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| **Location** | Zoom |
| **Attendees** | Paid Family & Medical Leave Director: Lisa KisslerPaid Family & Medical Leave Ombuds: Edsonya CharlesEmployer’s Interests Representative: Bob BattlesEmployer’s Interests Representative: Christine BrewerEmployee’s Interests Representative: Julia GortonEmployee’s Interests Representative: Samantha GradEmployee’s Interests Representative: Joe KendoEmployee’s Interests Representative: Marilyn WatkinsEmployee’s Interests Representative: Brenda Wiest |
| **Guests** | ESD Commissioner: Cami FeekChief Financial Officer, ESD: Carole HollandPublic Affairs Director, ESD: Nick DemericeInterim Deputy Director, Paid Family and Medical Leave: Matt BuelowOperations Manager, Leave and Care: John MattesResearch & Data Manager, Leave and Care: Rebecca Grady |
| **Members absent** | Employee’s Interests Representative: Tammie Hetrick |
| **Court Reporter** | Sonya L. Wilcox, CCR |
| **Notes Reviewed by** | Laura Hagensick |
|  |  |
| **Agenda** | IntroductionsApproval of December & January Special Meeting MinutesLegislative/Budget UpdateTrust Fund1073 UpdateApril Meeting TopicsOpen CommentAdjourn |

**MR BUELOW:** Before we move on to introductions, which we will do in just a moment here, I wanted to invite Lisa Kissler to say a few words before we get started.

**MS. KISSLER:** Thanks, Matt. I just wanted to let everyone know this is my last advisory committee as the PFML Director; the Leave and Care Director, as I think everyone on the committee is aware. In three months, that will have been five years for me working on Paid Family and Medical Leave. And the other day, someone shared with me a video that our communications team did very early on in the program where I was talking about my birth experience and what it meant for me to work on this program. I was talking about my daughter having been born three and a half months early, and my experience was I got to drop everything I was doing and be with her and take care of myself and take care of her and how what I learned from that experience that it is not so many people's experience. And as I started to work on Paid Family and Medical Leave, I realized the gravity of this work meant those babies may be getting to have their parents there with them for the months that they recovered from early birth or medical incidents. It made it so that every day it was on my mind what being able to implement this program really meant for not just the people of Washington but for our whole culture around leave-taking and taking care of our families and taking care of ourselves. And so, while it has been incredibly rewarding, I'm super excited about this new opportunity that I get to bring all of those great lessons and everything I have learned from you all and everything I have learned in the implementation of this program to the rest of ESD. And I just wanted to say how appreciative I am for having been able to work on this really once-in-a-lifetime experience and just, you know, I'm grateful, and I appreciate you all, and I appreciate your continued support on this program, and I will be watching and helping where I can.

**Introductions**

**MR. BUELOW:** Thanks, Lisa. I could go on for the whole two-hour meeting about how we will miss you and all you have done for us in the five years that we have been working on this together, but I will not do that and will actually get into the agenda. I think what I will do is call on people of the advisory committee members to do introductions, and I think I don't see Tammie, but I see everyone else. So, my apologies if you are there, Tammie. We will talk through the structure, and then I will start with the advisory committee and introduce a few guests. We will have open comment at the end, as we always do, and we will take it from there.

**MS. CHARLES:** Edsonya Charles, Paid Family and Medical Leave Ombuds.

**MS. KISSLER:** Lisa Kissler, Employment Security Department.

**MS. GORTON:** Julia Gorton, Washington Hospitality Association representing employer interests.

**MR. KENDO:** Joe Kendo, Washington State Labor Council representing organized labor and employee interests.

**MS. GRAD:** Samantha Grad, Teamsters 117 representing employee interests.

**MS. BREWER:** Christine Brewer of Brewer Public Affairs. I have clients, the Avista Corporation and Associated Contractors, representing the employer interests.

**MR. BATTLES:** Bob Battles, Association of Washington Business representing the employer interests.

**MS. WATKINS:** Marilyn Watkins, Economic Opportunity Institute representing employee interests.

**MR. BUELOW:** I want to introduce a few guests, who will be speaking today for the Employment Security Department. We will start with Cami Feek.

**MS. FEEK:** Hi, everybody. I'm Cami Feek, the Commissioner at ESD, and I'm just going to take a 30-second point of privilege and want to amplify the things from Lisa.

I'm grateful she didn't play that video. She put it in chat the other day, and it was so moving and I think really represents her commitment to this work and everything she has invested to get us to where we are today. She was literally employee number one in this program and came into it with more heart and commitment than anybody I have worked with to date. I just wanted to take a minute to also thank her for all of her work. Although, selfishly, I'm excited about her next opportunity with ESD and what that will do for all of us collectively at the agency level, I know her heart will forever be with Paid Family and Medical Leave, and we will be leveraging that heart any way we can to continue to build this program. So, again, I want to say thanks to Lisa and echo what she said about the entire advisory committee and all of you and how important that has all been. With that, I will hand back to Matt.

**Approval of December & January Special Meeting Minutes**

**MR. BUELOW:** I sent out a couple of the meeting minutes December and also the notes from our special meeting in January. Do we have any motions from any committee members? Hopefully, everyone received those and had a chance to review them.

**MS. GORTON:** I would like to move that we approve the minutes from December and January.

**MR. BUELOW:** And do we have a second?

**MR. KENDO:** Second.

**MR. BUELOW:** All in favor?

**MS. GRAD:** Aye.

**MS. HOLLAND:** Any discussion or anyone not in favor?

Okay. We will consider those meeting minutes adopted.

**Legislative/Budget Update**

**MR. DEMERICE:** The scope of the bills that are still under discussion, and Carole is going to talk about budget here in a minute, but we feel like we have got a pretty good handle on what is likely to move and likely to pass at this point as we have gone through the relative cutoffs. So, just a couple of high priority bills we are still tracking. We have discussed all of these before but happy to get back into them. 5649 makes several changes to the paid leave law. This is also a

bill that is carrying some of the work around the task force and engaging all of you around the data and the long-term solvency of the program. It was amended in the most recent committee.

We had asked for some data-sharing ability between OFM around this actuarial work that's going to happen. So, that was adopted in the House committee just the other day, and the bill seems to be moving just fine at this point.1613 is up on the floor in the Senate. This is our data-sharing bill as it relates to LPSS and PFML. This is largely a technical bill. It is pretty much without controversy throughout the process, and we don't expect it to change again at this point. And then 2076, which we talked a little bit about last time. Essentially, this is the transportation network company drivers’ bill. The current impact to PFML involves including Title 50A in the definition of "employment" with regard to their drivers, a series of conditions in there, as well as the inclusion of the PFML program in a longer-term look by the Department over the course of the next year to talk about how these drivers and these workers would interact with the system.

So, that bill seems to be moving pretty well at this point. We don't expect significant changes. It's had its fair share of changes throughout the process already, but we don't expect significant changes through the end of the process here. Obviously, we will keep you all up to date.

With that, I'm going to pass you over to Carole to talk about the budgets, and then we can entertain any conversation the group would like.

**MS. HOLLAND:** I'm happy to say that the budgets are moving. We have been watching closely with the large number of amendments that have been put on both bills. We have some technical issues with the House version of 5693, the striker not related to the Paid Family and Medical Leave program, but there are just some technical issues, in general, with the way that the funding is identified for the general fund state primarily related to unemployment insurance.

And I do expect, with 5649 continuing to move out of appropriations yesterday, that the funding that the House budget includes for the actuary contract within ESD will likely go away, and I'm happy to answer any questions you might have about the budgets. They haven't changed much since last time we talked. Bob?

**MR. BATTLES:** I was wondering, first of all, you should have gotten a copy of the letter that Joe Kendo and I submitted to the House and because of their budget proviso, it doesn't seem to allocate the funds according to what we have talked about as needed for the Paid Family and Medical Leave program. Instead, it looks like it's dealing with the surcharge issue, and I want to make sure that you have communicated or -- I should say I should ask, has ESD also communicated to the Legislature their concern on how they set up the $397 million funds in the House versus how they are set up in the Senate and asking to do them more like the Senate; has that been discussed?

**MS. HOLLAND:** Yes, it has. We did send over a list of concerns. The highest priority concern was the fact that there was a buy down in the House budget, rather than the funding of the reserve, and OFM has included it on their list of concerns provided to the House. I haven't seen your letter. Maybe someone else within ESD has gotten it.

**MR. DEMERICE:** We have a copy of it. We are happy to circle that back to you.

**MR. BATTLES:** If there is anything you submitted, if you want to send that out to the advisory board committee, it would be helpful to know what has been communicated, so that we are making sure our messages are consistent and we are getting what is necessary for the Paid Family and Medical Leave program in the form that we need it. You know, getting the same amount of money but putting it in the wrong account doesn't help.

**MS. HOLLAND:** Correct. Basically, what we filled out was a template that was provided to us by OFM. So, it didn't have a lot of information on there, but we have had multiple discussions with OFM regarding the concerns. I'm happy to send you a copy of the list, but it really is a list of just four items that we brought to the attention of OFM.

**MR. BATTLES:** Carole, I appreciate you brought it to the attention of OFM. Have you brought it to the attention of the legislators?

**MR. DEMERICE:** So, maybe I can jump in. The way that we, as an executive cabinet agency, work with OFM in finding concerns with the budget is to provide our concerns to OFM, who include it in their list of concerns, triage that against their priorities, and bring it up with the Legislature.

We also reach out to the Legislature throughout that process to find out if there are any technical questions they have or any technical assistance we can provide them, also just to make sure that they understand sort of the impact of how they structure some of these things, but the policy choices that the Legislature makes are handled through the budget negotiation and the process with OFM.

**MR. BATTLES:** So I'm clear, you haven't talked to any of the legislators?

**MR. DEMERICE:** We have flagged when we have had conversations with them to clarify that they understood the impact of the choices that they were making, asked if they had any technical questions around implementation, provided some technical feedback on some of these elements. But in terms of policy choices, the way that executive cabinet agencies engage in the budget is through OFM. They are the lead budget negotiators for the executive branch.

**MR. BATTLES:** Thank you.

**Trust Fund**

**MS. HOLLAND:** Basically, we are still on track to have a cash deficit, and it looks like in today's report that it is going to probably be the second week in April. We are monitoring it daily at this point. The letter is being prepared for the Office of Financial Management. I am waiting to see what happens in terms of the conference budget, so I can use whatever comes out of the conference budget as an explanation for how we are going to cover the deficit at the end of the biennium. And the trust fund balance is down, as you can see, from the last report and we are still having quite a few claims. They are a little bit lower than January but not significantly. With that, I will open it up to any questions you might have.

**MR. KENDO:** Carole, can you just kind of walk through what the second week of April looks like, if you dip into deficit? Budget doesn't implement until July 1st, the bill doesn’t go into effect, correct? What does it look like for you, procedurally?

**MS. HOLLAND:** So, first of all, the budget takes place immediately. As soon as the governor signs it, it goes into effect. There is no waiting period like some of the bills have the 90-day waiting period. I think what we have been having regular discussions with the Office of Financial Management, and as soon as we send over the letter, we expect it to be approved where we ask basically for funding authority to overspend the account. And at this point, I still am going to have another discussion with OFM, but we are going to propose asking for $350 million, because some of the sort of projections show that we might get as high as that in terms of a cash deficit during the period of the remaining biennium. And what would happen is the Office of Financial Management would approve our ability to use the cash that's available in the state treasury as long as we have a plan for becoming whole at the end of the biennium. My hopeful plan is that we will get the funding reserve, and that would be sufficient and cover it. The other thing is we also have the 5649, which the Legislature is establishing the task force, and they will have basically a plan for resolving the disconnect between the benefit payments and the cash flow.

**MS. GORTON:** So, you don't anticipate or envision benefits being interrupted or delayed?

**MS. HOLLAND:** No, we do not. And if I have to get the letter out immediately, I can. Right now, I think today, instead of 128, we have 124, and this is the whole sort of back-up plan that everyone has been discussing in terms of the resolution.

**MS. GORTON:** So, if the House proviso language passes instead of the Senate proviso language, would you have the demonstration that you need to show OFM that you have a plan? Would that impact their authorization to spend below the account balance, if the House proviso language passes?

**MS. HOLLAND:** I can't say what they will do with certainty, but I have a good sense that the plan would be that the Legislature has laid out a strategy for resolving the fund balance issue in the 2023 legislative session, if we do not have the $350 million. I don't believe it's anyone's intent that we actually stop paying benefits.

**MS. GORTON:** Sure, in agreement there. I guess I'm just concerned that if the House language passes, that the authorization to spend below the funds would not be there, because there wouldn't be a reserve or a plan to repay.

**MS. KISSLER:** Carole, do you feel like the authorization is at risk if the $350 million reserve isn't approved?

**MS. HOLLAND:** I think the $350 million reserve makes a really strong case for it. I don't think it's the only case. I believe that if 5649 passes out of the House, then it shows that there is concerted legislative interest in solving the problem, and I would use that as the rationale.

**MS. CHARLES:** I just hope that when we are communicating messages about the deficit that there are also reassuring messages to applicants and potential applicants that the Department does not expect that payments will ever stop for people who are receiving benefits now, and for people who are going to be applying in March and April, because we are getting phone calls from people asking whether that means there is not going to be any money available to pay their benefits.

**MS. HOLLAND:** That's a really good point, and I do think we will regroup and make sure we can look at what the communications have been, because we don't want people to delay in filing for benefits.

**MR. DEMERICE:** When this started to gain widespread coverage, we did provide talking points to the customer care team, as well as providing some language that we were working closely with the Legislature and the governor. We had a lot of confidence in that process and we did not anticipate having to pause spending benefits or paying benefits. Once the Legislature takes the actions and we have a really clear reassurance and path forward, we can be much more definitive in that language, and we will publish quite a bit of language to try to push that message much more definitively.

**MS. WATKINS:** I have some concern about taking a "let them call us" approach on this issue that Edsonya raised, which is a real issue, right? And I do believe that, even prior to the Legislature taking final action and certainly once the Legislature concludes, there really needs to be a proactive communication strategy where it's not just oh, if they call us, we will have a good answer, but where we are really proactive. This is one of these situations where, as we have talked about repeatedly and suggested repeatedly, having some a forum where we can do some coordinated messaging amongst the advisory committee and with ESD around a really proactive and broadly-focused communication strategy, so businesses, workers, the general public, the news media are all getting a consistent message that this program is strong and solvent and will pay benefits, and people should not hesitate to apply, and employers should not hesitate to refer their employees and be confident that their employees will be reimbursed by the program. We can't just sit back on our hands. Given some of the fairly alarmist things that the media was putting out a few weeks ago when this news first broke, I think there has to be a proactive communication strategy that loops all of us in to really make sure that message is broadly spread.

**MS. KISSLER:**  I agree with you, Marilyn. I think it would be great to work with the advisory committee on what that strategy is and how we can amplify that messaging, especially once we have some certainty. This has sort of unfolded as we have gone, but I will see if Nick has anything else he wants to add to that.

**MR. DEMERICE:** I think that's right, and I think the certainty that we will get in the next week or two will help us be even more about that. And we will absolutely want to make sure that we are in clear alignment around how we are messaging that, particularly if there is a difference of opinion on the policy matter on how they approach it, apropos to the conversation we just had around the House approach versus the Senate approach. The other thing we are trying to get a better sense of is the volume of concern that is out there. I am consistently surprised with how little most people pay attention to the media coverage around these sorts of issues. It's one of the things we learned early on with the unemployment crisis: you want to be careful about proactive messaging, because you may be causing unnecessary harm and concern for people, especially when there is not really a problem that they don't know about. So, I think that there is a fine balancing point there that we want to be able to do, but we definitely want to work with you all to get those messages coordinated and disseminated appropriately.

**MS. KISSLER:** We’re showing a chart here that I believe you’ll recall and we just want to reinforce that this is where we are standing with these data elements at the end of quarter four and that we will be adding. We will keep this as something that we are revisiting regularly and we will look at the first quarter of 2022. We will likely have that in the next meeting.

**MR. BUELOW:** So, this isn't any different than the chart we shared before. We just wanted to make sure you know it is being kept in play.

**MS. WATKINS:** I do have a question about the fall off in premiums that happens across the year as a regular pattern with more collected in January and then going down each quarter. So, I just wanted to check in terms of the pretty high percentage of employees who make well above the cap on premiums, and so a lot of people just falling off of paying any premiums and businesses paying premiums as the quarters go by, is that what is reflected in that drop?

**MS. KISSLER:** Yes. So, we start seeing in the later quarters, in quarter three and four, the people hitting that Social Security cap, and, therefore, there may be some other things going on there, but that seems to be a big part of that impact in the third and fourth quarters each year.

**1073 Update**

**MR. BUELOW:**

I just want to remind the committee that of some legislation that passed last year is coming to an end. So, I want to talk through that with you all and give you a reminder of the “sunsetting of 1073.” Although that is not quite an entirely accurate description. So, so far through the 24th of February, we have had 2,212 claims that we have approved under the expanded eligibility, and we have paid out just shy of $11 million in benefits. But I wanted to remind you all that, as of March 27th of this year, no new claim years can be established under this expanded eligibility.

So, people who already have established a claim year, which they can do up until then, can continue to receive payments. So, the payments don't end, but no new entrants will be in after March 27th, unless they meet the criteria to backdate their claim under the rules that we have already established. That time frame will have passed by the time we get together again in April. Do we have any questions or concerns about that to discuss?

**MS. WATKINS:** Just to confirm, the budgets proposed both in the House and the Senate sweep a lot of the money that was originally appropriated last year with the assumption that there could be considerably more claims under this category. Are you comfortable with those numbers and that there will be sufficient funds remaining to cover whatever claims are likely to come in and continue?

**MS. HOLLAND:** That's a good question, Marilyn. We are very comfortable with the amount because that was an amount that we actually worked with the governor's budget on, and it stayed the same in both the House and the Senate budget. So, we feel there are sufficient funds.

I think there was like $30ish million, and so, as you can see from the amount of benefits paid and the fact that there is only another month of new claims, that we should be able to be giving money back at the end of the biennium.

**AGENDA ITEMS FOR APRIL MEETING**

**MR. BUELOW:**

At this point, we will talk about the April meeting and then do open comment, but I will actually go a little bit off the agenda here and just ask the committee, because we are ahead of time, is there any other urgent matters that you would like to discuss before we move on to decide what we will discuss next month and open comment?

**MS. WATKINS:** Well, I'm not sure these are exactly urgent matters, but I did have a couple of additional questions, and one is around the timing of the rules process that's underway right now, around the waiting week, especially given the seeming likelihood of 5649 passing and that sort of change for pregnancy-related and childbirth-related medical leaves. I just wanted to be sure that the timing is on track.

**MR. BUELOW:** Yes.

**MS. WATKINS:** So that the rule change is in effect when the bill goes in effect, and we are not inadvertently causing some problems for people.

**MR. BUELOW:** Absolutely. I appreciate you flagging and confirming that. That is absolutely what we are shooting for. I see no reason we won't do that and winding those up.

**MS. WATKINS:** My second question is, about the median and average time when people receive payment when they made their applications. It looks like there is a little wobble from month to month, but not really any improvement in that over of the course of the past year. And I know there's been some staffing up to handle funds to improve responsiveness in multiple ways, but it doesn't seem to have had any impact on that turnaround of claim times and people actually getting. People are still basically waiting a full month to get any benefits. So, I just wanted to ask if there's a proactive plan in place and underway in order to actually make an impact on that?

**MR. BUELOW:** That's a great question, and we could probably talk a little bit about that today, but that's probably something we might want to bring to next month's meeting, so we could talk about it in more detail and talk about as a team, what we are doing, what's around the corner, and we could put some more data together for you on that, too.

**MS. WATKINS:** Yes, we could use that as a suggestion for next month or in the very near future.

**MR. BUELOW:** Okay. And, John, can you give an update on hiring at least for now.

**MR. MATTES:** I sure can. Marilyn, thank you for raising this. I do want to mention that we have had a lot of staff starting, and we have seen an increase in our response time to phones and redeterminations and some of those other areas. And we are at the end of getting our new staff up to speed. So, as we have been hiring up, there is a pretty lengthy training plan to get them there. So, we are at a point where a lot of the hiring we have been doing over the last few months is going to start having the big impact in some of these areas, which definitely includes our benefit processing. Just today, we had our largest hiring group completely finish with training. So, that is almost two full teams of Paid Family and Medical Leave specialists who are live and in production starting today, and then there is another significant class that we expect to be done on the first of April. So, we should continue to start seeing some improvements in our benefit processing as all of that staff we have been hiring complete their training.

**MR. BUELOW:** So, for April's meeting, we have on here that it will probably be a good idea to talk about the legislative outcomes and our implementation plans for the various bills that we see. And I will also add to that list now, Marilyn, to talk about our time to first payment, what that data looks like, and what we are doing to try and shrink that time frame.

Is there anything else that the committee would like to discuss in April's meeting, which currently is scheduled for the 8th of April?

**MR. KENDO:** Maybe a little planning around the interim work group just to make sure we all share a sense of structure and work pace. I know we probably won't have legislative appointments available quite yet, but I think maybe doing some pre-planning or pre-scoping would be useful.

**MS. BREWER:** I agree with that. I'm hoping that the agency is starting to dive into that right now. I would be shocked if there's significant changes to that bill. So, hopefully, we can dive into some of the details of what your thoughts are at the meeting on the 8th.

**MR. BUELOW:** Yes, I think we can address that in our implementation plans with the bill.

**MR. BATTLES:** I would echo that same. I think we already know what the makeup is going to be. We already have a good idea. Like Joe said, you may not know the legislative appointees, but you have probably got good idea. But even then, we should know exactly how that is going to be set up and what the agency is going to be doing on that.

**MR. BUELOW:** Yes. We are happy to take a look at that, see what our responsibilities are under the law versus the Legislature, and bring that back. Thanks for flagging that.

**MS. CHARLES:** I would like to queue up an Ombuds report for the May meeting. So, I just wanted to put that out into the realm of future topics.

**MR. BUELOW:** Awesome. We will write that down.

**MS. KISSLER:** I was just going to suggest what I think might be a good approach to collectively preparing, for the legislative task force, although I think we want to be careful about us driving that. I think one of the things that's going to be important for that is a refresher on what are all the variables that go into revenue for the program, what are all the variables that go into distributions for the program. And so, we can start talking about what research and data gathering we need to be doing to make sure that we are in a good position to support the work group and support you all in having the right information as you participate in that. I don't know what folks think about us focusing on that. I think that may be a good way to prepare for those conversations.

**MS. BREWER:** If I were in Nick's shoes, I would be reaching out to staff that we know are going to be supporting the work group and seeing how the Paid Family and Medical Leave Advisory Committee can work into that; what our cadence for meetings is. And it seems like having them come and meet with this group regularly should be part of that.

**MS. KISSLER:** Yes, like you mentioned, most of our conversations have been about what are we going to need to unpack and be able to provide in terms of information from a programatic perspective.

**MR. DEMERICE:**  I think the intention is that we make sure we don't lose ground by making sure we are engaging with the right folks and getting a better sense of how they expect the Department and the advisory committee to play into that role. We have all seen task forces that take months and months to get all the members appointed and everything else. And I think with the timeliness of what we are thinking about, we can all agree that we don't have that sort of time. So, we will definitely start engaging with legislative staff. We have already started some of that early conversation to help define and articulate some of that.

**MR. BATTLES:** The bill already defines most of the task force. The only issue really to be determined is the legislators, and we have already been talking to legislators, as well, but the members of the advisory board here are on the task force, the legislators, too, from each of the four corners. I don't expect it to take that long to be able to get those appointed, and I know that that's not coming out -- it's coming out of the governor's office and the Legislature, but I appreciate what you're saying, but we have got already a good idea who is going to be on that task force.

**MR. DEMERICE:** I hear you, and think we are all aligned. This is a legislative task force, not an ESD task force. So, we will absolutely engage and do everything we can to move this work forward.

**OPEN COMMENT AND ADJOUN:**

**MR. BUELOW:** Any other questions, comments, or ideas for next month's agenda? With that, we can open up the open-comment period. So, if you have a comment and you're on the computer, please use the "hand raise" feature, and I will call on you. You can also feel free to type in chat, and I might bring you into the conversation, if we need some clarity. And if you are on the phone only, please feel free to unmute and identify yourself, and we can do it that way, as well. So, if there are any comments at this point, I would invite you to raise your hand or unmute.

**MR. BUELOW:** Not seeing anything. I will make the call one more time just in case I am missing anyone.

**MR. BUELOW:** Okay. With that, I think we will adjourn and thank you so much for today's meeting. It's very efficient today, and we got through a lot of information.

**MS. CHARLES:** Matt, before we adjourn, I just would like to express my thanks to Lisa and the wonderful collaboration and working together with the Ombuds Office. I will miss you, and, as everyone has said, your contributions laying the foundation for this program, will remain in perpetuity.

**MS. KISSLER:** Thanks, Edsonya, thanks everyone.