Steve 0:00

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Steve 0:47

Welcome to the At Work in America show. My name is Steve Boese. I'm with Trish Steed. Trish, good morning. Welcome. How are you?

Trish 1:10

Good morning. It is a gorgeous morning in Colorado today. So I'm doing fantastic. I have the windows open. It feels a little bit like fall, which I am ready for. How about you?

Steve 1:20

Yeah, I am well. Thank you. There is a magic time of the year where we can not turn on our air conditioner, nor turn on our heat right and I think we're in that window right now for like these 72 hours. So it's fantastic. I am so excited to be here. It's late summer, heading into fall, lots of stuff coming up on the network, but we have a great topic today. I'm really excited to talk about this. One of the hallmarks of this show, really Trish, since we, I think, since we rebranded or expanded into At Work in America, is stories that talk about opportunity and access to opportunity in the workforce, specifically, right? That's we've done so many of them. They're my favorite topics, and we have one of those topics today. I want to welcome our guest. She's Patricia Gill. She's the Director of Workforce Development and the leader of the Hopes Program, which we're going to learn about today. That's part of the National Restaurant Association Educational Foundation, and it's all about providing opportunity to people in the workplace, specifically in the restaurant industry. But Patricia, welcome to the show. How are you today?

Patricia Gill 2:33

I am great. Thank you. I think similar to Colorado, DC is experiencing one of those nice between times where we're like out of the muggy August heat and starting to feel a little bit of fall, a little bit cooler temperatures, good time to be outside, walk the dog and all those things.

Trish 2:53

 I was there for Fourth of July, actually, and I had forgotten how hot it gets in Washington, DC. And you all, it is hot, so I'm sure you appreciate the weather now.

Patricia Gill 3:06

Yeah, it's, I mean, obviously we have wonderful weather year-round, I don't want to talk bad about DC; but we have great museums you should come see and all that. But this time of year is so nice when you start to feel that little coolness of fall and gets a little crisp.

Trish 3:20

Yeah, exactly.

Steve 3:22

I love DC, and I It's been too long since I've been back. I love the Smithsonian; National Portrait Gallery is like, my favorite. I love that place.

Trish 3:30

Oh yeah, we hit every in four days. I think we hit every museum and every like monument we could possibly attend. You know, attend. So we were all over the place.

Patricia Gill 3:42

And we have pandas again.

Trish 3:44

I know that happened right after I was there. I think it was like, so yeah, missed the pandas this time, but I'll have to come back.

Steve 3:53

That's fantastic. So, Patricia, welcome to the show. We can talk about DC some more, if you'd like to we could also talk about what you're doing and what the NRA, yes, doing. So maybe let's learn a little bit about that, right? Let's talk a little bit about your role, what you're doing there, and let's get into the details of some of these programs and how they're helping lots of people get back into the workforce and get into opportunity.

Patricia Gill 4:16

Thank you so much. Yeah, so as you mentioned, I am the Director of Workforce Development at the National Restaurant Association Educational Foundation, and we're really about providing opportunities for people from all backgrounds to get training, credentials, work and career advancement through opportunities in our industry. And I think you know, what's wonderful about the restaurant and hospitality industry is the whole, you know, be our guest kind of mentality. You come into your favorite restaurant or hotel or vacation spot and you just feel immediately welcome. And so that makes it not only a great pace place to come as a customer, but a great place to work. And, um. Um, with all the different pathways that there are, it really makes it a great place for people to have first jobs or second chances or anything in between. So what we've been doing, and you mentioned opportunities, is we just provide opportunities for people who are just starting work through something called Restaurant Ready, as well as for people who have had some justice impact through a program called hopes

Trish 5:29

Well, thank you for sharing that I know that as I was looking through the information you know, both online and that we received in advance, one of the things that really struck me was all of the ways that you are focusing through those programs on skills and competencies. Yes, and that's something that we hear a lot in our industry, just holistically. And it's not often that we get to talk with a company and an organization where you're actually putting this into practice every single day. So could you maybe talk a little bit about how competencies and whether you're maybe entering the workforce for the first time, like you mentioned, or maybe you're re entering right how do those come into play for you as you're working with your clients and their potential employees?

Patricia Gill 6:20

Wow. Thanks. Great question. Thanks for asking me about that. So one of the kind of statistics you'll always hear is something like, you know, 80% of restaurant owners or managers started at entry level. And people love to hear that, but all the entry level people are like, Okay, but how did you get there? So here at the Foundation, we really identified sort of this competency based career pathway, where people can come in at entry level and then develop the skills that they need to not only stay in their job, but to advance into those other positions that they're interested in. And we have a program called Restaurant Ready, which I mentioned earlier, where we actually talked to industry and said, you know, what is it that you're looking for when someone comes into your workplace? And what we heard from them is, it's not nice knife skills or how to make that special sauce, because we can teach them that when they get here, it's being work ready, so having that personal responsibility to know how to show up on time, or actually a little bit early in your uniform, knowing what your role is, knowing how to be a good team member, knowing how to communicate with others. So our Restaurant Ready work readiness program really focuses on just getting people ready go into work. And again, we really develop that with industry. And so it's really meeting that need for entry level and developing. It's not, Oh, give someone a job because it's a nice thing to do. It's give them a job because they've got the competencies and skills to give really positive addition to your workplace and your team.

Trish 7:57

I found interesting about some of those, Patricia, is that they aren't things that someone has to necessarily go to school for, right? These are things that are more about your attitude and how you show up for people and how you show up for your colleagues and your your customers, right? So for me, it really makes it accessible to everyone, right? If you're in the right mindset and you really want to have a good job and work hard and, you know, just make people feel like a guest. This is something that's attainable. I guess is my point. Do you find that that people who are sort of approaching it with that mindset feel like this is actually something that's quite attainable for them?

Patricia Gill 8:39

I think everybody wants to have that sort of sense of mastery and future, like I'm good at something and there's something that I can do, but you've got to know the rules, and the rules change throughout your life. So you know, for the first 12 or so years, when you're in school, if you're sick, you just don't go to school, and then you show up three days later with a note from your mom, and that's fine. That's what you do, right? You go to the office, you have the note from your mom, if you don't go to a job for three days, and then you show up with a note from your mom. You know you've already lost the job, but up till now, your mom has been the biggest authority in your life. You're like but I have a note from my mom. So really learning that at a job, this is the rule, or another example, is most of a life. If you see somebody you know, messing something up, you stay out of it. You don't get in their way. You don't get into what they're doing. But when you're working as a team at a restaurant or a hotel and you see someone struggling, you are supposed to jump in as a team member and say, Hey, I see you're a little behind with your tables. Can I help you or, you know I that you're behind on whatever you have to finish before the end of the shift. Let me, let me, let me jump in. So it used to be sort of like stay in your own lane, but when you're working as a team, you don't. So learning the rules so you can be successful is really important.

Steve 9:58

Patricia, thank you for sharing some of that. I'd love to know a little bit more. Let's talk. Let's keep talking about the Restaurant Ready program, specifically before we sort of transition to the Hopes Program. How does it work, sort of practically? So how do folks who might be interested in these careers and learning these skills, how do they find you or how do they get introduced to the program? And then, consequently, how do you guys help them find placements, you know, and start their start their career paths?

Patricia Gill 10:27

So always, we work in what we like to call a community collaborative model, where we're working with existing organizations in the community. So for depending on the population, if we're working, for example, in hopes we might work first starting with sort of justice agencies to identify justice impacted individuals. If we're doing a program with young adults, we might work with community organizations that are working with young adults, and then we partner them with our Restaurant Ready or Hope site, and that is a community based organization that can provide the specific training that's needed, as well as the supports that someone needs to get to work, whether that's transportation or, you know, a white shirt and black pants, if they're going to do catering, or all those things that make you able to go to the job. And then our last partner is our state restaurant associations. And I don't know if you know this, because I didn't know this before I worked for the National Restaurant Association, but there is a State Restaurant Association in every state, and their job is to be that liaison between industry and community and individuals. So in every state, we are partnering with the State Restaurant Association as well as those community based organizations. So if there is someone in industry who's like, Hey, I'd like to hire some of this talent, and they can connect with their State Restaurant Association. If there's an individual in the community, they can connect with their State Restaurant Association, or they can connect with a community based organization that's offering the training and support to get people into the work.

Steve 12:00

Gotcha, yeah, because I think it's that's the challenge, right? You can have all these great programs and teach these great skills, but making those connections, right, often it becomes the challenging part. And we've had some shows in the past where we talked about sort of that, that difficulty, particularly when, you know, agencies get involved and there's maybe some bureaucracy, who knows and rules can change, etc, right? And it's, it's really got to be about making these, making these programs accessible, driving awareness for them, right to the community. Because I think there's lots of folks out there ready to step in, ready to get involved, but just need some assistance, right in making those connections. And it sounds like you guys do a great job of helping to facilitate those connections.

Patricia Gill 12:47

Yeah. And I think that connection to industry is really important, because if you get training, but then you still have to go knock on a bunch of doors to even get in. That can be really stressful. And you know, how many no's do you hear before you just give up? But our having that direct connection through the state restaurant associations, to industry and to employers who are looking to hire is really helpful. And what we can do on the national level is we create this model so that they know what is Restaurant Ready. We've identified competencies that are going to be across all states and all organizations, so that industry can know that these individuals have these specific competencies and skills, and that those competencies and skills travel with them. They're transferable no matter where you go; Having that personal responsibility and knowing how to be part of a team and knowing how to communicate with people in a workplace environment is going to help you, and it's going to make you successful.

Trish 13:45

Yeah, I can imagine that. You know, if I'm the employer too, this is taking quite a bit of the heavy lifting from acquiring talent off of my plate, which, that's really always a complaint from all employers, right? The whole process that you have to go through to source good talent, and then to actually put them all the way through the process of hiring, to even understand if they might have the competencies and skills you need, you're really helping these state associations and the employers kind of quickly get through that phase right, just by making those connections, introductions, and, you know, it seems like it's a win win for everybody, right? For both the potential employee and for the employer. What kind of feedback are you getting from the restaurants that do participate with you in this, this effort?

Patricia Gill 14:35

Well, it's interesting. One thing that we have heard from employers, you know, prior to the program, is that they have, you know, they interview great people, but then they don't show up to work, and they never know why. And so one great thing about our program is that our participants have already gone through the program, so they know how to show up on time. But then there is also that support of the program to make sure if day of their car breaks down, we're helping them get to work or communicate to the employer. What have. Happened, or Day of, they don't have childcare, we're helping figure that out. Or at least the employer has that. Oh, this is what happened. You know, this is why Patricia didn't get there day one, versus just wondering what happened. And we have had, if I can, you know, brag a little bit for a minute, or it's really more be proud with our Hopes Program, which is our justice impacted program, we see statistics that 70% of individuals who come out of incarceration and are not working a year after they have left the facility, and we have almost flipped that on its head, because we have nearly 70% of our participants get employed. And what's more exciting is six months out, we have something like 80% retention, and a year out we have 70% retention. And if you ask any employer, how many people are still there a year later, it's, it's it's nowhere near that. And when we look a little further into that, 65% of those people are at the exact same job. So if you could have people come and then not only show up day one, but be there a year later, that's really powerful business and for industry, because then you've got someone, and we've seen this happen with our participants who can come in entry level, and then become a shift leader, a trainer, an assistant manager, and you're really building your team. And you know, you mentioned this Trish, you train someone, and then they leave, and you've got to train another person, but if you have someone who stays, not only do you not have to retrain, but they can train the person that's coming in behind them. So it's it's really great for business, and I think even more importantly, it's really great for that individual, because having a job is one of the things that's most tied to not recidivating. People who have work are much less likely to re offend or to go back or violate probation or any of those things. So those are just amazing results, not only for industry, but also for the individual and for the community.

Steve 17:16

A couple things here Patricia that that stand out for me is, is, one is those are remarkable retention rates for folks who've gone through the program, especially in the restaurant industry, right? I don't have the number in front of me, but it's, it's the turnover in restaurants is notoriously high, right? You know, the 600% or something, yeah, yeah. Crazy, right? Crazy. So those statistics and those outcomes are remarkable. And the other thing that strikes me too is, you know, just from our, you know, admittedly limited exposure to this topic, we've done a couple of shows on it. I've done, I've read one, one or two books about this is that restaurants often seem like they're a little bit more, maybe have less stigma around those folks who are re entering right there. They're a little bit more open, a little bit more welcoming. They've always had the reputation many of them, anyway, is a place to get another opportunity or a second chance, whereas other industries less so, right? That's just the truth of it. And so I do think that combination can work really well. And the numbers are, you know, remarkable. Trish, right? We've talked, and Patricia, we've talked about this on the show. Is the percentage of folks in the US, adults in the US, especially men who've had, you know, encounters, and you know, it was criminal justice, is remarkably high. It is very, very high. And we know that for many organizations, you know, finding and keeping people is, you know, such a challenge, so embracing this talent pool is is critical. So there's so many good things about this program that not only your outcomes, but just how much sense it makes, I guess there I made a speech. I apologize for doing that.

Patricia Gill 19:06

You were saying so, so go on. Go on.

Steve 19:09

I would like to, you know, be my question though Patricia would be like, are there differences in some of those core skills, or fundamental kind of skills that you guys work on with folks who say, who are coming back from re entering, versus say that maybe folks who are kind of doing their first kind of career. Is it a different set of things you focus on, or is it really the same things, teamwork, collaboration show up on time?

Patricia Gill 19:35

I think it's always, we always are focusing on the same competencies and competency areas, but sometimes there's different things that need to be tweaked, or there's different supports that are needed. So for example, if someone is coming out of incarceration, they may not have identification, they may not have familiarity with the latest like technology and iPhone, because we know your iPhone. And if you look away for six minutes and look back, something's changed. But so some of the the digital divide may be a factor, depending on how long they've they've been out of out of community. Definitely things like having identification, having a place to say, some of those supports may need to be in place, but the rest of it, you know, personal responsibility. A lot of them have experienced a lot of responsibility, so they really are very good on personal responsibility. Actually, we'll see some things are stronger. You know, I mean, communication sometimes will be stronger, sometimes not, but it always is individualized anyway, and so we're talking about hopes. But with Restaurant Ready, we've used it with a lot of different populations. We've used it with young adults, and so there's some communication things with young adults who like to text versus talk to people face to face. We've done a lot with people with disabilities, and depending on the disability, you know, communication may look a little different. Personal Responsibility may look a different so it's always those same competencies, because everybody wants those same things in their workplace. And then it's individual tweaks on personality and experience, and then supports, again, depending on what their community is like and what their circumstances are like.

Trish 21:18

Yeah, I'm glad you mentioned the other categories as well, right? It's not just formerly incarcerated, it's anyone. I think, as individuals, we all just want someone to see us and to see we have value. I remember I started my career working at manpower, and so I would say 80% were in the manufacturing, right? And so it's same kind of idea as individuals. I wanted them each to understand they were very important to me. I really wanted them to find a great job. And I found that if I invested my personal attention in someone, they were much more likely to stay but there was never the issue back then was there was never a way for me to scale this. And so what you're doing is actually being able to take that at scale and make people feel seen and respected and valued, heard. And I think then, if you're talking about the rates, like Steve, you mentioned, the really high retention rates, I think that's because for many people, any people, when you find a job where you feel like you're part of it, you're part of something bigger than yourself, you feel special, right? Yeah, especially if you're serving someone, serving the public, and then you're getting that good feedback, it's, it's hard to walk away if those things are occurring. So to me, I just wanted to say, I feel like, whether we're talking about the, you know, the Restaurant Ready program or the hopes program, I think both of them are doing things to where the person really feels not just valuable, but like they are adding to it. They're adding to what the restaurant or company is trying to achieve, right?

Patricia Gill 22:59

Yeah, I think so. And I think restaurants and hospitality is one of those sectors when they when you get public opinion, it's one of the ones that has, like, sort of the highest public opinion, like everybody has great, you know, restaurants where they can remember going for a birthday or an anniversary or someplace that they went for a vacation. It's usually people are mostly there for a positive reason, and so you're getting to be part of that experience and so many different career pathways, you know, you can be what we traditionally think of it, you know, maybe in the kitchen or front of the house serving, but there's also, there's also accountants, and there's HR in restaurant technology, and there's the supply chain, and then when you get into a hotel, that's like a whole city. So if you are a mechanical person, you can be doing that at a hotel. If you like to drive. You can be a driver for, you know, supply chain, or for a hotel. So there's such a wide range of possible careers that everyone can find sort of like what you said, Trish, that place where they're valued and they feel like their skills are adding to the team. And I did want to mention, when you talk about different populations, we've also got programs that were veterans, we've got programs that work with youth in foster care. And then we've got programs that are in high school here, something called Pro start that works with high school juniors and seniors in restaurants management as well as culinary. So there's really sort of entry places for anybody who's, you know, looking to build their skills and looking to build their credentials and find a place where they can come, and, of course, we hope everyone comes and stays, but they could also come, I mean, and get skills and go elsewhere. I think what is it? About two thirds of adults who worked in a restaurant at some point in their life, usually, like in college or whatever. And then for some people, it's just great people skills when they go elsewhere. And then other people, they come and, like some of our participants, they stay.

Steve 24:57

Love it. Yeah. And as you said, Patricia., so many of these, really, all these skills are super transferable. They're relevant in any career field, really, that you might move into there, if you move about the country, right? You can take those skills with you and start up a new career in a new place, right? They're all meaningful. They're not they're not limiting, or actually they're expanding, right? They expand your opportunity and they expand your options. Yeah, it's fantastic. I just love this. You know, I think about how in the US, right, the chances are really good that in the next three to five years, we're going to be like, Oh my God, there's no people. We can't find anybody to work right through a combination of economic expansion, hopefully, but also just some demographic things that are happening in the labor force. There's something like 25,000 baby boomers retiring every day right in the US, right? And the numbers of people coming in are less, right? They're fewer, and then a whole nother story could be 10 years down the road, how? Like, the birth rates declining so much in many places, we're just not going to help workers. So expanding opportunity to people, getting giving them a chance, sometimes a second chance, but sometimes the first chance, right is it's going to be so important for both for these industries, for these people, and certainly for the overall kind of economic vitality of the country, right? I think it's fantastic. I think, Patricia, I guess the last thing I would want to ask you to share, if you could, is, we talked a little bit earlier about folks just becoming aware of these programs, getting involved, getting connected to them. If you were, let's do two sides of this: first would be just an individual, whether you're a young person, or maybe you're a person who's had some issues in the past, whatever they may be, and you're looking, hey, this sounds really good. I'd love to maybe try to acquire some of these skills. This would be a good option for me. If I was just a person. What might you recommend to that person? And if it varies depending on where you live, and stuff like that. That's okay, but like, just how could people sort of engage with the the the NRA and these programs?

Patricia Gill 27:09

Well, there's a couple different things. You can go to our website, choose restaurants.org and that way you can find out where all of our Restaurant Ready programs are and see if there's one in your community or near you, you can also go to your State Restaurant Association to find out about industry and opportunities in your area, because they will be directly connected to who's hiring in your area. And also be able to help you connect to any Restaurant Ready or Hopes or Pro Start, or any of those other programs in your community. Hopes did just be lucky enough be honored enough to be awarded two additional federal grants from the Department of Labor. So we are expanding. We'll be in 12 more states. So you can definitely also come to choose restaurants.org to see if your state is one of those states. I don't want to try to list 12 now, because I'll probably forget the other two, but so that's something too to look at that. And if hopes is not yet in your state, we can also work with the Restaurant Association, because, as I mentioned, we really do that community collaborative model where we work with justice agencies, community based organizations and State Restaurant Association. So every state has the ingredients to create that sort of pathway. So again, come to our website, chooserestaurants.org, or connect to your State Restaurant Association, and that way they can be part of just this amazing opportunity, I really think, to help individuals and communities and for people to come into a great welcoming industry.

Steve 28:55

Patricia, thank you. I love it. I i think this is such an awesome program. I can't I'm thinking about it like going out to eat, you know, today, hopefully. And, you know, just, I mean, people love it, right? I mean, I don't want to get into all the weeds of it, but, like, people love to engage with their favorite places, right? It has so much meaning in their lives, right? The people who go out to restaurants and all of us really, right? And you know, if you if a favorite restaurant brand goes as far as changing their logo, there's an uproar, right? As we saw this week, right? But that's that tells you something, right? It's indicative of the place that these these businesses and these restaurants have in the fabric of many people's lives. It's very important I'm not downplaying at all.

Patricia Gill 29:42

It is, you're making me hungry just talking about it honestly. I think we all have those favorite dishes, those favorite restaurants, those favorite memories...

Steve 29:51

But the key is, right, people have to do that. There's there's a there's a kitchen full of people in a back house full of people in the front of the house, people and everybody else. Else, right? That they don't just appear out of the thin air, right?

Patricia Gill 30:03

And there are people actually who, like, think of the recipes, there's the flavor people, and there's people out there all the time who are thinking of, like, new variations of dishes, and that's a whole job, too. And the people that work for these large companies thinking of new products. So there's, there's just so many great individual skills and talents that go into that delicious dish that ends up in front of you at your favorite restaurant.

Trish 30:29

You make me want to, like, quit my job and go work at a restaurant. Like, no, I I'm so glad you've mentioned all the different parts of the business that people can be involved in and have their valuable skills and contributions make that difference for the individual that receives that plate at the end of the long chain of things that have to happen for it to get there.

Steve 30:53

Yeah, this is awesome. Great stuff. Patricia, thank you so much. This has been a great conversation. I learned a lot today in the prep for the show, but also from talking to you. I don't want to put you on the spot, because I know the NRA has got lots of members, so I won't ask you, Patricia, unless you unless you feel like you want to weigh in. But Trish, I'll ask you, like, what's your go to? If you're going out to eat today, where are you going?

Trish 31:14

We actually have a restaurant here in Fort Collins, Colorado, called Jax, J, A, X. It's a food restaurant. We go every single Tuesday. Like it's it's a routine, but it's also just something I look forward to. I think that's part of you know what we've been talking about. You not only have good memories, you want to build it into your future plans, like on a regular basis. What about you?

Steve 31:37

I have so many, I I'm, I like, I like Panera a lot. I like, I eat Indian to quite a bit, but I'm like, half. I'm like, a 90% vegetarian at this point. So I'm strategically, like, picking my spots. But, yeah, but it's great. There's so many options and so much opportunity, Patricia, I mean, I'm hungry too.

Patricia Gill 32:05

It's kind of a fun new thing I did, without giving a specific place, is where they have those places where it's like a food hall; because I love all the food I like. I am a person that you know anything, almost like tapas, or where you can do a bunch of appetizers, because I like to try a few different things at the same time. So one of these kind of emerging concepts really are these food halls where you've got a bunch of different foods all in one place. So like last night, I was at a place where they had tacos, but they also had pizza, but they also had sushi, they also had, like, a place that they made you like these fresh fruit juices. So I had, we had a little bit of everything. It was just, I mean, you can't go wrong.

Trish 32:49

Can I give a shot to a DC one? Since you're in DC, we'll see if you've been there, Kitchen and Kocktails.

Patricia Gill 32:59

Oh, I know that. Yes, yes. Oh, my goodness, I've heard great things. I haven't personally been there yet, but I've been hearing great things.

Trish 33:03

You must go, like if I you know we were talking a lot about just all the people that are involved. From the moment I walked in there, it's in DC. I know they have other locations as well, but yeah, the moment we walked in as a family, they were so warm and so welcoming. Service, phenomenal. Food, phenomenal. So that's my DC recommendation.

Patricia Gill 33:24

There we go. Good stuff. That's what we want to, that's we want to hear.

Steve 33:29

So we're going to tell people to go to chooserestaurants.org. Chooserestaurants.org. Check out what you can how you can get engaged with these programs for the Hopes, Program, Restaurant Ready program with great stuff that the NRA is doing Patricia. Thank you again, so much. It's a great, great conversation. We really appreciate your time!

Patricia Gill 33:46

Thank you both. This is fun!

Steve 33:49

Awesome. Trish, great stuff. Want to thank our friends at Workhuman, of course, for all their support of the show. Thanks for tuning in, thanks for being part of the conversation today. Trish, I'm hungry, so maybe we should let let everybody all right, good stuff. Check out all the shows on the network. I heard, Trish, a rumor that a new title is coming on our network soon.

Trish 34:10

A new title is coming, yes, you'll have to stay tuned.

Steve 34:14

Okay, great, great stuff. Okay, thanks for listening to the show. My name is Steve Boese, go to hrhappyard.net for all the archives. We'll see you next time, and bye for now.

Transcribed by https://otter.ai