices, or payments?

Changes were not suggested. One Expert noted appreciation for shifts that made it easier and another stated that everyone got a handle on it in the end.

Question 13: Are you interested in participating in future CARB efforts?

All 11 Experts responded yes.

Question 14: Which topic areas are you most interested in participating?

Topics of interest include:

- Environmental Justice, racial equity (3)
- Community related:
 - Community Implementation of model and other workgroups
 - Community engagement and education (2)
 - Community data collection or event planning
 - Community building
 - Community organizing

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- Any topic that benefits the community
- Climate impacts mitigation
- Advocacy
- Citizen science
- Participatory research
- CARB enforcement
- Air monitoring
- San Joaquin Valley air quality issues
- Agriculture incentives

Question 15: What is the most important change you expect from CARB's Community Engagement Model?

Most responses focused on results related to successful Model implementation and increasing and improving community engagement. Noted improvements include:

- More productive and inclusive community engagement effort.
- Increased participation, including more youth and members of disadvantaged communities involved.
- Building/re-establishing trust between CARB and communities.
- Community input is heard and valued.

Other responses identified benefits of having a Model that is available for people read and understand and provides a step-by-step guide.

Changes expected at CARB include:

- A change in the attitude of public-facing staff.
- Well trained and grounded staff members, starting with the Board and working all the way down to contractors.

Question 16: What key elements should be included in internal CARB staff training on the Model?

Respondents' suggested elements for training are:

- Cultural competency
- Racial equity
- Environmental justice
- Historical legacy, local struggles and advocacy, social justice
- Background of presenters
- Facilitation/conflict resolution for public meetings
- Sequential training coupled with real-life practice like shadowing
- More infographics
- Community members present to offer opinions/notes
- A shorter, sectioned or video-based model will be more engaging than a read-only one
- Feedback from the trainees

Question 17: Are there other things we should consider or address for similar efforts in the future?

Experts noted the following positive elements of this process:

- The staff's effort and capacity to go through this process with so much grace. Most of CARB staff addressed us very appropriately, with a "yes" approach, and made it very simple for us.

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- Zoom worked perfectly as it enabled inclusion of people from different areas.

Suggested actions/considerations include:

- During the course of building a model, or prior to, look at the issues, quantify them and identify the root causes of each. Then ensure that the model addresses those root causes. For example, on this Model's qualitative suggestions from Community Experts on the priorities for the Model should be complemented with quantitative data on what residents report as reasons for lack of engagement or inability to participate in the engagement process.
- Follow through with complaints.
- Inspections and compliance, regulatory framework, and diversity, equity, and inclusion in funding California projects.
- Be open to new technology.