

CFPIC

**Child & Family
Policy Institute
of California**

**Linkages: CalWORKs & Child
Welfare Collaboration
It Really Does Just Make
Sense!**

Stuart Oppenheim, Executive Director

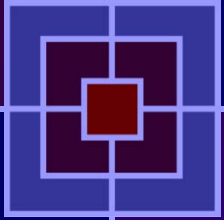
Danna Fabella, Linkages Project Director

Alma Vega, LA Dept of Public Social Service

***David Yada, LA Dept of Children & Family
Services***

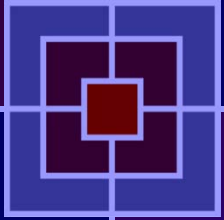
CWDA Conference 10-3-12

Long Beach, California



Agenda

- **What is CFPIC and how did we get involved in Linkages?**
- **What is Linkages?**
- **Video**
- **Los Angeles County: An Example**
- **Toolkit**
- **Lessons Learned**



What is CFPIC?

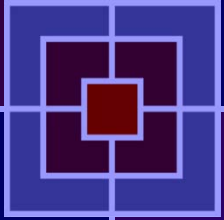
- **CFPIC incorporated as 501 c 3 in 2004**
- **Mission**
 - *To advance the development of sound public policy and promote statewide program excellence in public Human Services Agencies through research, education, training and technical assistance targeted to unmet needs identified by Human Services Agencies and funding partners*
- **Fundamental goal: To identify best practices and help spread them across the state**



Stakeholder consensus:

- **CFPIC's can best serve California's Human Services System by:**
 - **Identifying Best Practices**
&
Helping to Spread Best Practices

CFPIC EVOLUTION FROM 2004 TO 2012



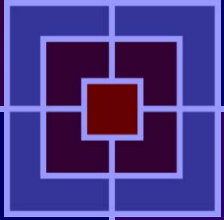
- **8 YEARS OF EXPERIENCE IN IMPLEMENTING, SPREADING, SUSTAINING INNOVATIVE PRACTICES**
 - **FAMILY TO FAMILY**
 - **BREAKTHROUGH SERIES COLLABORATIVES**
 - **DIFFERENTIAL RESPONSE**
 - **TRANSFORMATION OF INDEPENDENT LIVING SERVICES**
 - **DISPROPORTIONALITY**
 - **FAMILY FINDING AND ENGAGEMENT**
 - **TANF/CHILD WELFARE PARTNERSHIP(LINKAGES)**
 - **CAPP**



LINKAGES EXPERIENCE

- **MOST WIDESPREAD CFPIC INITIATIVE**
- **12 YEARS OF WORK IN MOVING FROM CONCEPT TO IMPLEMENTATION AND SPREAD**
- **PEER SHARING ACTIVITIES**
 - **TOPIC OF INTEREST CALLS**
 - **WEBINARS**
 - **CONFERENCE S**

LINKAGES: Context for Change



- California's Human Services programs in late 1990's challenged to reform
- Outcomes Focus provided measures for monitoring change
- Partners and advocates committed to working with the public system to achieve specific desired results



Linkages History

- **Vision Created in 1998, 1999**
 - **Public/Private Partners**

Poverty is a risk factor for child abuse and neglect

Families with annual incomes below \$15,000, compared to families with annual incomes above \$30,000, are over 22 times more likely to experience some form of maltreatment.

(US Dept HHS)

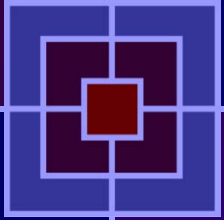


Foundation of Vision

Overlap of clients in Temporary Assistance to Needy Families (TANF) and Child Welfare Services (CWS):

- ❖ **Statewide, 60% children in CWS have a history of AFDC or TANF aid**
- ❖ **Varies by county: from 44% - 87%**
- ❖ **CWS use predicted by: AFDC/TANF use, unemployment, and family poverty rates**

(CDSS RAD, August 2002)

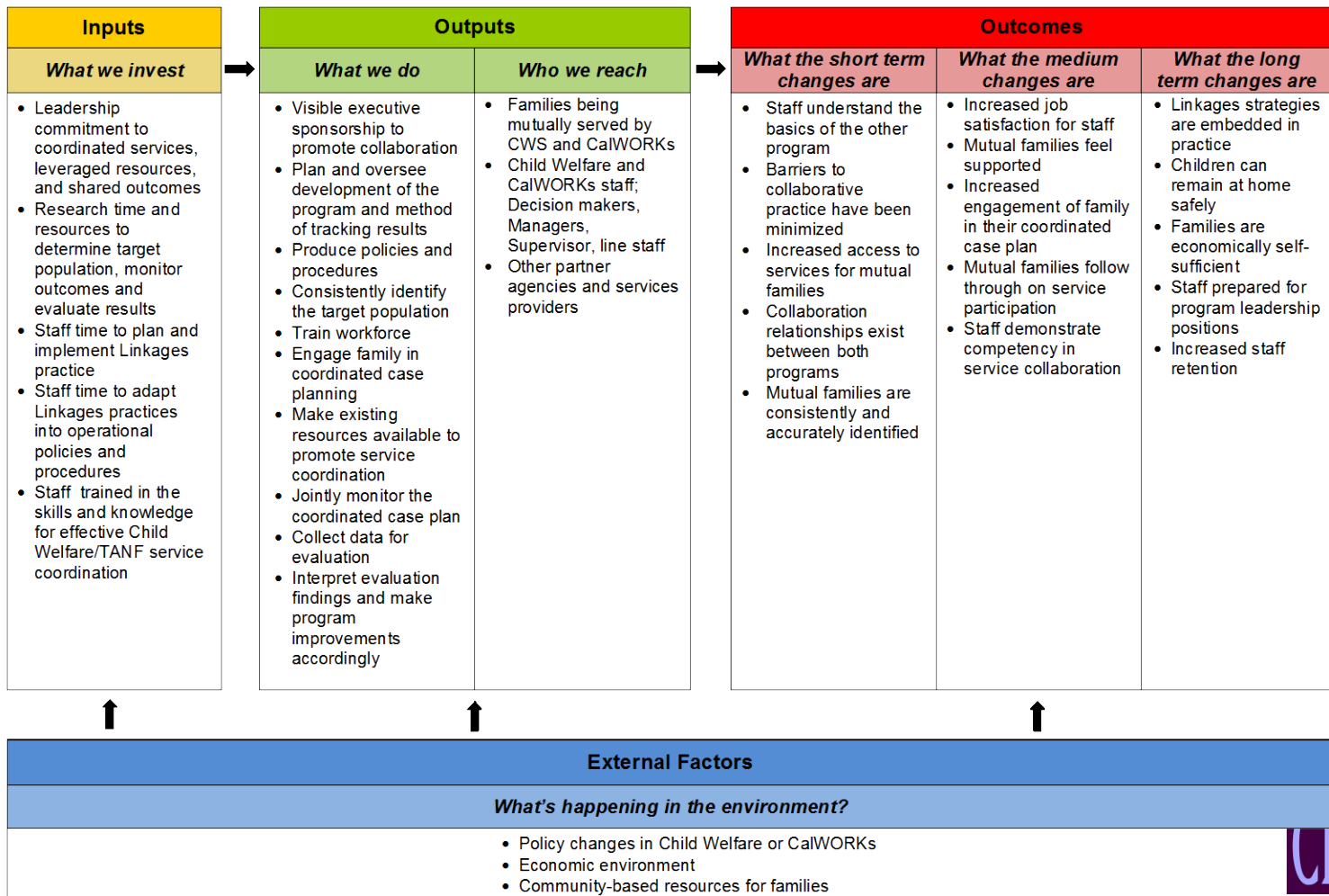


Linkages History (cont' d)

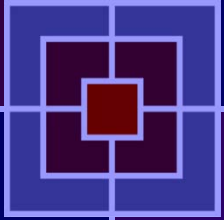
- **Planning Phase 2000-2002 (Foundation)**
- **Four Stages of Implementation**
 - **Pilot Phase 2003 (*Foundation*)**
 - **Second Implementation Phase 2005 (*Foundation*)**
 - **Third Phase Implementation under the *Federal Demonstration Grant* 2006-2011**
 - **Fourth Phase to deepen and spread *CDSS-Office of Child Abuse Prevention Grant* 2011 to 2014**

Linkages Logic Model

LINKAGES LOGIC MODEL: System Perspective



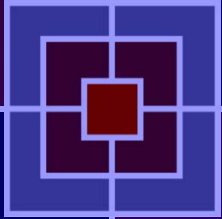
Linkages Today



- Over 30 of California's 58 Counties, Representing over $\frac{3}{4}$ of state's population involved under the Federal Grant
- Currently 20 Counties are actively in Peer Sharing and Mentoring funded by CDSS/OCAP



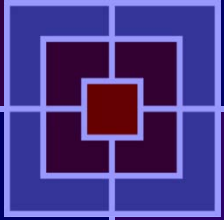
Linkages: What does it look like in practice?



- **Units consisting of staff from and from Child Welfare**
- **Co-location of *TANF/WTW staff in Child Welfare offices**
- **Co-location of Child Welfare staff in TANF/WTW offices**
- **Coordinated Case planning meetings**
- **Joint Fiscal planning meetings**

*Temporary Assistance to Needy Families
Welfare To Work

Linkages: What does it look like? (cont' d)



- **Cross Training between staffs**
- **Coordinated Case Plans**
- **Collaborative Client Engagement**
- **Sharing Resources between CalWORKs and Child Welfare programs**
 - **Domestic Violence**
 - **Substance Abuse**
 - **Mental Health**
 - **Parenting**
 - **Transportation**
 - **Child Care**



Who Is Being Served?

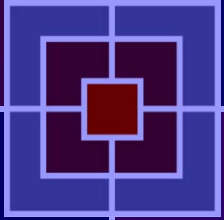
- **Families being served by Child Welfare who also being served by CalWORKs/WTW**
 - **Emergency Response Referrals**
 - **Family Maintenance**
 - **Family Reunification**
 - **After-care**



Promising Outcomes

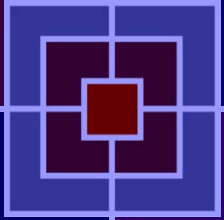
- **Percent of children with substantive recurrence of maltreatment:** *data suggest families avoid early recurrence of maltreatment*
- **Percent of children not removed:** *Only 2 counties reported data and showed lower rates of removal*
- **Percent of parents who resolved sanctions:** *Increase*
- **Length of time the Parent is on aid:** *Limited data but showed decrease in time on aid*

Staff Surveys and Case Study Findings

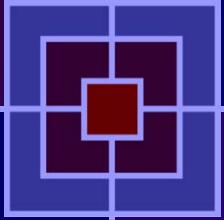


- **Top 5 Factors leading to successful implementation:**
 - **Strong Leadership that supports the initiative**
 - **Workplace environment open to innovation**
 - **The belief families will be better off because of the collaboration between CWS and TANF workers/programs**
 - **Clear communication between workers/programs**
 - **Compatible procedures**

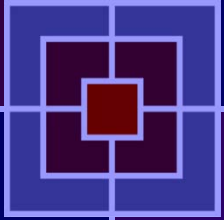
Linkages Video: A View from staff and Family



Los Angeles Implements Linkages

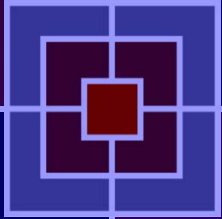


Los Angeles Implements Linkages



- **Pilot (March 2006):** Three Department of Children and Family Services (DCFS) and corresponding CalWORKs and Welfare-to-Work Offices.
- **Countywide Implementation (November 2007 – November 2009):** Incremental rollout through four cohorts was necessary due to the County's size. Pilot offices, Cohort 1.
- **Rollout Cohorts:** Each cohort included approximately four DCFS offices and their corresponding CalWORKs & Welfare-to-Work offices.

DPSS/DCFS June 2012 Data

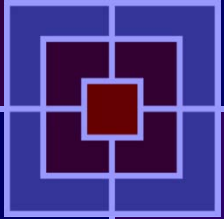


	Department of Public Social Services (DPSS)	Department of Children and Family Services (DCFS)	
	<i>CalWORKs/Welfare-to-Work</i>	<i>Child Welfare Services</i>	
Offices	31 CalWORKs/ General Relief (GR) 7 Welfare-to-Work	17	
		Referrals	Cases
Monthly Caseloads	177,045*	13,982	34,886**

* CalWORKs Cases

* * Includes Emergency Response (Open Services Cases), Family Maintenance, Family Reunification, Permanent Placement & Adoption Services Cases.

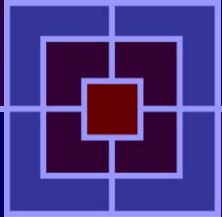
Implementation Strategies



- **Planning Committee:** Involvement by key stakeholders in the planning for the pilot included DCFS, Department of Public Social Services (DPSS), Chief Executive Office (CEO); and DCFS & DPSS office managers and line staff.
- **Linkages Liaisons:** Line office coordinators were established as central point of contacts. A Linkages Liaison/Coordinator exists in every DCFS, CalWORKs/General Relief, and Welfare-to-Work office.
- **Linkages Coordinators:** DCFS & DPSS designated a Linkages Coordinator.

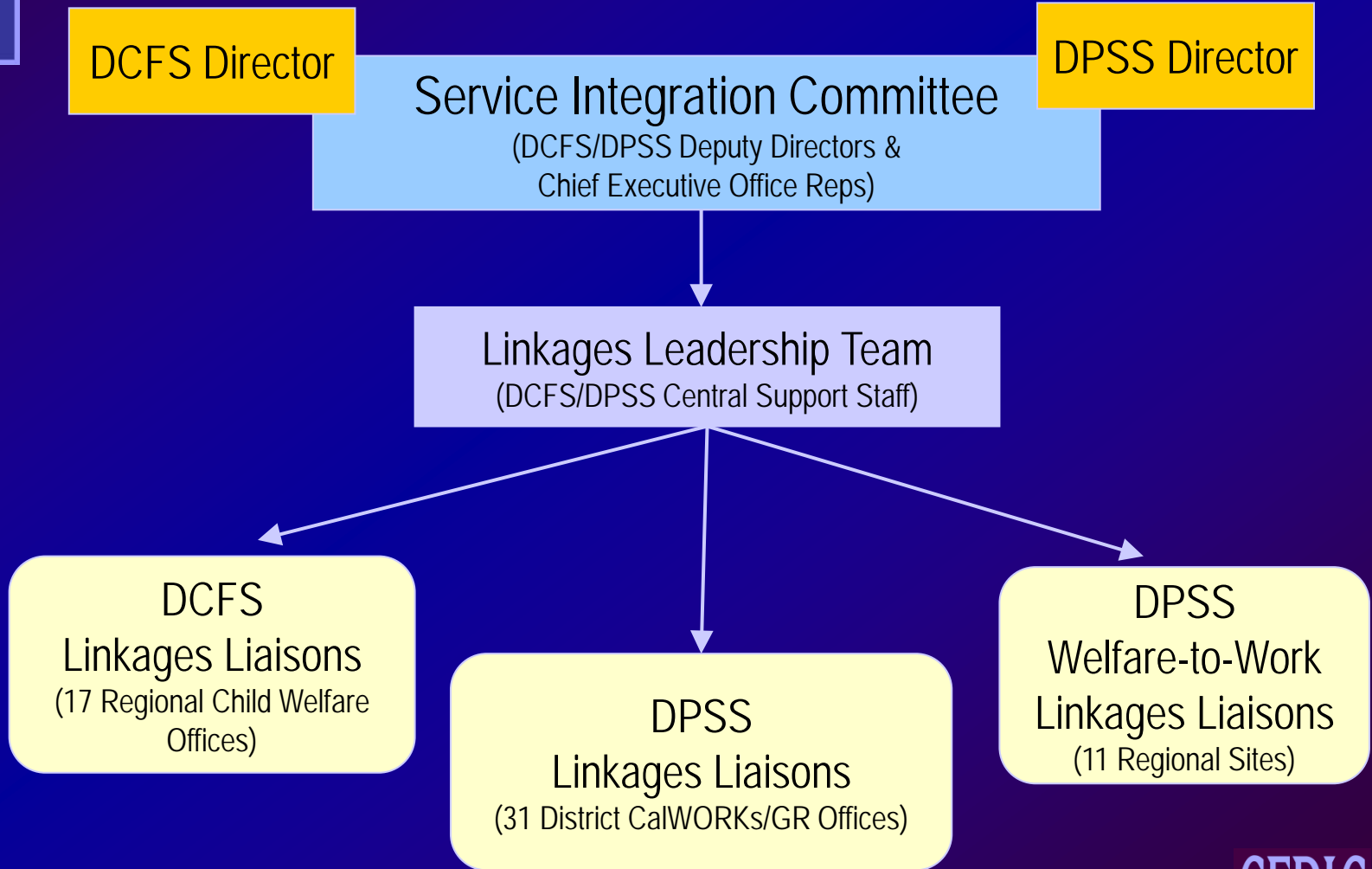
Implementation Strategies

(Continued)

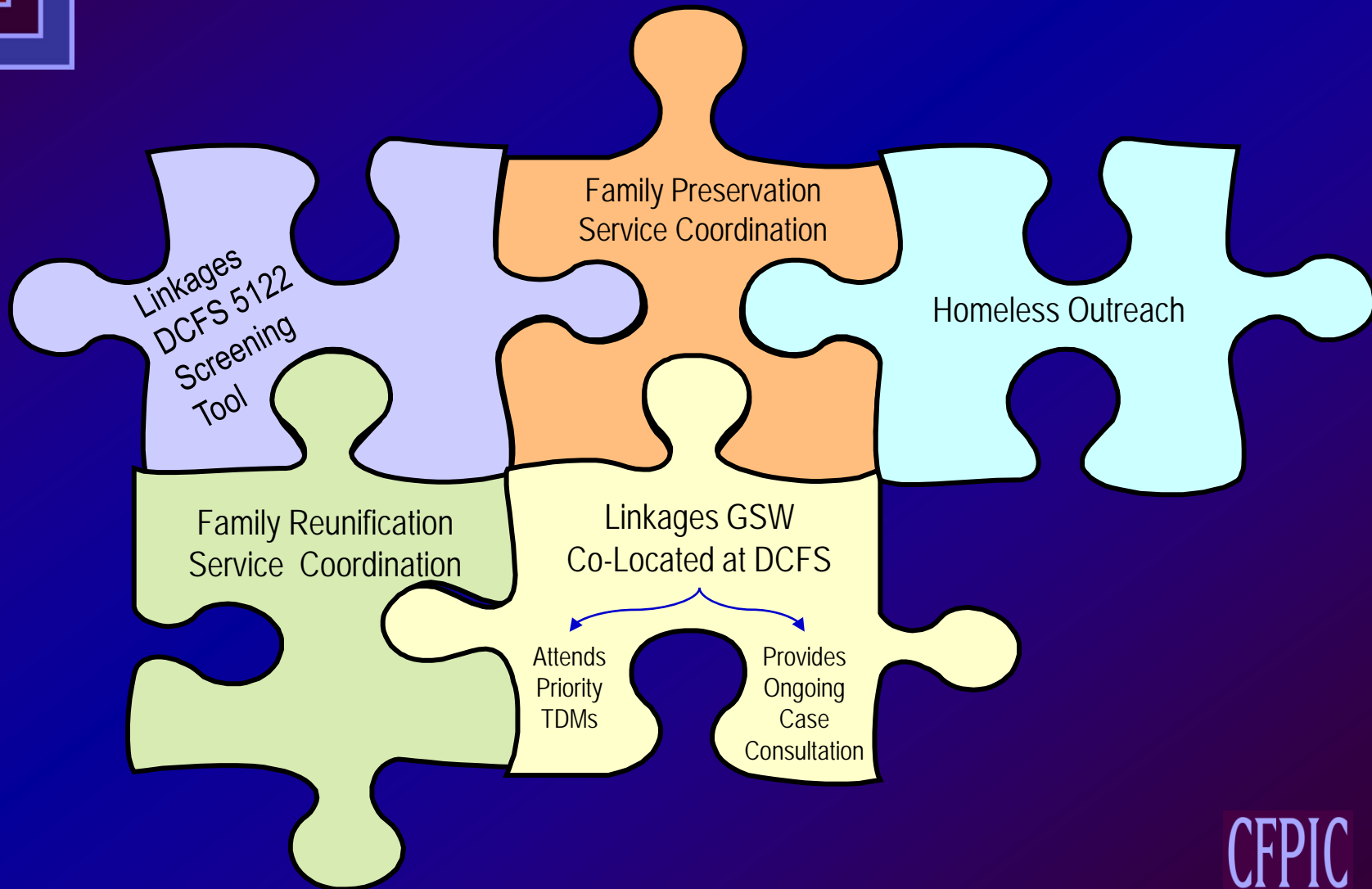
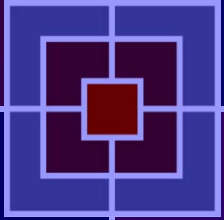


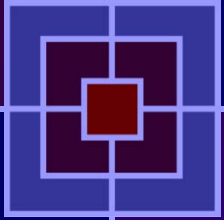
- **Linkages Protocols:** The four protocols developed for implementation were deliberate. Currently, there are five protocols.
- **DPSS Worker Co-located in DCFS:** Co-location was key for implementation.
- **Rollout & Training:** Planning the rollout of the cohorts and training curriculum was strategically planned.
- **Linkages Leadership:** After the pilot phase, the Linkages Planning Committee evolved into the current Leadership infrastructure needed to support and sustain Linkages.

Linkages Leadership



FIVE LINKAGES PROTOCOLS IN LA





Training Planning Strategies

- **Rollout Pre-Meetings:** Prior to training, held pre-implementation meetings with impacted DCFS & DPSS office leadership and their administrative team.
- **Co-located GSW:** As Linkages was rolled out to a DCFS office, their co-located Linkages GSW was selected prior to training and he/she attended all of the office's training sessions.
- **Linkages Training Team:** Developed the training curriculum and a training plan for each DCFS/DPSS office.



Linkages Training Approach

Some of our best practices to successful training is modeling collaboration through:

- Training sessions conducted jointly, a DCFS and DPSS trainer.
- For each training session, the “Welcome” is conducted jointly by office managers (DCFS/DPSS) for implementation training.
- Linkages Leadership Team representatives are always in a supporting role for implementation training sessions and others trainings as needed.
- Curriculums include both departments’ role within the specific protocol being covered.

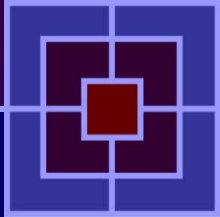
Linkages Training Sessions

Strategies used for training sessions:

- **Joint Training Sessions:** Staff are purposely seated next to someone from the opposite department.
- **Handout Packet:** Includes PowerPoint , training session related forms, process flow charts, and a Linkages brochure.
- **Linkages Liaison Listing:** Most recently revised listing is distributed and reviewed.
- **Training Environment:** We create a fun environment to keep staff engaged and **awake**, especially during an all day training session.
- **Curriculum:** Interactive & fun activities are incorporated to reinforce the curriculum.



Training Activity Sample

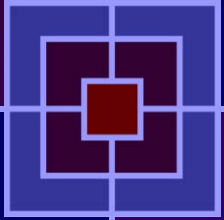


<h2 style="text-align: center;">LINGO BINGO</h2> <p style="text-align: center;">(Answer Sheet)</p>				
<p><u>LEADER</u></p> <p>LA Eligibility Automation Determination Evaluation & Reporting System</p>	<p><u>FM</u></p> <p>Family Maintenance</p>	<p><u>DPSS</u></p> <p>Department of Public Social Services</p>	<p><u>CWS/CMS</u></p> <p>Child Welfare Services/Case Management System</p>	<p><u>LGSW</u></p> <p>Linkages GAIN Services Worker</p>
<p><u>CBL</u></p> <p>Community Based Liaison</p>	<p><u>GSW</u></p> <p>GAIN Services Worker</p>	<p><u>TDM</u></p> <p>Team Decision Making (Meeting)</p>	<p><u>GEARS</u></p> <p>GAIN Employment Activity Reporting System</p>	<p><u>FR</u></p> <p>Family Reunification</p>
<p><u>GAIN</u></p> <p>Greater Avenues for Independence</p>	<p><u>WCNIS</u></p> <p>Welfare Case Management Information System</p>	<p><i>Free Space</i></p>	<p><u>DCFS</u></p> <p>Department of Children and Family Services</p>	<p><u>SCSW</u></p> <p>Supervising Children's Social Worker</p>
<p><u>ER</u></p> <p>Emergency Response</p>	<p><u>SAAMS</u></p> <p>Search Attach Assign Merge Specialist</p>	<p><u>WW</u></p> <p>Welfare-to-Work</p>	<p><u>MCPC</u></p> <p>Multidisciplinary Case Planning Committee</p>	<p><u>CaWORKs</u></p> <p>California Work Opportunity and Responsibility to Kids</p>
<p><u>CSW</u></p> <p>Children's Social Worker</p>	<p><u>VFM</u></p> <p>Voluntary Family Maintenance</p>	<p><u>GROW</u></p> <p>General Relief Opportunities for Work</p>	<p><u>DI</u></p> <p>Dependency Investigator</p>	<p><u>GR</u></p> <p>General Relief</p>

Training Activity Sample

Linkages Jeopardy

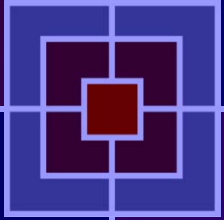
Service Coordination	Family Reunification	CaWORKs & CWS Collaboration
<u>10</u>	<u>10</u>	<u>10</u>
<u>20</u>	<u>20</u>	<u>20</u>
<u>30</u>	<u>30</u>	<u>30</u>
<u>40</u>	<u>40</u>	<u>40</u>



Workers leverage services/resources for CalWORKs families with an open Child Welfare case where the child(ren) remain in home of parent

What is Family Maintenance (Family Preservation) service coordination?

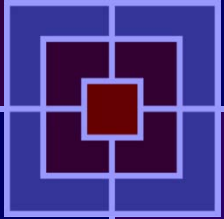




Workers who conduct ongoing
service coordination for mutual
Linkages families

*Who are the Child Welfare Services
and CalWORKs/Welfare-to-Work
workers?*

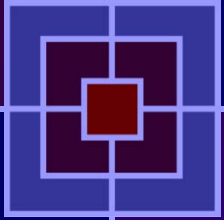




This worker participates in Team Decision Making family meetings with Child Welfare Services when it involves a mutual family

*Who is the
CalWORKs/Welfare-to-Work worker?*

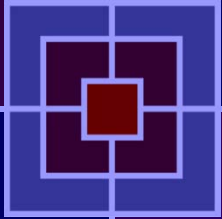




Maximizing resources/services
for families, communicating
effectively and developing
complementary case plans

*What is effective service
coordination?*

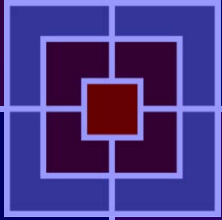




Terminated CalWORKs families whose children were removed from the home and the parent has a Child Welfare Services case plan in place

What is CalWORKs Family Reunification?

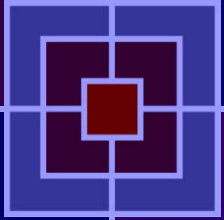




Mental Health, Substance Abuse,
Domestic Violence, Employment
Services, Supportive Services
(transportation, school/work related
expenses)

*What are CalWORKs-funded FR
activities/services?*

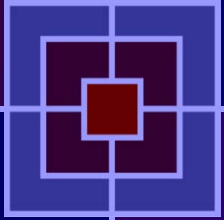




Child Welfare Services establishes good cause for a FR extension and a CalWORKs redetermination must determine the parent to continue to be CalWORKs eligible

What is required for an extension of CalWORKs FR services?

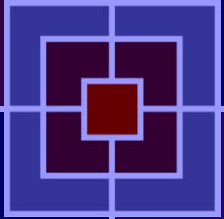




- 1) The child(ren) was removed from the home & placed in out-of-home care;
- 2) Assistance Unit (including the parent) was receiving CalWORKs when the children were removed; **and**
- 3) CWS has determined CalWORKs services are necessary for reunification.

What are the conditions a CalWORKs parent must meet to receive CalWORKs Family Reunification services?

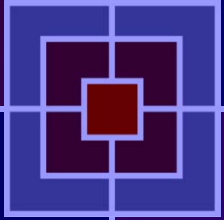




Maximizing resources for families,
less duplication of services, and a
“Team” approach in serving families

*What is efficient Linkages
service coordination?*

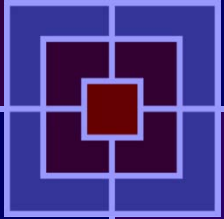




Create a shared vision, foster and support CWS and CalWORKs/WtW partnership, recognize and reward collaboration, and reinforce service coordination

What can Directors/Managers do to champion Linkages?

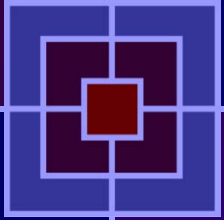




Initiate contact with CWS/CalWORKs counterpart to maximize services for families, share necessary information to provide services, and invite counterpart to conduct joint Linkages presentations during staff meetings

What can staff do to promote Linkages?



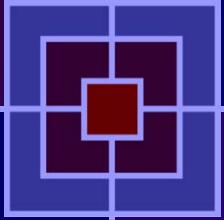


In Child Welfare Services, this is the first and most important step in serving families through Linkages

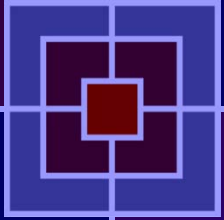
What is identifying a CalWORKs family?



Linkages Products for Spread and Sustainability



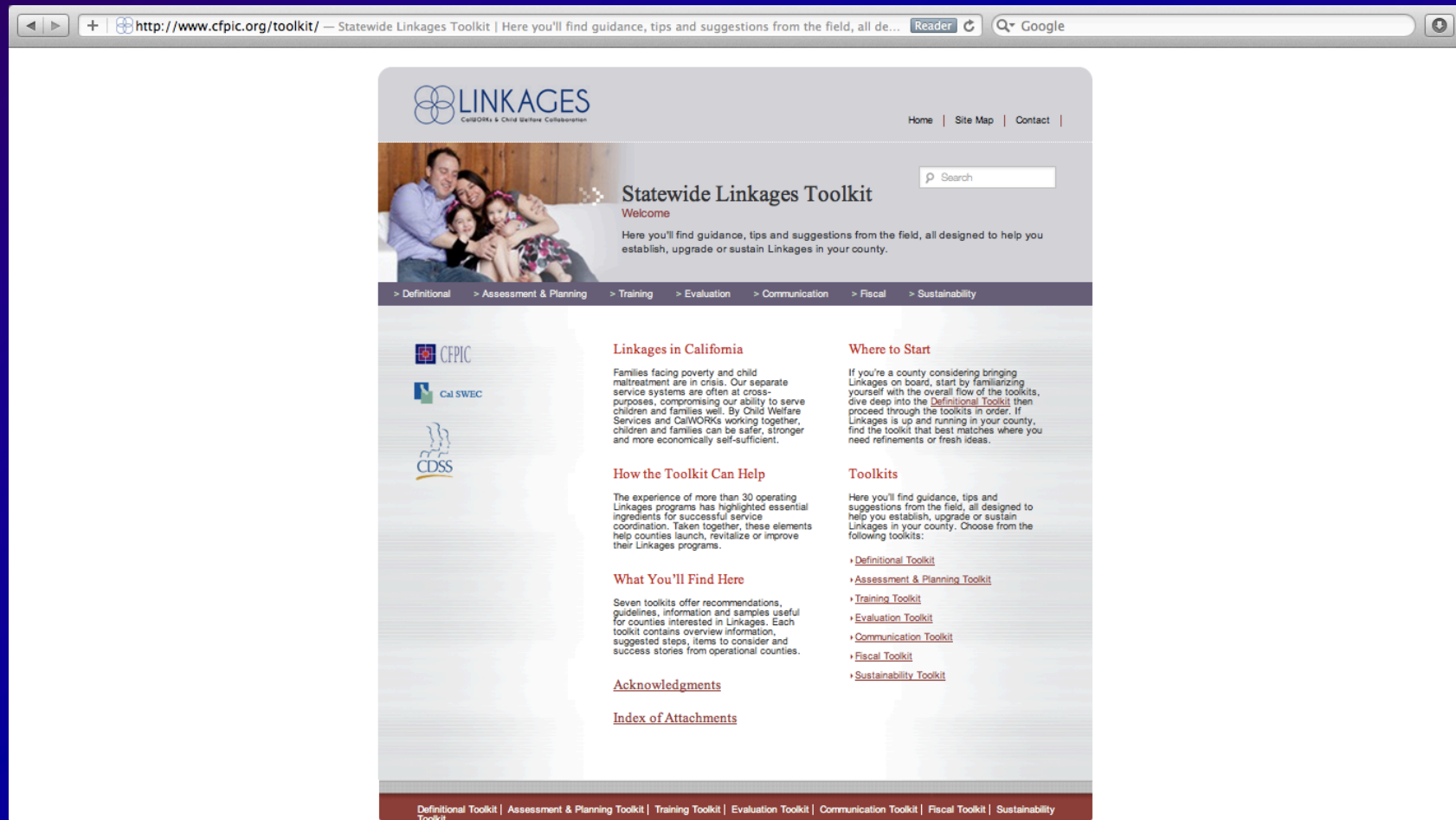
- **Communications Tools**
 - Video
 - Brochure
 - FAQ's
- **Linkages Toolkit**
 - On-line tool "how-to" plan and implement Linkages



Toolkits

- **An exciting approach to supporting implementation, spread and sustainability**
- **CaISWEC/CFPIC has developed a standardized toolkit framework that we are using across a multitude of platforms**

Toolkit Home Page



The screenshot shows a web browser window displaying the homepage of the Statewide Linkages Toolkit. The browser's address bar shows the URL <http://www.cfpic.org/toolkit/>. The page features a navigation menu with links for Home, Site Map, and Contact. A search bar is located in the top right corner. The main content area is divided into several sections: a welcome message, a navigation breadcrumb trail, logos for CFPIC, Cal SWEC, and CDSS, and detailed sections for Linkages in California, How the Toolkit Can Help, What You'll Find Here, Acknowledgments, and Index of Attachments. A list of toolkits is provided, including Definitional, Assessment & Planning, Training, Evaluation, Communication, Fiscal, and Sustainability. The footer contains a list of all toolkits available on the site.

http://www.cfpic.org/toolkit/ — Statewide Linkages Toolkit | Here you'll find guidance, tips and suggestions from the field, all de... Reader ↻ 🔍 Google

LINKAGES
CalWORKs & Child Welfare Collaboration

Home | Site Map | Contact

Search

Statewide Linkages Toolkit

Welcome

Here you'll find guidance, tips and suggestions from the field, all designed to help you establish, upgrade or sustain Linkages in your county.

> Definitional > Assessment & Planning > Training > Evaluation > Communication > Fiscal > Sustainability

CFPIC

Cal SWEC

CDSS

Linkages in California

Families facing poverty and child maltreatment are in crisis. Our separate service systems are often at cross-purposes, compromising our ability to serve children and families well. By Child Welfare Services and CalWORKs working together, children and families can be safer, stronger and more economically self-sufficient.

Where to Start

If you're a county considering bringing Linkages on board, start by familiarizing yourself with the overall flow of the toolkits, dive deep into the [Definitional Toolkit](#) then proceed through the toolkits in order. If Linkages is up and running in your county, find the toolkit that best matches where you need refinements or fresh ideas.

How the Toolkit Can Help

The experience of more than 30 operating Linkages programs has highlighted essential ingredients for successful service coordination. Taken together, these elements help counties launch, revitalize or improve their Linkages programs.

What You'll Find Here

Seven toolkits offer recommendations, guidelines, information and samples useful for counties interested in Linkages. Each toolkit contains overview information, suggested steps, items to consider and success stories from operational counties.

Toolkits

Here you'll find guidance, tips and suggestions from the field, all designed to help you establish, upgrade or sustain Linkages in your county. Choose from the following toolkits:

- [Definitional Toolkit](#)
- [Assessment & Planning Toolkit](#)
- [Training Toolkit](#)
- [Evaluation Toolkit](#)
- [Communication Toolkit](#)
- [Fiscal Toolkit](#)
- [Sustainability Toolkit](#)

Acknowledgments

Index of Attachments

Definitional Toolkit | Assessment & Planning Toolkit | Training Toolkit | Evaluation Toolkit | Communication Toolkit | Fiscal Toolkit | Sustainability Toolkit

Toolkit Site Navigation

http://www.cfpic.org/toolkit/ — Statewide Linkages Toolkit | Here you'll find guidance, tips and suggestions from the field, all de... Reader Google

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> Definitional > Assessment & Planning > Training > Evaluation > Communication > Fiscal > Sustainability

> Overview

> Program Design Road Map

> Implementation Planning Road Map

> Implementation Lessons Learned

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- ▶ [Assessment & Planning Toolkit](#)

What You'll Find Here

CFP

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CDSS

Definitional Tools

The screenshot shows a Safari browser window displaying the Statewide Linkages Toolkit website. The browser's address bar shows the URL <http://www.cfpic.org/toolkit/>. The website header includes the LINKAGES logo and navigation links for Home, Site Map, and Contact. A search bar is located in the top right corner.

The main content area is titled "Statewide Linkages Toolkit" and includes a "Welcome" message. Below this, a navigation menu lists various sections: Definitional, Assessment & Planning, Training, Evaluation, Communication, and Fiscal. A sidebar on the left contains a table of contents with the following items:

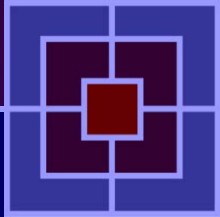
- Overview
- About Linkages
- Logic Model
- Key Ingredients
 - Emergency Response/CalWORKs Protocols
 - Family Maintenance/CalWORKs Protocols
 - Family Reunification/CalWORKs Protocols
 - Implementation Survey Results
 - Linkages History
 - Linkages On the Road
 - Screening for CalWORKs
 - Screening for Family Support
 - Special Populations
 - Staff Survey Results

The main content area also features a "Where to Start" section with introductory text and a "Toolkits" section listing the following resources:

- Definitional Toolkit
- Assessment & Planning Toolkit
- Training Toolkit
- Evaluation Toolkit
- Communication Toolkit
- Fiscal Toolkit
- Sustainability Toolkit

At the bottom of the page, there is a footer with the text: "©2011 - 2012 Linkages Toolkit. All rights reserved. | Home | About | Contact | Site Map | Site by mbi |".

About Linkages



Browser address bar: <http://www.cfpic.org/toolkit/definitional-toolkit/about-linkages/> — About Linkages | Statewide Linkages Toolkit

LINKAGES
CHILDREN & CHILD ABUSE COLLABORATOR

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Definitional | Assessment & Planning | Training | Evaluation | Communication | Fiscal | Sustainability

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About Linkages

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What Is Linkages?

Linkages is a service coordination partnership between Child Welfare Services (CWS) and CalWORKs that addresses common barriers limiting parents' ability to work and keep their children safely at home. Linkages families are working toward becoming safe parents with Child Welfare Services while at the same time trying to achieve economic self-sufficiency through the employment services of the CalWORKs program. They get it as hard as it comes: juggling conflicting case requirements, following different timelines and navigating between two separate bureaucracies that often don't communicate with each other.


Linkages helps families succeed in two ways:

Prevention ensures families receive all the resources for which they may be eligible from either CalWORKs or CWS including an expedited method of accessing this assistance. A prevention focus can begin at either the point of entry to child welfare services or at the time families apply for CalWORKs benefits.

- **Screening for eligibility to CalWORKs programs** — Families that come to the attention of CWS are asked a few simple questions to determine if they can benefit from the assistance available through CalWORKs.
- **Screening for eligibility to family support services** — Families entering CalWORKs can voluntarily participate in family strengthening activities to promote protective factors associated with the future safety and well-being of their children.

Intervention ensures families who are involved in both CalWORKs and CWS experience the service coordination and family engagement they need to keep a safe and stable home for their children while working toward economic self-sufficiency. Three intervention strategies are being used throughout the CWS case life cycle:

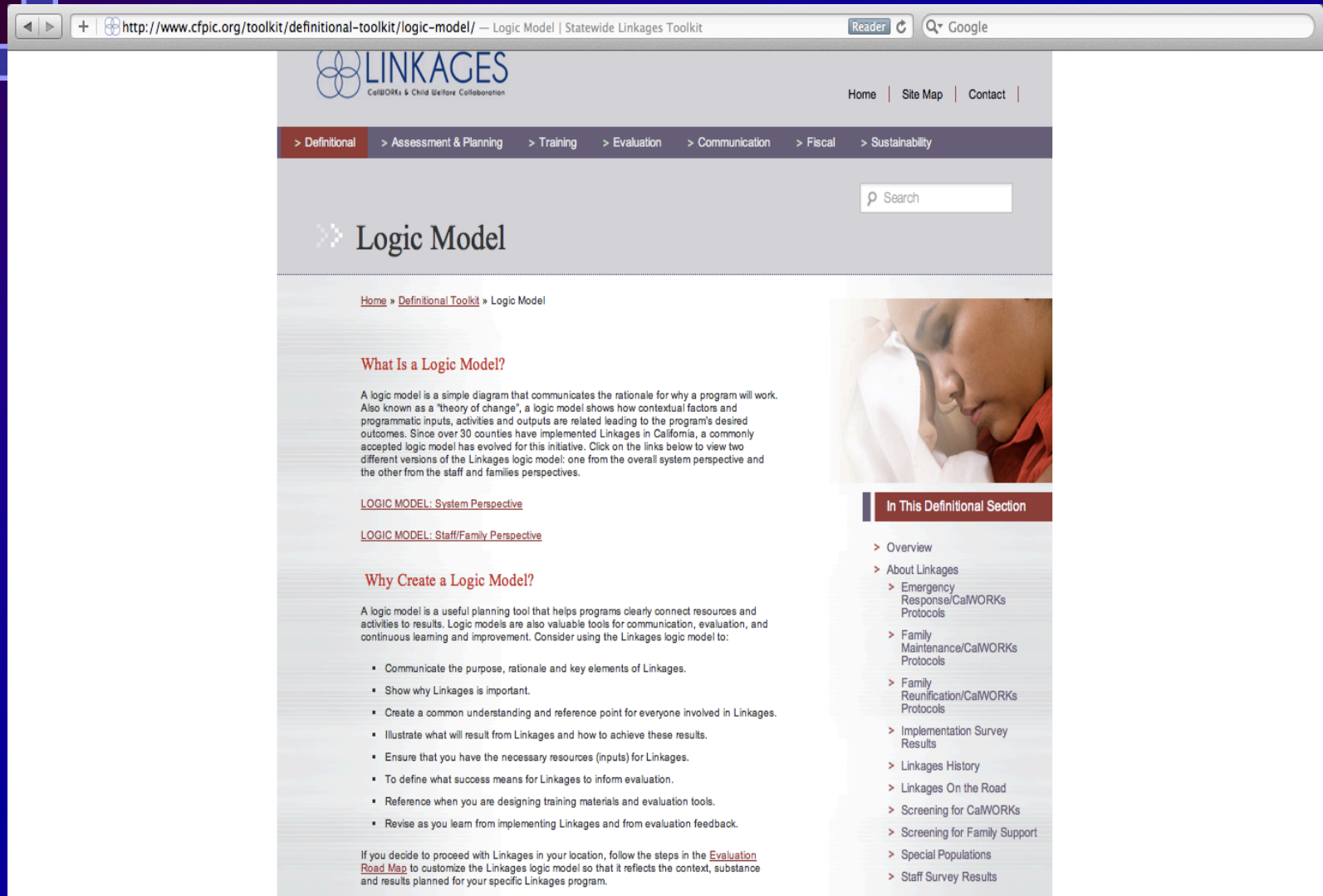
- **Emergency Response and CalWORKs** — Parents with an open CalWORKs referral who present urgent needs during their initial involvement with CWS can benefit from immediate, one-time Linkages service coordination activities. By resolving a sanction to maximize cash assistance, referring a parent to specialized assessment &/or treatment services (mental health, domestic violence, substance abuse) or connecting a family to housing assistance, stability for the family can be achieved more quickly and safely while still working toward economic self-sufficiency.
- **Family Maintenance and CalWORKs** — When a family has an open CalWORKs case and the parents are working with CWS to improve their parenting capabilities while the children remain safely at home, service coordination can be critical to their success. Streamlining case plan activities, eliminating redundant, accessible available resources from CWS and CalWORKs and jointly monitoring progress creates a more realistic, responsive and coordinated service experience for the family.
- **Family Reunification and CalWORKs** — If parents were on CalWORKs when their children were removed by CWS for safety reasons, there is still an important opportunity for service coordination with parents eligible to Visit-Be-Work. While cash assistance is no longer available to the parent while their children are in out-of-home care, the parent can continue to receive specialized assessment and/or treatment services through CalWORKs. More often



In This Definitional Section

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- » Family Reunification/CalWORKs Protocols
- » Implementation Survey Results
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- » Staff Survey Results
- » Logic Model
- » Key Ingredients
 - » Automated Client Identification
 - » Communication Examples
 - » Coordinated Case Planning Examples
 - » Examples of Joint Leadership
 - » Examples of Joint Training
 - » Examples of Leveraged Resources
 - » Examples of Shared Accountability
 - » Examples of Shared Visions

Logic Models



http://www.cfpic.org/toolkit/definitional-toolkit/logic-model/ — Logic Model | Statewide Linkages Toolkit

Reader Google

LINKAGES
CalWORKs & Child Welfare Collaboration

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Logic Model

[Home](#) » [Definitional Toolkit](#) » Logic Model

What Is a Logic Model?

A logic model is a simple diagram that communicates the rationale for why a program will work. Also known as a "theory of change", a logic model shows how contextual factors and programmatic inputs, activities and outputs are related leading to the program's desired outcomes. Since over 30 counties have implemented Linkages in California, a commonly accepted logic model has evolved for this initiative. Click on the links below to view two different versions of the Linkages logic model: one from the overall system perspective and the other from the staff and families perspectives.

[LOGIC MODEL: System Perspective](#)

[LOGIC MODEL: Staff/Family Perspective](#)

Why Create a Logic Model?

A logic model is a useful planning tool that helps programs clearly connect resources and activities to results. Logic models are also valuable tools for communication, evaluation, and continuous learning and improvement. Consider using the Linkages logic model to:

- Communicate the purpose, rationale and key elements of Linkages.
- Show why Linkages is important.
- Create a common understanding and reference point for everyone involved in Linkages.
- Illustrate what will result from Linkages and how to achieve these results.
- Ensure that you have the necessary resources (inputs) for Linkages.
- To define what success means for Linkages to inform evaluation.
- Reference when you are designing training materials and evaluation tools.
- Revise as you learn from implementing Linkages and from evaluation feedback.

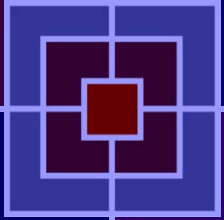
If you decide to proceed with Linkages in your location, follow the steps in the [Evaluation Road Map](#) to customize the Linkages logic model so that it reflects the context, substance and results planned for your specific Linkages program.

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Toolkit Demonstration:

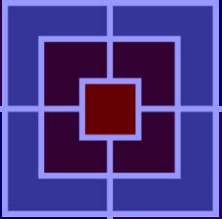
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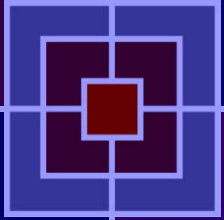


Lessons Learned

- ❖ **Visionary county leadership can unite management and staff to create a coordinated services system to more comprehensively serve families**
- ❖ **Need stronger communication between Leaders and Project**
- ❖ **The county must be willing to provide the resources for the data gathering for evaluation**
- ❖ **Coordination requires long-term commitment and changes in systems**

Questions?





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