

Iowa Community Empowerment Newsletter

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2009 Community Empowerment Annual Report Released

The 2009 Community Empowerment Annual Report is now available. We are happy to provide this compilation of information regarding Community Empowerment and Early Childhood System Development. This year's report is available online only. Where appropriate, bookmarks have been created in sections of the report. Those bookmarks will appear along the left-hand side of the screen and assist the reviewer with locating information.

Make sure you don't miss the Results Accountability Update. As in year's past, information is divided by each legislated result area with data update on each of the Iowa Empowerment Board's indicators. This year, a local story is included as well as required statewide performance measures. Of special note is the *Safe and Nurturing Families* section.

Community Empowerment completed on June 30, 2009 the first year of collecting a common set of performance measures using a required, valid and reliable instrument to measure five outcomes regarding family support programming. We are pleased to report some very promising results!

Family Support programs funded by Community Empowerment area boards have been successful in reaching high risk families.

- Over half of the Iowa families served had an annual income of less than \$20,000.
- Twenty-five percent of the head of households had less than a high school diploma or GED.
- Thirty-two percent were non-Caucasian opposed to less than eight percent in the general population of Iowa.

Family Support programs funded by Community Empowerment served 22,707 children between the ages of zero through five during the 2009 fiscal year in all of Iowa's 99 counties. The vast majority of the programs are provided one on one in the family's home eliminating the need for families to travel to a program site to participate in the service. Family Support services are tailored to the unique needs of the individual family. They recognize the fundamental role that parents have as the child's first and most important teacher and that the child's home is an early learning environment. Family Support programs recognize the critical importance of the first three years of life when 80% of brain development occurs by equipping parents to provide a nurturing, stimulating, learning environment for their children.

During the 2009 fiscal year, \$17,081,818 was invested by local Community Empowerment Area boards into family support programming. This investment resulted in the following outcomes being achieved by parents:

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Disclaimer:
Many articles in this newsletter are submitted by various entities. The views and opinions contained within may or may not be those of Iowa Community Empowerment.

- 81% of participating families improved or maintained healthy family functioning, problem solving and communication.
- 81% of participating families increased or maintained social supports.
- 68% of participating families were connected to additional concrete supports.
- 69% of participating families increased their knowledge of child development and parenting.
- 63% of participating families improved nurturing and attachment between parents and children.

These results are outstanding, especially when considering the risk factors present in the families served. Research supports that it is a better investment to target families with high risk factors with family support services in their child's early years.

(National Scientific Council on the Developing Child. 2007. Center on the Developing Child at Harvard University. www.developingchild.net)

As mentioned earlier, this was the first year that the Iowa Empowerment Board required family support programs to report on a set of specific outcomes utilizing a specific assessment tool. The required tool has been extensively tested and proven to produce reliable and valid data. Hats off to the Family Support programs for all of their hard work to implement these new accountability measures!

For additional information please see the State Empowerment Annual Report – [2009 State Annual Report](#).

To add your CEA web site to this list, send a note to debra.scrowther@iowa.gov.

Adair County

www.adairempowerment.org

Audubon, Carroll, Greene, Guthrie

www.partnerships4families.org/

Benton County

www.bcempowerment.com

Black Hawk

www.cedarvalleyspromise.org

Boone

<http://booneempowerment.com/>

Bremer, Butler, Franklin, Grundy

www.together4families.org

Buchanan Delaware Fayette

www.bdfempowerment.org

Buena Vista, Crawford, Sac

www.BVCSEmpowerment.com

Cass Mills Montgomery www.boost4families.org

Cedar www.empowercedarco.org

Cerro Gordo, Hancock, Worth

www.empowermentforthekids.org

Cherokee, Lyon, Plymouth, Sioux

<http://nvice.org>

Clinton, Jackson www.cj-empowerment.com

Dallas

www.co.dallas.ia.us/Comm_Services/Empowerment.asp

Des Moines/Louisa

www.caringcommunityempowerment.org

Dubuque

www.empowerdubuque.org

Floyd, Chickasaw, Mitchell

www.fmempowerment.com

Fremont, Page

www.co.page.ia.us/offices/empowerment/index.htm

HAWC www.HAWC-Iowa.com

Hardin www.empowerhardin.net

Henry www.healthyhenrycounty.org

Humboldt, Hamilton, Wright

www.buildingfamilies.net

Jasper <http://www.jaspercountyempowerment.org/>

Johnson

<http://www.jcempowerment.org>

Lee, VanBuren

www.childrenfirstempowerment.org

Linn

www.linncountycommunityempowerment.org

Madison www.madisoncountyhelp.org

Mahaska, Wapello

www.mahaskawapelloempowerment.org

Marshall www.youthandviolence.org

Muscatine

www.muscatineempowerment.org

Palo Alto, Kossuth

www.pakempowerment.com

Pocahontas, Calhoun and Webster

www.linking-families.com

Polk www.hspa.org

Pottawattamie

www.promisepartners.info

Scott

www.scottcountyempowerment.org

Story www.storycountyfamily.org

Tama

www.tamacounty.org/empowerment

Warren

www.warrenempowerment.org

Washington

www.washingtoncountyempowerment.org

Woodbury www.siouxlandship.org

Update December 2009 – January 2010

Early Care, Health and Education System Building Activities

- First Years First Committee – Dec 1
- Teach Iowa Advisory Committee – Dec 2
- ECI Co-Chairs meeting – Dec 3
- ECI Public Engagement component workgroup – Dec 3 & Jan 7
- Family Support Reception – Dec 3
- ECI Governance & Administration component workgroup – Dec 8 & Jan 19
- Barriers to Prenatal Care Project meeting – Dec 15
- QRS Oversight meeting – Dec 17 & Jan 6
- IEB New Member Orientation – Dec 21
- EC Wage Study meeting – Jan 5 & Jan 22
- ECI Diversity Council – Jan 6
- Early Childhood Advisory Council Prep – Jan 7 & Jan 22
- ECI Co-Chairs – Jan 7
- NGA Early Childhood Advisory Council conf call – Jan 7
- Iowa Empowerment Board meeting – Jan 8
- TA to First Years First Grantees – Jan 11
- State Child Care Advisory Council – Jan 14
- Smart Start National TA Center Conf Call – Jan 14
- Drake Univ Innovation & Leadership Conference – Jan 15
- Project THRIVE national meeting, New Orleans – Jan 15-19
- ECI Results Accountability component workgroup – Jan 19
- NW Regional Coordinators meeting – Jan 26
- ECI PD Steering Committee meeting – Jan 28

Site Visits/Technical Assistance Activities

- Hardin County, Family Support TA – Dec 4
- Henry, Washington CEA Boards Retreat – Dec 7
- ARRA TA, Scott – Dec 17
- ARRA TA, DM/Louisa – Dec 17
- CEA Boundary Merge meeting, Creston – Jan 5
- Warren Reception – Jan 5
- Marshall – Jan 13 & Jan 25
- Decatur board meeting – Jan 14
- Hardin board meeting – Jan 19
- Leon, Family Support TA – Jan 27

Annual Report Reviews (majority by conference call)

- Benton County – Dec 1
- Boone – Dec 2
- Marion – Dec 11
- Jones – Dec 16
- Henry – Dec 16
- Iowa – Dec 16
- Dubuque – Dec 17
- FMC – Dec 17
- Linn – Dec 17
- Wayne – Dec 21
- Adams – Dec 22
- Jasper – Dec 22
- Ida – Dec 23
- Johnson – Dec 23
- Cass, Mills, Montgomery – Jan 4
- Buchanan, Delaware, Fayette – Jan 5
- Black Hawk – Jan 7
- Des Moines, Louisa – Jan 7

**Upcoming Events
Calendar at a Glance**

**Iowa Empowerment Board
Meeting**
March 5, 2010
Location to be determined
Des Moines

**Empowerment
Coordinators/Contacts Meeting**
March 10, 2010
Rising Sun Church of Christ
Pleasant Hill

**PCA Iowa Conference
Pathways to Prevention**
May 3, 2010
Sheraton West Des Moines Hotel
www.pcaiowa.org/conference.html

Annual Report Reviews (Cont.)

- Dallas – Jan 13
- Madison – Jan 13
- Cerro Gordo, Hancock, Worth – Jan 19
- Appanoose, Davis, Lucas, Monroe – Jan 19
- Poweshiek – Jan 19
- Polk – Jan 20
- Cedar – Jan 21
- Story – Jan 21
- Emmet – Jan 21
- Washington – Jan 25



Linn County Empowerment Board donates 150 lbs of food to HACAP Food Reservoir

Linn County Community Project Director, Chris Kivett-Berry, asked Empowerment Governance Board members to each bring one food or paper product item to their December 1, 2009 meeting. Local food pantries are regularly facing shortages and this simple act of volunteerism could make a difference. The thought was that if each of the 27 Board members brought just one item the group as a whole could make a small difference. The result, however, was a whopping donation of 152 items, weighing in at 150 lbs, that was promptly delivered to the HACAP Food Reservoir in Hiawatha, IA!

The HACAP Food Reservoir channels donated products to area soup kitchens, pantries, senior and childcare centers, drug and alcohol treatment centers, homeless shelters and other nonprofit food programs that feed the needy.

The Linn County Empowerment Board is comprised of 27-community members that provide and support early childhood and family support services for children in Linn County. Our vision is that every child will have access to quality services empowering them to be healthy and successful.

For further information, please contact Chris Kivett-Berry, Director, at phone: 319/892-5721 or e-mail at chris.kivett-berry@linncounty.org



Iowa Empowerment Board News

January 8, 2010 Meeting Summary

Update from the Governor's Office

Molly Kottmeyer, from the Governor's Office, shared that the Governor's Office will be sponsoring a bill to support much of the Community Empowerment Lean process recommendations. She went on to say that a deviation from the recommendations is that the Governor's Office is supporting the Early Childhood Coordination Center to be located in the Department of Education. Rationale for the decision to move to the Department of Education (DE) is about accessing the DE's Unique Student Identifier system that has received a large federal grant and many millions of state dollars to accurately track student programs and results.

During further discussion, after Ms. Kottmeyer shared, it was indicated that legislative language will most likely appear the state government reorganization bill that would be released the first week of session.

Administrative Update

Draft information being prepared for the 2009 State Empowerment Annual Report was shared with the Board. The report will be finalized in January and be available on the State Empowerment Website.

Lean Summary Endorsement

The Lean Summary presented to the board was adopted with one change. In the State Structure section, we will be adding the recommendation from that work group that the Early Childhood Iowa Coordination Center be either kept within the Department of Management or moved to the Department of Public Health.

Redesignation Recommendations

The Board reviewed information prepared by the State Technical Assistance Team for the Redesignation process. Below is a summary of action taken.

- Adair (Families and Communities Together) – Unconditional for 3-year cycle
- Allamakee, Clayton, Howard and Winneshiek (HAWC) – 1-year Conditional
- Audubon, Carroll, Greene and Guthrie (Partnerships 4 Families) -- Unconditional for 3-year cycle
- Bremer, Butler, Franklin, Grundy (Together \$ Families) -- Unconditional for 3-year cycle
- Buchanan, Delaware, Fayette – Unconditional for remaining cycle
- Buena Vista, Crawford, Sac -- Unconditional for 3-year cycle
- Calhoun, Pocahontas, Webster (Linking Families & Communities) -- Unconditional for 3-year cycle
- Cass, Mills, Montgomery (Boost for Families) – Unconditional for remaining cycle
- Clarke (Family First) – 1-Year Conditional
- Clay, Dickinson, O'Brien, Osceola (Lakes) -- Unconditional for 3-year cycle
- Decatur – 1-Year Conditional
- Fremont, Page (Corner Counties) – Unconditional for 3-year cycle
- Hamilton, Humboldt, Wright (Building Families) -- Unconditional for 3-year cycle
- Hardin - Unconditional for remaining cycle
- Johnson – Unconditional for remaining cycle
- Kossuth, Palo Alto (PAK) – Unconditional for 3-year cycle
- Marshall – 1-Year Conditional
- Muscatine – Unconditional for 3-year cycle
- Ringgold – Unconditional for 3-year cycle
- Taylor – Unconditional for 3-year cycle
- Union – Unconditional for 3-year cycle
- Warren – Unconditional for 3-year cycle
- Wayne – Unconditional for remaining cycle
- Woodbury – Unconditional for 3-year cycle

Information will be forwarded to each Community Empowerment Area of their designation status.

Draft Merger Guide

As the Lean process recommendations moved forward, the State Technical Assistance Team received requests to provide assistance to areas interested in beginning the process of merging. Draft materials were shared with the Board to reflect input we've received from local coordinators and gathered from other systems that have experienced a similar type of reorganization. This information will be shared with Empowerment Coordinators to gather additional feedback and input.



HEAD START STATE COLLABORATION OFFICE RELEASES NEEDS ASSESSMENT

Submitted by Tom Rendon, Iowa Head Start State Collaboration Office

The Iowa Head Start State Collaboration Office has released a Head Start grantee collaboration needs assessment. The assessment is part of required activity by the collaboration office in the Head Start Act of 2007. The assessment explores the status of relationships between Head Start programs and collaborative partners and collaborative activities. Partners and activities were assessed in the following areas:

1. Health
2. Homelessness
3. Welfare/Child Welfare
4. Child Care
5. Family Literacy Services
6. Children With Disabilities
7. Community Services
8. School District and Preschool Collaboration
9. Professional Development

The key findings from the needs assessment include:

- The lowest areas of partnership were in homelessness, family literacy services and community services
- Basic health care services seem to be adequately addressed, especially around required services
- Partnerships and activities designed to address the needs of children experiencing homelessness are relatively weak.
- Participation in the Quality Rating System is low but not viewed as especially difficult
- Most of the collaborative partners in community services score relatively low compared with partners overall
- Collaboration with school districts and with school districts operating state-funded preschool were relatively strong, though some areas are problematic
- The most difficult activities were transferring credits and finding release time for staff

A full copy of the report is available online at

http://www.iowa.gov/educate/index.php?option=com_docman&task=doc_download&gid=8774&Itemid=1507.

It is also linked from the Community Empowerment web site,

http://www.empowerment.state.ia.us/resource_links/index.html, under Local Board Supports.

Iowa
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Early Childhood®
IOWA

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Iowa's Child Care and Education Workforce

For years, a particular passion of mine has been the child care workforce. How many people work in our field? Who are these people? What do we know about them? What are they paid, how much formal education do they have, and how often do they leave their positions, turn over? Research says that young children benefit from highly educated and adequately compensated early care and education teachers and providers. And yet, we do little to require appropriate levels of education in our child care workforce, or support programs as they try to more adequately compensate their staff. And we know even less about this workforce! Iowa Workforce Development is working with the Department of Education on the final stages of a Child Care Workforce Study. Implemented on request of the Early Childhood Iowa Professional Development steering committee, supported by the Office of Empowerment with state-wide professional development funding, this report will be sharing data on education levels, compensation and benefits later this spring.

As an Affiliate of NAEYC, the Iowa Association for the Education of Young Children has certain obligations to fulfill. One of these asks as leadership staff and Board members that we consider the state's early care and education workforce. As the T.E.A.C.H. license holder for the state of Iowa, we are also critically concerned about advances in education and compensation made by the workforce. At the January Iowa AEYC Governing Board meeting, members reflected on Iowa workforce data provided to us by our partners in the Departments of Human Services and Empowerment, the Board of Educational Examiners, Head Start, and Child Care Resource and Referral. (Many thanks to these partners for their information.) While much of this report is only in draft form, some interesting data appeared:

DID YOU KNOW?

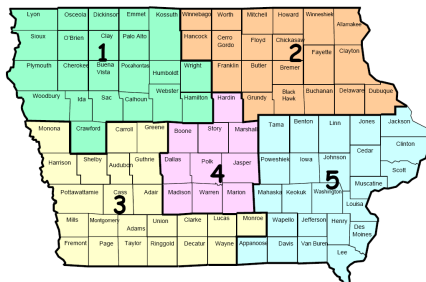
- *We estimate that Iowa's Early Care and Education workforce **totals** more than **40,000 people**. We are a big segment of the economy – our impact as taxpayers is nearly as important as the support we provide to the economy as child care providers – helping parents to be able to go to work.*
- *DHS reports just over **5300** registered child development home providers and just over **5800** non-registered providers who receive Child Care Assistance. We are guessing that as many as another **5000** might be unidentified, or providing family, friend or neighbor care.*
- *In 2008-09, **1247** individuals were employed by Head Start in Iowa: administrators, teachers and assistant, home visitors and supervisors.*
- *Over **1500** DHS licensed centers and preschools serve **92,422 children** age birth – five (program licensed capacity). We estimate as many as **10,000** persons may serve as teaching staff in these programs.*
- *CCR&R employs nearly **500** people – not 500 full time equivalents, but 500 different people as staff, Empowerment funded staff, nurse consultants, and part time trainers.*
- *Another **400** of us work in other agencies, or for state government, as instructors, educators, consultants, administrators, funding partners.*
- *In 2008-09, nearly 8000 people around the state were licensed or certified by BOEE and assigned to early childhood teaching settings. Of these:*
 - **599** teachers were assigned to early childhood special education
 - **1341** teachers were assigned to kindergartens
 - **685** teachers were assigned to pre-kindergartens or 4 year old preschools
 - **242** currently employed paraeducators held the early childhood paraeducator certificate

We would be glad to share the information that we have with you, answer any questions, or hear your comments.

WOW! We are a formidable workforce, a key segment of Iowa's economy. Those in our field deserve to be respected, as well heard as a voice for the thousands and thousands of young children and their families.

Iowa Child Care Resource & Referral

Submitted by, Cathy Wheatcraft
Region 4, Regional Director



<http://www.iowaccrr.org/>

CCR&R County Data Reports Available

Child Care Resource & Referral (CCR&R) receives numerous requests for data throughout the year. All 5 CCR&R regions have agreed to use the same data report for statewide consistency. Each of the 99 counties will have an individual report with specific child care information.

The new data reports will be available after March 1, 2010 on the State CCR&R website at www.iowaccrr.org. The data reports will reflect CCR&R information from July 1, 2009 – December 31, 2009. By September of 2010, the reports will be updated to show a 12 month period of data.

The data reports include the following information:

- Total County Population
- # of Children ages 0 through 5
- # of Children ages 6 through 9
- # of Children ages 10 through 12
- % of Families with all parents working & children under age 6
- Median Family Income
- Average Weekly Income (Annual/52)
- % of Program Spaces*
- Total # of Spaces Listed with CCR&R*
- Total # Child Care Programs Listed with CCR&R*
- # of Providers with ChildNet Certification*
- # of Providers with QRS Levels 1-2*
- # of Providers with QRS Levels 3-5*
- # of Providers with National Accreditation*
- % of income spent on infant care in a center for a family with a median income
- % of income spent on infant care in a child care home
- # of child care programs accepting DHS Child Care Assistance funded children
- Child Care Rates per week for DHS Registered Child Development Homes
- Child Care Rates per week for DHS Licensed Centers
- Range of Preschool Tuition Rates Per Month By Age
- % of Requests for Child Care by Age
- # of Requests for Child Care by Type
- # of Families and # of Children CCR&R referred to Child Care Providers

** Data includes: DHS registered child development homes; Dept of Ed operated centers; Dept of Ed operated preschools; Dept of Ed before/after school programs; DHS licensed centers; DHS licensed preschools; and non-registered child care homes.*

CCR&R may not have all DOE programs listed since they are not regulated by DHS. CCR&R is a voluntary service and some non-registered child care homes choose not to be listed on the database.

Iowa State University Extension to Families

Submitted by Kim Greder, PhD
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Development and Family Studies
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eXtension Just in Time Parenting

Finding reliable parenting information can be a challenge. There are many books, and articles - some good and some not so good. How do you know what to read - especially when you're busy and there's just so little time?

What is *Just in Time Parenting*?

eXtension Just in Time Parenting (JITP), is an outreach innovation that brings quality, research-based information to families at the time it can be most useful and make the biggest difference in their lives. Over the past 25 years, Cooperative Extension faculty in land-grant universities have developed and evaluated an unusually parent-friendly series. Capitalizing on the “teachable moment,” monthly “just in time” newsletters are delivered -- keyed to the age of each parent’s child. A team of Extension professionals from over 30 land-grant universities are transforming these research-based age-paced newsletters into a national interactive Internet resource on parenting

The *eXtension Just in Time Parenting* website includes these great resources:

- Age-paced newsletters that can be downloaded and printed
- facts sheets
- Frequently Asked Questions
- Access to experts across the country
- Upcoming local Extension programs

Although the JITP materials currently focus on infants, the information will extend from pregnancy through parenting in the teen years.

How can *Just in Time Parenting* make such a big difference?

Because manageable amounts of information addressing the exact challenges you are facing reaches you each month, *Just in Time Parenting* will probably be one of your “favorite bookmarks.”

- *JITP* pulls together the core information you need to help your children and family thrive.
- *JITP* connects you to resources and information – when you or your children need help.
- *JITP* can be read by all the adults in your family, and can help dispel child-rearing myths and misinformation.
- *JITP* is easy to get and a convenient way to learn how you can help your child grow up healthy and ready for success.

Age-paced newsletters deliver trusted information *just in time* -- providing parents with the information they need to support and guide the growth of their child. We hope you find the *Just in Time Parenting* resources helpful. Please sign up for the age-paced newsletters and give us your feedback!

If you are a professional who works with parents

Help spread the word and use these resources with your parents! To find out more, go to http://www.extension.org/mediawiki/files/1/10/JITPOct25_07.pdf



School Dental Screenings: Making a Difference for Iowa's Children

Submitted by Sara Schlievert, BS, RDH

The school dental screening requirement stipulates that all children newly enrolling in an Iowa elementary or high school provide proof of a dental screening. The overall goal is to improve the oral health of Iowa children, knowing that children who come to school without dental disease will have improved overall health and be better prepared for learning. As the dental screening requirement moves into its second year of implementation, we consider its initial impact. Is it making a difference for Iowa's children?

February is National Children's Dental Health Month!

The requirement was passed during the 2007 legislative session and was initiated by the Iowa Department of Public Health (IDPH) Oral Health Bureau during the 2008-2009 school year. Despite the normal "growing pains" of a new project and the short preparation time for Iowa schools and families, the first year results are encouraging!

Based on the 2008-2009 dental screening audit report*,

- 69% of the students provided screening documentation:
 - 57% submitted a valid Certificate of Dental Screening
 - Less than 1% submitted a valid Certificate of Dental Screening Exemption
 - 12% submitted other forms of documentation (as a one-time exception, other forms of documentation were allowed for the 2008-2009 school year).

- 15% of the students had treatment needs:
 - 84% had no obvious problems
 - 13% required dental care
 - 2% required urgent dental care

- Over 90% of the students were screened by a dental professional:
 - 68% by a dentist
 - 26% by a dental hygienist
 - 4% by a nurse
 - Less than 1% by a physician or physician assistant

The audit numbers represent thousands of Iowa families, and many of those families would have been unaware of their children's needs without the school dental screening. Through the IDPH I-Smile™ program, public health dental hygienists are now collaborating with schools to help families coordinate dental treatment for children who need care. In addition, IDPH will be surveying families throughout the state to determine if dental needs identified through the screening process were met.

A recent *Des Moines Register* editorial, "Repeal toothless dental screening mandate" suggested that the screening requirement was a waste of time and money. However, we know that early access to preventive dental services actually saves money. With over 25% of low-income children in Iowa suffering from untreated tooth decay, the school dental screening requirement provides an opportunity to identify needs and seek dental care early. Ultimately, this requirement will make a difference – by improving children's oral health and by lowering health care costs for Iowa families and taxpayers.

*The full report can be found at:

http://www.idph.state.ia.us/hpcdp/oral_health_school_screening.asp

Healthy Child Care Iowa (HCCI)



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Healthy Child Care Iowa (HCCI)

Healthy Child Care Iowa updated features on the webpage pertaining to recalled products and hazard warnings. The webpage is now updated as recalls and hazards are publicly announced. Previously items were updated once a week. To find recalls pertaining to child care please go to:

<http://www.idph.state.ia.us/IdphProductRecalls/Recalls.aspx>

You will see that the page has a new look and a new method for selecting the category of recalls/hazards you want to view.

There are many new recalled items pertaining to children and child care. In late December the Consumer Product Safety Commission issued a large recall of window blinds. If you use window blinds at your business, you will want to review the list of recalls and compare with the window blinds at your program.

If you have questions or comments about how to use the webpage, please contact me.

Injury Prevention News

Winter safety check list -- A Home Safety Council resource
The Home Safety Council (HSC) offers a list of simple safety rules for using portable space heaters, fireplaces, and wood stoves.

http://www.homesafetycouncil.org/SafetyGuide/sg_heating_w001.asp

Training Opportunity

Iowa Public Television (IPTV) will rebroadcast the 2 hour training “**Universal Precautions and Exposure Control Plans for Early Care and Education Directors and Owners**” March 3, 2010, from 2 – 4 PM. The training is NAC approved.

Attendees are required to register using the Iowa Public Television website:

http://www.iptv.org/iowa_database/event-detail.cfm?ID=10310.

Instructions for registering and selecting an ICN site are posted to the website link above.

Attendees must select a SCHOOL or PUBLIC LIBRARY ICN site.

Iowa's Early Childhood Vision: Every child, beginning at birth, will be healthy and successful.