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Impact Evaluation of AmeriCorps NCCC Webinar

Melissa Gouge: Good afternoon everyone, and welcome. My name is Melissa Gouge and I work in the Office of Research and Evaluation. And I want to thank all of you for joining us today. We hope that you and your families, your colleagues, your friends and your communities are remaining healthy and are staying safe. Just wanted to give you all a little background about the Office of Research and Evaluation and some of our objectives.

What we do here is to support AmeriCorps mission by building knowledge on civic engagement, volunteering and national service and to use this knowledge to both contribute to the broad field of civic engagement, as well as to improve lives and to strengthen communities. We do in-house research and evaluations and we fund research through competitive grants to scholars and dissertators at institutions of higher education.

Through both internally and externally facing webinars, we're able to share grantees' ongoing research, studies from other researchers working on similar topics, and findings on our AmeriCorps and Senior Corps program

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evaluations. In today's webinar, we're excited to share an update on the NCCC Impact Evaluation that's in progress now, and many of you have heard about. And I will pass this on to Jake just to provide some introductory remarks for us today.

Jake Sgambati: All right, thank you, Melissa. Hello to those who are in the NCCC and for those additional guests joining us. My name is Jake Sgambati. I am the Acting Deputy Director for AmeriCorps NCCC. So most of you know that the strategic use of data and linking that data to performance management has been a priority for our work at NCCC for a while now and this impact study represents a significant piece to achieving that priority.

So we know that the development of the framework and the execution of the study was extremely intentional so that we can best assess our program's ability to deliver on what we consider to be an extremely important mission. And so now that we have our project database and survey data is coming in, we can begin to see the elements of the study coming together and all

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that planning and effort and forethought really coming to bear fruit.

So as we've discussed over the last year, this study will help NCCC make decisions, increase program effectiveness and ensure we're meeting the needs of our important stakeholders to the best extent possible. So I want to thank everyone who's been engaged with helping us get this far in the process. It has truly been a team effort as is everything with NCCC.

In our team-based program, we carry that value forward in the way that we approach our work, and this impact study has been no different teams with NCCC and even engaging with external partners on our larger team. So I am extremely excited to continue to see the progress and results of the impact study over the next year and very happy to be a part of this webinar this afternoon. So I'll now pass it back to you, Melissa - thank you.

Melissa Gouge: Yeah, thank you so much, Jake. These studies really are giving us an opportunity to really learn in a systematic way the factors that influence retention, develop members as leaders and really hone in on what

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strengthening communities means. They're also a means to grow this body of evidence to support our programs and our members and the work that you all show up to do every day. And as Jake mentioned, collaboration really since day one is why have been able to design and execute this robust set of studies with NCCC staff, Office of Research and Evaluation and our hardworking research team at JBS.

And in that spirit too, to follow along with Jake, I'd like to thank all of you for your enthusiastic support of all these studies. Without your teamwork, your time, responsiveness, we wouldn't achieve the fantastic response rate you're going to hear more about. Thank you for sending paper files and e-files to populate the service project database for staff use, and to inform the selection of a wide variety of case studies as part of the impact studies.

Just want to give a special shout-out to Juda [phonetic] for her endeavor to put the newsletter together that keeps us all informed about the studies. I think you may have received that yesterday. I want to

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thank especially Orla, Vera and our new colleague, Kristen, for being great colleagues and subject matter experts. And we're really excited to share the progress of these studies with you all today. But before we begin the presentation, we'd just like to cover a few housekeeping items for Adobe Connect, so I'll turn it over to Janelle to handle that.

Janelle: Thank you, all for your patience as we get ready with Adobe Connect. This webinar will be recorded and posted online following the presentation. There's no dial-in phone line. All audio is broadcast over the internet using your computer speakers. All participants will be in listen only mode until the question/answer session following the presentation at which time you can ask a question using your computer's microphone by selecting the raise hand feature from the menu above.

You can also ask questions at any time during the presentation by using the chat box below. As mentioned earlier, this webinar will be recorded and if you have any questions or experience technical difficulties, please let us know using the chat box below. I believe that takes care of our housekeeping items. Melissa?

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Melissa: Thank you, Janelle. And to keep things simple, our format today is going to be as follows. Dr. Annie Georges, Senior Research Associate at JBS International will present on behalf of the research team. Jake and I will follow her remarks with some final thought and we'll open the floor to your questions and comments. And as Janelle says, during the webinar feel free to type your questions in the Q and A box, or provide comments in the chat box so our presenters can respond to them during the discussion. And without further ado, I will now hand this over to Dr. Annie Georges.

Annie Georges: Hi, good afternoon everyone for those of us on the east coast and good morning to those of us on the west coast. Thank you, Melissa, thank you Jake. Thank you to AmeriCorps and the whole NCCC team for giving us your support through the implementation of this evaluation. I am really excited to begin to share our progress to date with us on the first year of implementing the evaluation of NCCC.

Before I get started, I just want to quickly acknowledge several of our JBS colleagues who are in the presentation room. Carmen, Robert and Victoria -

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where are for sure in my presentation they will be able to chime in during the question and answer. Okay, so the Office of Research and Evaluation in NCCC are implementing a multi-year evaluation to understand how NCCC promotes leadership, and how the service members perform make the communities in which they serve stronger. There are three distinct, but related studies.

In this evaluation, AmeriCorps wants to know about the leadership skills such as professional skills, life skills, teamwork, and civic engagement of the members who participate in NCCC. They also want to know about member retention. Why do members stay and persist to the end of their service? And the flip side of that is, why do they leave before they complete their service? And the third study is to define what it means in the NCCC context to make a community stronger, and can we measure how NCCC makes communities stronger?

So, how are we approaching this evaluation to address these objectives? First I'm going to discuss the leadership and member retention. This evaluation design

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will compare change in leadership skills of those who served with NCCC to those who could have served with NCCC, but do not. So, the ones who couldn't, that's what we are calling the comparison group and that comparison group is drawn from individuals who applied and were invited to serve with NCCC, but then they do not.

And for this evaluation we will be using multiple modes of data collection. We are doing a survey of members, team leaders, and of course those individuals in the comparison group. We are doing focus groups and interviews with members and team leaders. Focus group with the staff at each of the regions and interviews with sponsors, so with sponsors who sponsor the project.

We will also look at the project that members are assigned during their service and how the association of those projects, the type of projects that they are assigned, how that's associated with their leadership skills. A little later in the presentation I will explain in a little bit more detail the database that

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we would be using that contains information on the NCCC service projects.

So what is the timeline for the data collection? So the survey is going to be administered at three time points: Prior to service, that would be the baseline survey, upon completion of service, that's ten months for traditional NCCC and twelve months for FEMA Corps [phonetic]. And then one year after members have completed their service we will do the final survey.

For the member retention study, for members and team leaders get into the member retention study if they leave the program before they complete their service. And at the time they leave the program early, we administer a short survey, but then we follow up with them for the first follow up and the second follow up.

So the first follow-up is going to be at the time they would have completed their service if they had stayed, and then the second follow up will be one year after the time they would have completed their service. So

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it's the same timeline, but they are part of a different sample.

For the interviews, first let me talk about the focus groups. For the focus groups, we will do the focus groups at the time that members are graduating. We do focus group with Corps members and team leaders. And then one to two months after they complete their service, we follow up with those same individuals who had participated in the focus group to do a follow up interview to assess how they are feeling at the time about their experience. And we also interview members who have exited early for the member retention study.

Again that interview occurs around the time that the member will have completed their service if they had remained with NCCC. So, in addition to a comprehensive literature review of youth leadership and youth retention in national service, the theory of change that informs the evaluation design is that when accepted candidates successfully complete training, participate in service projects, and receive support and mentoring from staff, from staff team leaders and

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sponsors, they will improve on these outcomes that AmeriCorps consider as demonstration of leadership. And what we are measuring under each of these outcomes, that's what this slide is showing.

We are measuring in the short term, short term outcomes, which is a change from prior to the time you enter service to the time you completed your service, how do your professional skills, your life skills, your ability to work as a team, and your civic engagement - how that has changed from right before you started with NCCC to the time that you completed your service. And then under this evaluation we're also going to measure medium term outcomes. Medium term, we also collect the same set of measures that we collect under short-term.

In addition, we included some additional measures because we hypothesize that over time a year after you completed your service, you will continue to grow in those areas and we are hypothesizing that we will see an association between your service at NCCC and your growth in those different areas.

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The survey also includes questions on motivation for serving, demographic information about the participants, the employment history and other volunteer experience. Just have a few examples of the type of question we include, but then we also include questions that will allow AmeriCorps to measure cultural competence.

We have two sets of questions on cultural competence. One set is just Likert scale type of questions that we repeat at each data collection point. So all three surveys have those questions. So that will permit us to look at change in those cultural competence measures. And in the second study the first follow up at the time that members are graduating, we also have a few open-ended questions that we ask members about their cultural competence that we will be able to analyze and provide some richer context for NCCC around those measures.

So, we are about to complete the first round of surveys. Since September 2019, I'm forgetting my dates, we have - we started our first year. So we are now in

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the process of completing our first round of the baseline surveys. So this slide is showing our progress in enrolling members. That's the side of the table that we are calling treatment. Those are the members and team leaders, they're part of the treatment group and the comparison group.

If you remember the comparison group, those are members who apply, were invited, but declined to attend. So this slide is showing our progress to-date enrolling both groups into the study, and completing the baseline survey. We started enrolling members in comparison group in February 2020. The first class we enrolled was the North Central region winter class and we are going to continue to enroll members through the southern FEMA class, winter class 2021 that will begin their service near the end of March.

So this slide shows some very strong response rates for both groups. So among members and team leaders, the response rate ranges from 64 percent to 86 percent and overall response rate of 71 percent. Among the comparison group, the response rate ranges from 53

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percent to 68 percent, an overall response rate for that group is 57 percent.

And the next slide that I want to share with you on response rate is for the sample of members that leave early that's going to be part of the member retention study. And this is the response rate of that short survey that we give to those early exit members at the time that they leave to get some information about the reason for leaving the program.

There's a wider variance here in the response rate. It ranges from 13 percent to 70 percent, an overall response rate of 47 percent. So I want to pause here and just talk a little bit about how we are able to achieve those response rates. A lot of it has, you know, the awesome support that we get from the different regions, the NCCC and our colleagues at the Office of Research and Evaluation in really helping us, making this evaluation visible and getting those members to engage with it.

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When we were designing this evaluation, we knew that the comparison group and those who leave early would be very difficult to retain in the study. So AmeriCorps had initially offered a \$20 dollar incentive and we got approval from the Office of Management and Budget to do the incentive to the comparison group only when we started the implementation.

As we were observing our experience in enrolling members, it was lagging and it took a lot of contact to get those members. AmeriCorps increased the incentive for the comparison group to \$40 dollars and later on, a few months later, the pool of participants who could get the incentive was also changed. We allowed more people to get the incentive.

So having the additional incentive really made a big difference and the difference that it made is that we were able to recruit participants quicker. We increased the sample size among the hard to recruit, those would be the comparison group and those early exit members, and we could recruit at a faster pace.

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So just a quick summary here in this slide how the response rate changed when we looked at around the time when we implemented those changes. So first, so the incentive was increased for the comparison group mid-February 2020. Prior to this change, we were enrolling incoming Corps members and team leaders from the North Central winter class 2020 and the Southern team in our winter class, 2020.

So the completion rate among comparison groups prior to that change was about 43 percent over a period of about 7 to 8 weeks, and it was 26 percent for the comparison group for the Southern FEMA class over a similar period of time. After this change, what we observed is that there was a big increase to us. We could feel it, once we let them know that they were getting a different incentive. For the North Central winter class, when that change occurred, we only had about one or two weeks left to communicate with those members.

So one important thing about the design is that the baseline survey occurred about two months or so before they start their training. But once they start their

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training, we end the baseline survey, because we're trying to measure that your skills are before you start your service. And that applies to the comparison group as well.

So right around the time we changed it, we were able to do one follow-up email or phone call to comparison group in the North Central class. And with that one follow-up, we got a response rate of 20 percent from that remaining group. For the Southern FEMA, we had a little bit more time with that group prior to the start of service. So we were able to do a few more follow-ups with that class and we saw a completion rate among the comparison group of 20 percent.

So a good comparison for the impact of the changing incentive is the last, the recent North Central class that we just enrolled that's the winter 2021 class a year later from that first one. And at this time, over a period of six weeks, we had a response rate of 53 percent. So clearly, we were able to get them a little bit faster and we were able to increase the number of people we could bring into the study.

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And as an example of increasing the pool of participants who can get the incentive, when we started, those members who exited early did not have an incentive, but that pool was increased to allow us to offer an incentive to that group. So prior to that change, over a period of about five to six months, we were getting just about 43 percent of those early exit members to complete that survey.

But after the incentive when we could offer the incentive, over a period of three months since we've been offering the new incentives, we have been able to get a response rate of 55 percent, so definitely helping increase the sample size. So the higher incentive is making a difference. We can recruit participants quicker. We are able to increase the sample size among the recruit and we are definitely recruiting at a much faster pace than we were able to with the lower incentives.

Okay, so I'm going to talk about some of the challenges we encounter in implementing the leadership study. And

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again, so from mid-March, right around when we first started, March 2020 to June 2020, Corps members and team leaders were on emergency leave due to the pandemic. And of course, this is unexpected event in the design of our study, so we had to adjust and be able to accommodate making sure that we have valid and reliable results.

So we reviewed our design, we reviewed our data collection. What we did is we added questions to the survey. We adjusted our focus group and interview protocols to capture and measure the effect of the pandemic on the outcomes that we are measuring. And when we began the analysis, we were looking to making statistical adjustments as appropriate to account for and adjust for any effect of an external shock on the outcomes that we will be measuring and talking about.

So another thing that I want to quickly talk about is, because this is multi-year evaluation with multiple classes, we take precaution to track and monitor the participants. And what happened is that some of the candidates may decline an invitation for a particular

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class, but then subsequently, we are still enrolling people subsequently. Those candidates, they may have declined the invitation. Remember, if you decline your invitation, you are part of our comparison group.

So we get some of the candidates that initially declined and then, you know, two classes later they accept an invitation and they do begin to serve with NCCC. So we do careful tracking and monitoring of all the participants to make sure that we are counting each person one time.

So in our tracking and monitoring, we give priority to service with NCCC. So if somebody was part of a comparison group and they decided to serve with one of the classes that is still in the study, that person will become part of the treatment class for that class that they begin to serve with. So we do that very carefully throughout making sure that we are not double counting any participants.

Okay, so those are the big issues with the leadership and member retention. So now I'm going to turn my

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attention to the strengthening communities study. So that study is going to rely on existing information NCCC already collects on its service projects, that's coming from the service project database that both Melissa and Jake mentioned earlier. In addition to using that information, we will collect data on a sample of service projects through multiple modes - site visits at the region, interviews and focus groups with multiple stakeholders who are impacted by those service projects.

For the primary data collection, we are going to do two types of case studies using a total of 18 service projects. The service projects will be represented in each of the NCCC regions and it's going to have a mix of traditional NCCC and FEMA Corps projects. So for six of those projects - and again, those six projects will be represented across all four regions and representing traditional and FEMA Corps.

We will do, for six projects we will do a comprehensive data collection that's going to entail spending time onsite doing site visits, doing multiple interviews and

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focus groups with different stakeholders. And for twelve projects, we will do what we are calling a restrictive set of case studies and those will entail doing phone interviews and very intensive review of documents and materials about those service projects.

The timeline for the data collection is for the six projects that's going to be part of the comprehensive data collection where we are doing site visits, there will be two data collection points. The first one will occur when the project is actually ongoing. And again, that's because we will be doing site visits and doing observations at the time that the project is happening and talking to all those different stakeholders at the time that the project is happening.

The second data collection point is planned for a year later after the project ends and that's going to, we will follow-up with the different stakeholders that we talked to at the first time point to get their assessment about the projects impact on their community and on the organization.

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For the twelve, what we are calling the restricted case studies, it's one time point. We will do the phone interviews, review the documents and provide some analysis trying to address those two objectives that AmeriCorps had about community strengthening.

Okay, so the strengthening community studies will document outputs and short-term outcomes of NCCC service projects. The data will allow for measuring impacts at the individual level, including Corps members and community members and the organization itself that sponsors the project. Because the study's time frame is so short, two data points over a period of almost two years, we will not be able to measure intermediate or long-term outcomes. Okay?

So just a few words about the service projects database. This is a database that JBS collaborated on with NCCC and the Office of Research and Evaluation to actually create a database that will help all service projects completed by NCCC since 2012. And doing this evaluation, we will continue to add to the service project's database of ongoing projects, especially

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because we are going to be using that information to talk about member leadership and also to look at, to select case studies - to select service projects for the case studies. And currently the database has more than 5,000 completed projects and the database captures some basic information like issue area, project accomplishment and project outcomes.

We have coded accomplishment and outcomes to quantify each project's impact on community, organization and members. And as I mentioned, this information from the database we are going to use it to identify service projects for case studies. And we will use that information because we are also collecting information on which of those service projects Corps members have been assigned during their service.

So we will be able to pull information from the database about those service projects that members are assigned to see what, if any, type of association exists between the types of projects members are assigned and the experience of NCCC and ultimately any association to the outcomes that we are measuring.

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For the strengthening community studies, we also faced some challenges with that study also and it's the same sort of challenges which is the external shock from the pandemic. So we are mindful that the pandemic is likely going to impact the mix and characteristics of projects that NCCC takes on and also might shift the characteristics for the communities in which NCCC is serving.

And so what we have done, we have modified our focus groups and interview protocol questions to account for that, so we can capture some of that information. And also the questions that we added to the survey that we administer to members, those questions will collect information that will help us put a little bit of clarity around community impact that may be impacted by the pandemic. So in terms of data collection activities and next steps that we are engaged with right now.

So ongoing data collection activities, in terms of the administration, we are enrolling North Central winter class 2021 and the Southern FEMA class winter 2021

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also. Those two classes are now completing the baseline surveys. We have completed the first follow-up survey for that first North Central class that graduated in November.

So currently we are doing the first follow-up surveys for the Southern FEMA, last year's Southern FEMA class and we are planning for the first follow-up surveys for the summer classes in all four regions. Focus groups and interviews occur around the same time as the first follow-up survey.

So in terms of focus groups and interviews, we are doing that with the Southern FEMA winter class from last year and we will be planning for the summer classes in all four regions and also planning for first follow-up focus groups and interviews for the four classes at Pacific and Southwest.

In terms of the case studies for the strengthening communities, we are currently analyzing the service projects' database to help us identify and select service projects for the case studies. Once we have

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selected that sample, we're going to start with the sample of twelve for the restricted case studies. Again, that has to do with restrictions around travel during the pandemic until we are allowed, we can move around and travel again. We will do the comprehensive case studies then, but right now we are focusing on the restricted case studies that do not require any travel.

Once we have that sample, we will retrieve, review and code service projects, document and conduct interviews. As far as next steps, complete baseline survey for the leadership continue to enroll early exit members in the member retention study. We are going to begin to collect data for the strengthening community studies for the twelve service projects for the case studies.

And in terms of timeline, when we will be able to begin sharing some preliminary results from that data collection. We anticipate that in July 2021 we will have preliminary results from the baseline survey for the leadership study and we will also have preliminary results for the case studies for the strengthening communities. And in September the Office of Research

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and Evaluation is planning another webinar on the preliminary results, so we can share that information with you at that time.

I can stop here. The next few slides basically I was going to just show you guys some of the questions that we will be able to initially answer with that baseline data collection that we did. So basically the type of questions we're going to be asking that we can answer with that first round of data collection, looking at the profile of NCCC members, including the demographic characteristics, how they learned about NCCC, what are their motivators to serve with NCCC.

How they perceived their experience prior to the start of NCCC, and where they are in terms of their leadership skills from the baseline of the key outcomes that we want to measure. And we will look at differences between traditional Corps and FEMA Corps. And another set of questions that we will be able to answer is how do members differ in their outcomes in interpersonal skills, life skills and being able to work as a team prior to their service and how

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traditional Corps members differ from that. And then we will also begin to answer some of the basic questions about threatening communities.

Definitely we have a lack of information on service projects outputs from the database that we will analyze and several of these questions we will be able to answer. And definitely we are looking forward to be able to share those preliminary information with you later this year. So Melissa, that concludes my presentation and I don't have anything else to add. Looking forward to your questions - thank you.

Melissa Gouge: All right, thank you, Annie and the whole JBS team for putting together such a thorough presentation. I hope you all found it really informative and excited about the next chapter of these studies. And as Annie said, we're in a really intense period of data collection, many of you know that, by us reaching out to you. And we will have some initial findings to share with you all late in the summer, early in the fall.

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And in the meantime, we will continue to keep you informed through our newsletter and we welcome your questions, comments, feedback. If you would like to reach out to me about anything with questions, my email is mgouge, m-g-o-u-g-e @ cns.gov, if you'd like to email me directly. And you'll also have an opportunity to share your thoughts on this presentation in a survey that will follow. And I will pass this on to Jake for some closing thoughts.

Jake Sgambati: All right, thank you Melissa - I appreciate it. As you said, I'll repeat that, thank you Annie and the JBS team. Also our field working group, the technical working group, our data team and everyone else who participated in getting us this far. So I think that this has been a great presentation on the study's structure, our theory of change and the hypotheses of the study.

I think it was really insightful and certainly helpful for me and hopefully helpful for others participating in this webinar. I'm really, really excited to see the progress that we've made so far and to start to see it take shape. So I'm looking forward to the reports and

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further information coming up this summer and into the fall. So thank you all again very much. Melissa, back to you.

Melissa Gouge: All right, thank you so much, Jake. And we'd like to open the call up now to questions and answers. If any of you have additional questions for our online audience, you can ask a question by typing it in the Q and A box. You can also ask a question by using the microphone on your computer by selecting the raised hand feature from the menu above and you'll be granted microphone rights in order to submit your question. So I'll note we've received one question in the Q and A box. I think Annie may have addressed it, but if you want to elaborate at all on that. Rich Smith asked if incentives are paid to respondents directly by NCCC ORE or JBS?

Annie Georges: So part of the contract that we have, it includes funds for the incentive. So when we - JBS directly sent the incentive to the participants.

Melissa Gouge: Thank you, Annie, for that. And does anyone else have any additional questions, concerns, comments? Oh, we've got another question in the chat box. Does JBS reach out to every member who departs early?

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Annie Georges: We only reach out to those members who enroll in the study. So if they had completed the baseline, part of completing the baseline is consenting to be part of the study. So if they completed the baseline, so now they are part of the study, we prepare a list for NCCC. And if any of those members on our list, if any of them leave early, [unintelligible] notifies us and then we connect with them to get them into the member retention study.

Melissa Gouge: Thank you, Annie. So this is, as you mentioned during the presentation, somebody's status in the study may change depending on whether they serve or don't serve, leave early, et cetera. So this is a lot of moving parts to this. Do you agree with that, Annie?

Annie Georges: Definitely. So staying on the example of early exit, we've had some members who exit early. So I'll use an example, they exit out of the FEMA class, the 2020 class, and then they enroll in one of the summer classes. So we want to make sure that we keep track of that.

Melissa Gouge: Absolutely, thank you, Annie. So we have another question, too. Part of it - I can't see the whole question, okay. Will regional program staff be

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consulted before the twelve projects are selected, so those twelve particular case study items. I think that's an excellent question and Rich, that that might need an answer from HQ folks in R&E, like myself, as well as Annie. I think that's a very interesting point that you bring up about consulting before we pick the twelve. So we are in the process of making the selections now, something that we will need to think about. Annie, do you have any thoughts on that?

Annie Georges: Yes, I think what we were planning is we are going through the service project database. We are analyzing all of the projects and try to come up with a group of twelve that kind of not only represent the regions, but the work that NCCC does. We have narrowed down the list and we are doing this in collaboration with NCCC and the Office of Research and Evaluation.

We also have a field working group consisting of NCCC staff at each of the regions where we do want to have a conversation with you and say these are the projects that we are looking into, any insight, any thoughts, any guidance that you can provide in terms of having that project as part of our sample.

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Melissa Gouge: Thank you, Annie. To the audience, is there anything, a particular interest that you would like to know more about? Is there any way we can improve communications, anything like that, anything that you feel might have been left out of the newsletter that also wasn't covered today or any feedback on the studies or anything like that? You are welcome to mention those things today. I don't see any hands up or any additional question in the Q and A box. So since we are getting close to the end and I don't see other questions, Annie or Jake, do you have any very brief wrap-up comments or anything you would like to emphasize?

Jake Sgambati: No.

Melissa Gouge: All right, I want to be respectful of everyone's time and it looks like we are going to give you back a few minutes of your day. So I just would like to thank our speakers and our audience today for just being present, listening and providing some insightful questions. Thank you to Janelle at ICF and all of your colleagues for your technical support and coordination.

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We'll send you a post-webinar survey, so please let us know your thoughts, and especially any ideas that you might have for anything else you would like to hear from us. And we'll also post this recording if you'd like to listen again for more details or if you would like to share with anyone who was unable to make the call today. And I'd just like to say thank you all and have a nice day.

[End of File]