

Emergency Preparedness



**SOMERSET COUNTY
JOINT INSURANCE FUND**



Agenda

Emergency Preparedness



- NJ Emergency Preparedness
- Phases of Emergency Preparedness
- Considerations for Emergency Preparedness Plan

Introduction



A workplace emergency is a situation that threatens workers, customers, or the public; disrupts or shuts down operations; or causes physical or environmental damage. Emergencies may be natural or man-made, and may include hurricanes, tornadoes, earthquakes, floods, wildfires, winter weather, chemical spills or releases, disease outbreaks, releases of biological agents, explosions involving nuclear or radiological sources, and many other hazards. Many types of emergencies can be anticipated in the planning process, which can help employers and workers plan for other unpredictable situations.

Our whole community (e.g., individuals, families, communities, businesses, and jurisdictions) needs to plan for disasters and emergencies, and the disruptions which often result.

Am I asking you to do this?



How do you think you'd fare?



Where do you Fall?

Prepper 2021 Survey

Response	% of Americans
Yes, because of political events as well as recent natural disasters	5.30%
Yes, because of recent natural disasters	5.36%
Yes, due to political events	9.43%
Yes, because of COVID	25.20%
No, because I always keep survival items in case of emergency	27.07%
No, because I don't spend any money on emergency preparation	27.65%

Saving money is the No. 1 way people prepare for emergencies, with 20% of Americans saying they've socked away some \$962 into an emergency fund in the last 12 months.

And in a sign of the times, 33.6% of preppers said they stockpiled toilet paper in the past year.

Food and water— 41.6% of Americans spent an average of \$258 on stockpiling their essential food and water supplies

Home renovations — 18.0% of Americans spent an average of \$530 renovating or making additions to their home.

Means of evacuation— 11.6% of Americans spent an average of \$317 preparing ways to escape, such as buying a car or boat.

Medical expenses— 27.4% of Americans spent an average of \$119 toward insurance premiums, doctor visits, prescriptions, assistive devices and more.

Pop Quiz

Conventional wisdom is to be prepared for _____ days before assistance?

Three (3)

Pop Quiz

The Items for your emergency kit include:

- Water (one gallon per person per day for several days, for drinking and sanitation)
- Food (at least a several-day supply of non-perishable food)
- Battery-powered or hand crank radio and a NOAA Weather Radio with tone alert
- Flashlight
- First aid kit
- Extra batteries
- Whistle (to signal for help)
- Dust mask (to help filter contaminated air)
- Plastic sheeting and duct tape (to shelter in place)
- Moist towelettes, garbage bags and plastic ties (for personal sanitation)
- Wrench or pliers (to turn off utilities)
- Manual can opener (for food)
- Local maps
- Cell phone with chargers and a backup battery

Pop Quiz

What about FEMA Considerations:

- Prescription medications and glasses
- Infant formula and diapers
- Pet food, water and supplies for your pet
- Important family documents such as copies of insurance policies,
- identification and bank account records in a portable waterproof container
- Cash and change
- Emergency reference material such as a first aid book or information from www.ready.gov
- Sleeping bag or warm blanket for each person. Consider additional bedding if you live in a cold-weather climate.
- Complete change of clothing including a long sleeve shirt, long pants and sturdy shoes. Consider additional clothing if you live in a cold-weather climate.
- Fire Extinguisher
- Matches in a waterproof container
- Feminine supplies, personal hygiene items and hand sanitizer
- Mess kits, Paper cups, plates and disposable utensils, paper towels
- Paper and pencil
- Books, games, puzzles or other activities for children

Traditional Emergency Preparedness



Hierarchy for NJ Emergency Management

NJ OEM - State Police

The following Bureaus make up Emergency Management Section:

- [Communications Bureau](#)
- [Emergency Response Bureau](#)
- [Incident Support Bureau](#)
- [Recovery Bureau](#)
- [Preparedness Bureau](#)

Somerset County OEM

- Emergency Management Planning
- Emergency Services Training Academy
- Hazardous Materials Response Team
- County Emergency Response Team (CERT)
- County Animal Response Team (CART)
- Search and Rescue Team (SAR)
- National Incident Management System Compliance
- Fire Coordination
- EMS Coordination

Local OEM-YOU

- Work
- Home

OSHA General Industry

Means of Egress

- [1910.35-37 - Means of egress](#)
- [1910.38 - Emergency action plans](#)
- [Appendix - Means of egress](#)

Hazardous Materials

- [1910.119 - Process safety management of highly hazardous chemicals](#)
- [1910.120 - Hazardous waste operations and emergency response](#)

PPE

- [1910.132 - General](#)
- [1910.133 - Eye and face protection](#)
- [1910.134 - Respiratory protection](#)
- [1910.135 - Occupational head protection](#)
- [1910.136 - Occupational foot protection](#)
- [1910.137 - Electrical protective devices](#)
- [1910.138 - Hand protection](#)

OSHA General Industry

General Environmental Controls

- [1910.146 - Permit-required confined spaces](#)
- [1910.147 - Control of hazardous energy sources](#)

Medical & First Aid

- [1910.151 - Medical services and first aid](#)


Fire Protection

- [1910 Subpart L - Fire protection](#)
- [1910.157-163 - Fire suppression equipment](#)
- [1910.164 - Fire detection systems](#)
- [1910.165 - Alarm systems](#)
- [Appendices A-E of Subpart L](#)

OSHA General Industry

Toxic & Hazardous Substances

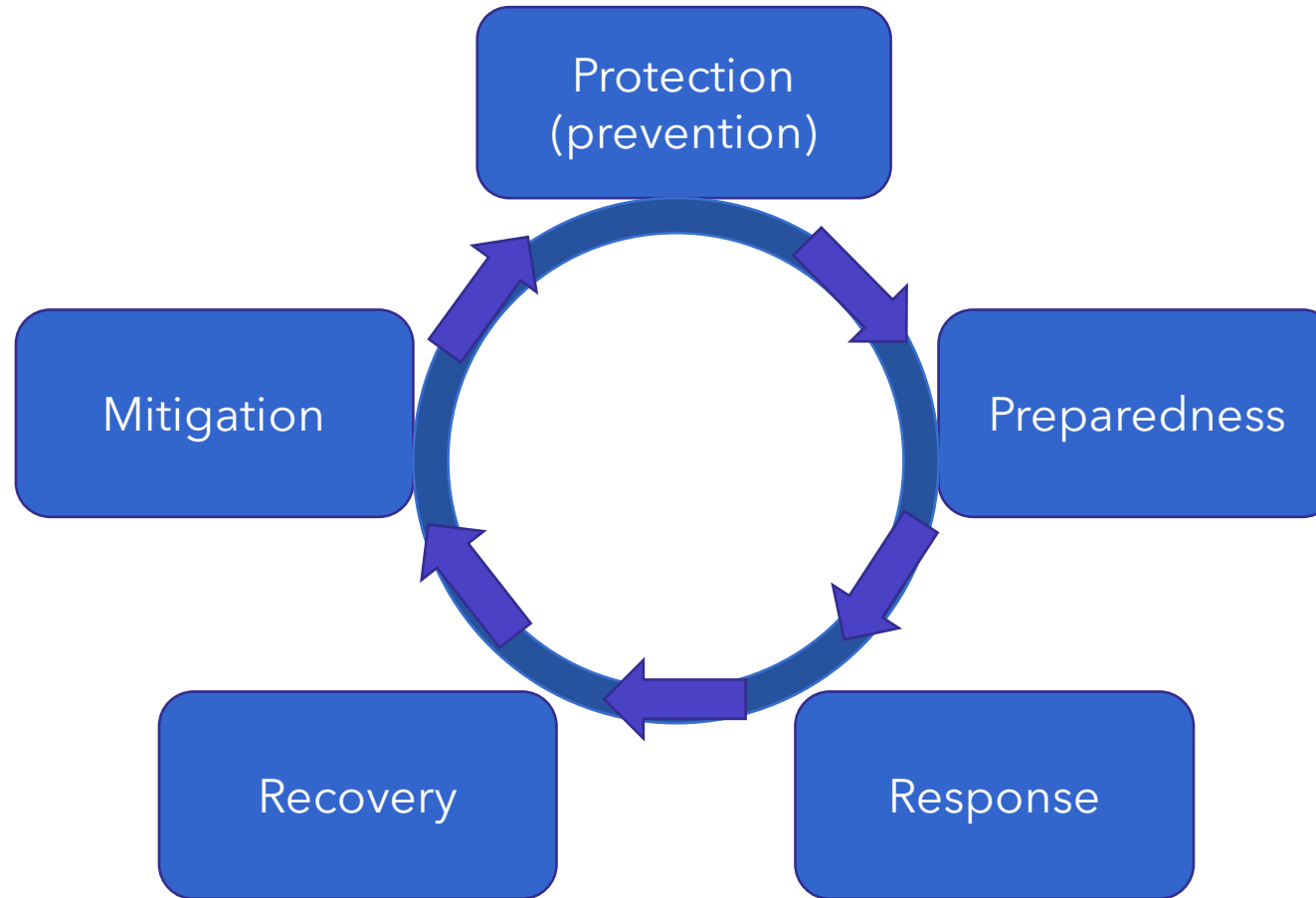
- [1910.1030 - Bloodborne pathogens](#)
- [1910.1200 - Hazard communication](#)

A glowing yellow tent is pitched on a rocky mountain peak at night. The tent is illuminated from within, casting a warm yellow light. The background features dark, jagged mountain peaks and a deep blue sky with a few stars and a bright moon in the upper right corner.

**The way to get
started is to quit talking
and begin doing.**

Walt Disney

Phases of Emergency Management



Mitigation

- **Mitigation**-focuses on the impact of a hazard, represents the sustained actions a jurisdiction takes to reduce or eliminate long-term risk to people and property.
- (You should be involved in mitigation activities.)



Mitigation

- **Involves two types:**
 - Activities aimed at eliminating or reducing the probability of occurrence of an emergency or disaster.
 - Activities designed to postpone, dissipate, or lessen the effects of an emergency or disaster.

Mitigation

Comparison Example

Preventive Maintenance



Safety Precautions



Protection (Prevention)

- **Protection (Prevention)**-Action taken to avoid an incident. Stopping an incident from occurring. Deterrence operations and surveillance.
- **IF YOU SEE SOMETHING, SAY SOMETHING**
- **Any person who witnesses an incident or is a victim of a crime is encouraged to immediately notify the police.**

Preparedness

Preparedness-ensures that if disaster occurs, people are ready to get through it safely, and respond to it effectively. This is done by training, information, preparation, drills, exercises. Efforts to minimize damages and lay the groundwork for response to an emergency or disaster.

(You should be involved in preparedness activities.)

Preparedness

Your attendance at this emergency procedures training is a preparedness activity!

Go ahead and pat yourself on the back!

Why Do We Prepare??



- In the simplest of terms:
It is about saving lives!
- Whose lives?
 - Your Own
 - Your Family
 - Your Coworkers
 - Your Friends

Response

Response - is the actions taken in the immediate aftermath of an event to save lives, meet basic human needs, and reduce the loss of property and the effect on critical infrastructure and the environment .

Provide emergency assistance, reduce damage, and reduce the probability and extent of secondary damage.

(Do you should have responsibility for response activities?)

Response

- These emergency procedures establish a *minimum standard of care* which you are responsible to provide as employees.
- Your workplace may have a much more detailed plan for you to follow as well.

Recovery

Recovery - is both short-term and long-term efforts for the rebuilding and revitalization of affected communities.

To return all systems—both formal and informal—to normal as soon as possible

(Do you should have responsibilities for recovery activities?)

Recovery

- Activities are divided into two-time frames:
 - **Short term** - Return critical system to minimum operating standards within two weeks
 - It is your responsibility to identify a plan for short term recovery for the critical function(s) you perform.
 - If you didn't have at least one critical function, you wouldn't be here!

Recovery

- **Long Term** -
- Return all systems to full operating standards with:
 - Replacement
 - Reconstruction
 - Similar related activities
- Sometimes this requires several years.

Segment 1 Quiz Review

Test Your Knowledge

- How many Phases are there for Emergency Management?
- If you see something say something ! Who do you call?
- What is Response action?
- What are the activities of Recovery?
- What are two comparisons of Mitigation?

Your Plan – What's Inside?

- Emergency Response plan and your responsibilities.
- You are responsible for following all the emergency procedures in your workplace
- They are not optional!



Fire Prevention

- Where do you go when a Fire Alarm Sounds?
 - ❖ Always leave the building immediately. Close the door behind you. (A closed door will limit the spread of heat and smoke and will also act as a fire barrier and can serve as a theft deterrent in case of other evacuations.)
 - ❖ Use stairways to exit. Never use an elevator as an emergency exit during a fire.

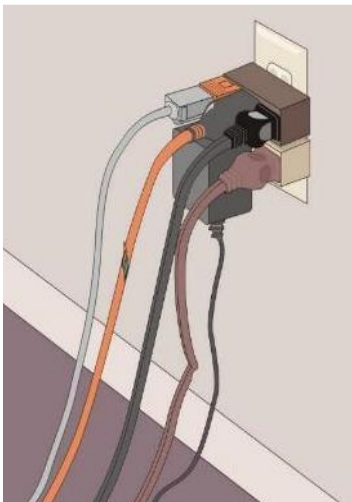


Fire Prevention

- ❖ As you evacuate the building: (go to your assembly area)
 - Please be aware of individuals with disabilities who are also trying to leave the building and offer whatever assistance you can. For assistance in evacuating an individual with a disability, authorized supervisor at each Assembly area should notify emergency response personnel of the location so they can assist individuals
 - If you encounter individuals who are ignoring the fire alarm or the request to evacuate, instruct them to leave the building immediately. If they do not respond, report their location to authorized supervisor or emergency response personnel when you have left the building.
- ❖ Do not re-enter the building until directed to do so by authorized supervisor or emergency response personnel.

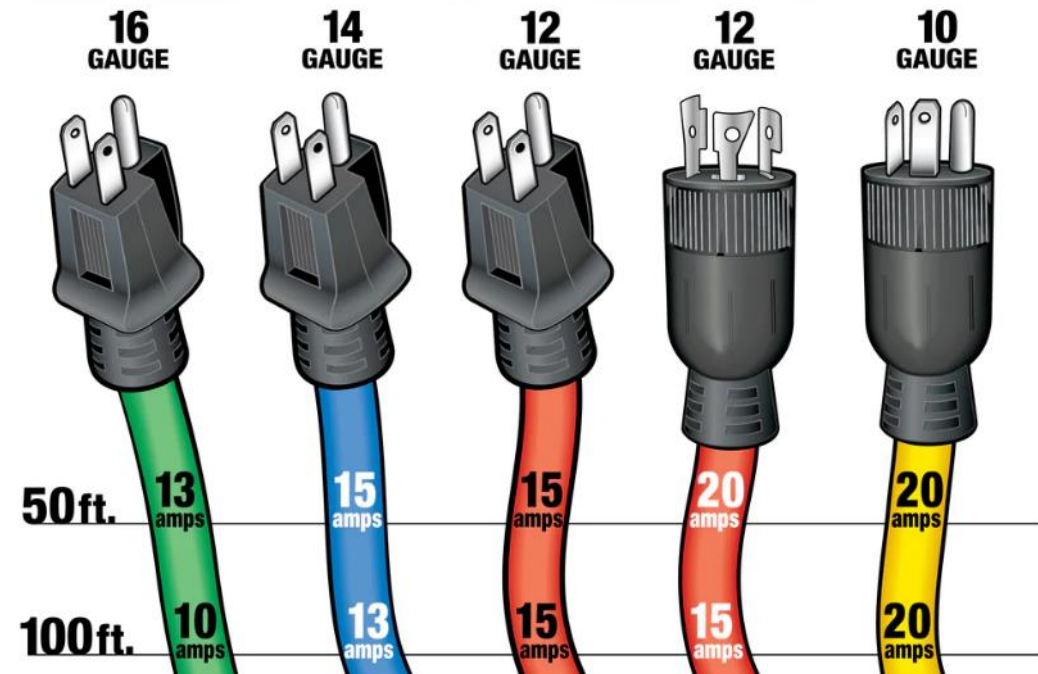
Fire Prevention

- Know the amperage of all the extension cords, power strips, and surge protectors you use.
- Do not exceed the recommended amperage.



Cord Gauge vs Amperage

MEDIUM DUTY	HEAVY DUTY	EXTRA HEAVY DUTY	ULTRA HEAVY DUTY
Lawnmowers	Drills	Circular Saws	Generators
Hedge Trimmers	Belt Sanders	Chain Saws	Recipro Saws
Fans	Routers	Worm Drives	Rotary Hammers
Household Tools	Table Saws	Grinders	Compressors



Fire Prevention

Do not wedge doors open.

- Use fire code compliant means:
 - Magnetic hold-open
 - Friction hold-open
- If you are the last one out, close the door!



Fire

What you should know and do...

- Know where the closest fire alarm is located.
- Know where the closest fire extinguisher is located.
- Always leave the building immediately when an alarm sounds.



Fire

If it is a small, extinguishable fire...

- Report the fire by activating the nearest fire alarm.
- Use a fire extinguisher to put out the fire.
- Inform authorized supervisor
 - Service the fire extinguisher.
 - Help with cleanup.
 - Investigate origin to prevent recurrence.



Fire

- If the fire cannot be extinguished with a fire extinguisher...
- Report the fire by activating the nearest fire alarm.
- Follow building evacuation procedures immediately.



Fire Prevention

OSHA REQUIREMENT

If an employer provides fire extinguishers **for its employees to use**, the employer must provide *annual* training on the use of the fire extinguishers.



Medical Emergencies

Types of Emergencies:

IF THE EMERGENCY APPEARS TO BE LIFE-THREATENING

- (Examples: unconsciousness, inability to move, potential spinal injuries, seriously broken bones, uncontrollable bleeding, heart attack, stroke, inability to breathe, etc.)
- Remain calm and do not move the victim unless his/her location poses a possible danger.
- Immediately notify or ask someone in the vicinity to call **911**

Medical Emergencies

Please get names of witnesses and information necessary for accident report:

- Name of injured person
- Injured person's address and telephone number
- Date and time of injury
- Description of what happened
- Brief summary of action taken
- Names of any witnesses
- Conditions at site of accident (wet/dry, lights on/off, apparent hazards or absence of such, etc)

Bomb Threat

If you receive or discover a suspicious package or device:

- **DO NOT TOUCH IT, TAMPER WITH IT, OR MOVE IT!**
- Do not use a cell phone, cordless phone, or walkie-talkie within 300 feet of the suspicious package, because it may trigger an explosion. Turn off electronic devices immediately.
- **EVACUATE THE AREA AND IMMEDIATELY CALL 911.**
- If the package has already been opened:
 - Do not smell, touch, or taste the package or its contents.
 - Call the emergency number above.
 - Wash your hands with soap and water and remove contaminated clothing, if necessary.
- List all people in the room or area and give this list to responding emergency personnel.

Bomb Threat

If You Receive a Telephone Call

- Be calm and courteous.
- Do not say anything that will offend or antagonize the caller.

If You SEE Something, Say Something!

QUESTIONS TO ASK

1. When is the bomb going to explode? _____
2. Where is it right now? _____
3. What does it look like? _____
4. What kind of device is it? _____
5. What will cause it to explode? _____
6. Did you place the bomb? _____
7. Why? _____

EXACT WORDING OF THREAT:

SEX OF CALLER _____ RACE _____

APPROX. AGE _____ LENGTH OF CALL _____

INSTRUCTIONS:

BE CALM, BE COURTEOUS, LISTEN
DO NOT INTERRUPT THE CALLER

PERSON RECEIVING CALL:

BOMB FACTS

Pretend difficulty hearing. Keep caller talking.
If caller seems agreeable to further conversation, ask questions like:

1. When will it go off? Certain Hour?
2. Time Remaining?
3. Where is it located? Building Area?
4. What kind of bomb?
5. What kind of package?
6. How do you know so much about the bomb?
7. What is your name and address?

If building is occupied, inform caller that detonation could cause injury or death.

Did the caller appear familiar with the building (by his/her description of the bomb location)? Write out the message in its entirety and any other comments on a separate sheet of paper and attach to this checklist.

Notify your Supervisor immediately.

NOTE: A bomb threat does not automatically call for the building to be evacuated. Once the threat is evaluated, the incident Commander will direct a full or partial evacuation, if deemed necessary.

CALLER'S VOICE

- | | | |
|--------------------------------------|------------------------------------|-----------------------------------|
| <input type="checkbox"/> Calm | <input type="checkbox"/> Slurred | <input type="checkbox"/> Nasal |
| <input type="checkbox"/> Angry | <input type="checkbox"/> Excited | <input type="checkbox"/> Lisp |
| <input type="checkbox"/> Stutter | <input type="checkbox"/> Rapid | <input type="checkbox"/> Slow |
| <input type="checkbox"/> Raspy | <input type="checkbox"/> Soft | <input type="checkbox"/> Deep |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Disguised | <input type="checkbox"/> Loud |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Distinct | <input type="checkbox"/> Familiar |
| <input type="checkbox"/> Intoxicated | <input type="checkbox"/> Normal | <input type="checkbox"/> Accent |

Is the voice familiar? _____

BACKGROUND SOUNDS

- | | | |
|--|---|------------------------------------|
| <input type="checkbox"/> Street Noises | <input type="checkbox"/> Booth | <input type="checkbox"/> PA System |
| <input type="checkbox"/> Voices | <input type="checkbox"/> Clear | <input type="checkbox"/> Motor |
| <input type="checkbox"/> Static | <input type="checkbox"/> Music | |
| <input type="checkbox"/> Animal Noises | <input type="checkbox"/> Office Machinery | |

Other: _____

THREAT LANGUAGE

- | | | |
|---|-------------------------------------|-------------------------------|
| <input type="checkbox"/> Well Spoken | <input type="checkbox"/> Incoherent | <input type="checkbox"/> Foul |
| <input type="checkbox"/> Irrational | <input type="checkbox"/> Taped | |
| <input type="checkbox"/> Message Read by Threat Maker | | |

Evacuation and Assembly Points

- Evacuation! It is always required? When do you need to evacuate?
- Do you have a Plan? (where do we go?)
- (Primary & Secondary Routes) (accountability)
 - Shelter In Place?
 - What do you do in a Fire?
 - Earthquake?
- The main thing is to for every employee to support evacuation by Always leave the building immediately. Close the door behind you. (A closed door will limit the spread of heat and smoke and will also act as a fire barrier and can serve as a theft deterrent in case of other evacuations.)
- Everyone to go to assemble point for accountability and safety.

Building Evacuation

- When the Alarms Sounds: Know what to do
- Plan in advance: (what you're going to do)
- Collect your personal items & Close and lock door.
- Determine your exits (primary & secondary)
- Keep exits clear (so you can exit quickly)
- Decide of an Assembly area (primary & secondary)
- Do you know where your fire alarm pull stations are?
- Hold Practice Drills (so everyone knows where to go and safely)
- Post your evacuation plan in a visible area.

Building Evacuation

- **People with Disabilities and Other Access and Functional Needs**
 - May need special assistance to evacuate.
 - Plan for disasters and emergencies to support.
 - Always ask someone with a disability how you can help, before attempting any rescue technique. Ask the individual if there are any special considerations or items that need to come with the person.

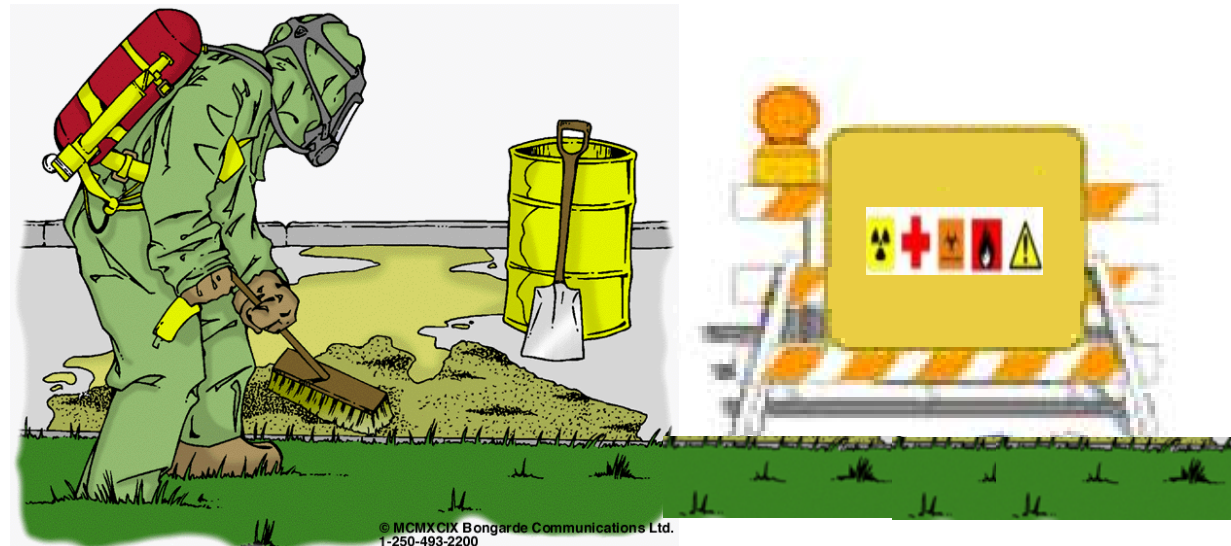
Chemical or Hazardous Materials Spill



Chemical or Hazardous Materials Spill

What you should know...

- Chemicals are very unforgiving!
- If there is an accidental release, you must act quickly.



Chemical or Hazardous Materials Spill

Before you work with a chemical...

- Get trained on using the specific chemical.
- Know how to read the SDS and keep it readily available.
- Have spill kits available and know how to use them.



Chemical or Hazardous Materials Spill

- Procedures for major chemical spill...
 - Contain the chemical (if it is safe to do so)
 - Evacuate the area
 - Assist injured or contaminated persons and remove them from exposure (if it is safe for you to do so)
 - Bring SDS out of area with you.



Chemical or Hazardous Materials Spill

If you detect natural gas, fumes, or any unusual odors or vapors:

- Evacuate the area immediately, leaving doors and windows open as you exit and avoiding the use of elevators.
- Do not use electric switches, telephones (including cell phones), or anything that could cause a spark.
- Provide assistance to persons with special needs, if possible; otherwise, provide their location to emergency responders.
- Call **911**.
- Provide your location and the location of the odor or vapor to the dispatcher.
- Provide as many details as possible about the nature of the smell.
- Report to your building's designated gathering point to be accounted for and to receive further instructions.

Earthquake

- An Earthquake Is ...

A sudden slipping or movement of a portion of the Earth's crust, caused by a sudden release of stresses, usually less than 25 miles below the surface.

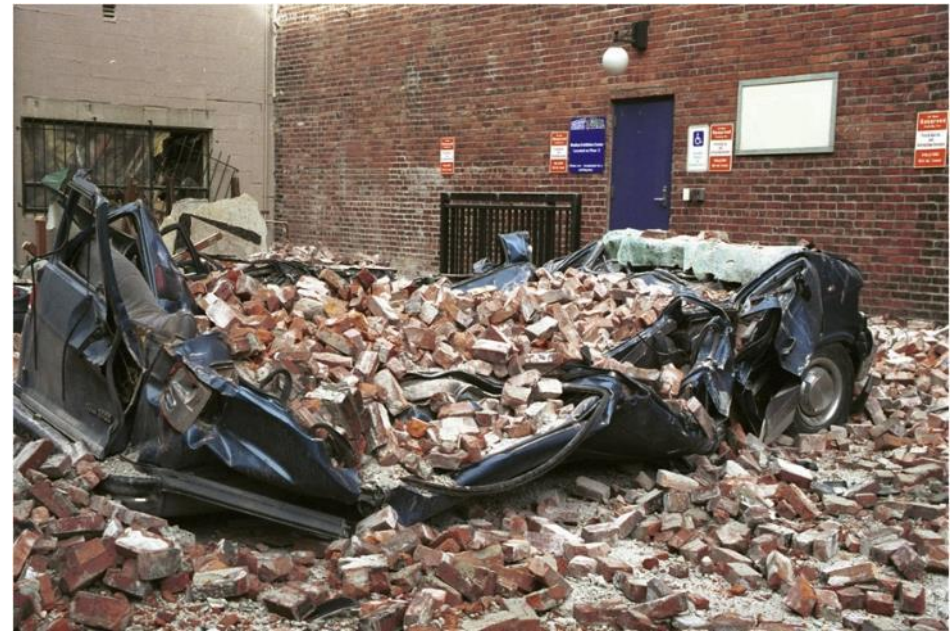
Earthquake

- Remain calm and stay where you are.
- If indoors, take cover under a sturdy desk, table or bench and hold on or sit against an interior wall. **(DROP, COVER, HOLD)**
- If outdoors, stay there. Move away from building, utility poles, wires and streetlights.
- Be prepared for aftershocks.
- Evacuate building if gas or chemical fumes are presented.

Earthquake

Earthquake Preparedness

- Collapsed buildings
- Damage to utilities, structures, and roads
- Fires and explosions
- Structural instability



Earthquake

Damage Caused by Earthquakes

- Develop a Department earthquake plan.
- Conduct earthquake drills. (practice)
- Develop a plan for accountability for employees.
- Keep supplies on hand.

Earthquake

- After an earthquake...

Be prepared for aftershocks

Do not move seriously injured persons (unless they are in immediate danger of further injury)



Elevator Failure

If you are the person in the elevator...

- Don't panic!
- Someone will come and get you out!



Flood

- *Flood is defined as any appreciable quantity of water in or around, with the potential of causing damage to the buildings, building contents, or grounds. Floods can be caused by a variety of conditions, such as heavy rain, snow, or broken plumbing. Any time water enters through roof areas, seeps down walls, runs in through entrances or exits, or is detected where it should not be present, alert supervisor for attention **immediately.***
- Report any water or plumbing problem immediately.
- 911 if no one can be reached.

Power Failure

What you should know and do...

- Have a plan in what you should do.
- Keep a flashlight. *(check the batteries periodically)*
- Help evacuate dark rooms and stairways.
- Know where to go for accurate information.

Severe Weather

In the event of severe weather, sheltering in place is probably a safer alternative to evacuation. All personnel should move to interior locations away from windows until the storm has passed. In the event of severe damage to the building, personnel should evacuate those damaged areas until the immediate storm threat has passed, and then evacuate the building following evacuation procedures.

Severe Weather

When a warning is issued, seek inside shelter. Consider the following:

- Small interior rooms on the lowest floor and without windows,
- Hallways on the lowest floor away from doors and windows, and
- Rooms constructed with reinforced concrete, brick, or block with no windows.
- Stay away from outside walls and windows. Remain sheltered until the storm/tornado threat is announced to be over.

Violent Intruder

The information presented below is intended to serve as a guide and is based on recommendations from law enforcement experts nationwide.

- No single response is best for every possible occurrence, but if you are faced with deciding what to do in the event of a violent attack, take the following information into consideration and, combined with the information available at the time, make a personal decision as to which response to choose.
- Being prepared for emergency situations and understanding your personal skills and limitations will help you respond in the best manner possible.

Violent Intruder

- If you are involved in a situation where someone has entered the area and starts behaving violent, with threat of bodily harms or property damage.

The following are a list of recommended actions:

- Notify the police by calling 911.
- Give the 911 Operator the following information:
 - Your name
 - Location of the incident (be as specific as possible)
 - Number of shooters (if known)
 - Identification of shooter (if known)
 - Number of persons who may be involved
 - Your location
- Notify your supervisor

Violent Intruder

COPING

WITH AN ACTIVE SHOOTER SITUATION

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- Attempt to take the active shooter down as a last resort

Contact your building management or human resources department for more information and training on active shooter response in your workplace.

PROFILE

OF AN ACTIVE SHOOTER

An active shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area, typically through the use of firearms.

CHARACTERISTICS

OF AN ACTIVE SHOOTER SITUATION

- Victims are selected at random
- The event is unpredictable and evolves quickly
- Law enforcement is usually required to end an active shooter situation



**CALL 911 WHEN IT
IS SAFE TO DO SO**

Violent Intruder

HOW TO RESPOND

WHEN AN ACTIVE SHOOTER IS IN YOUR VICINITY

1. RUN

- Have an escape route and plan in mind
- Leave your belongings behind
- Keep your hands visible

2. HIDE

- Hide in an area out of the shooter's view
- Block entry to your hiding place and lock the doors
- Silence your cell phone and/or pager

3. FIGHT

- As a last resort and only when your life is in imminent danger
- Attempt to incapacitate the shooter
- Act with physical aggression and throw items at the active shooter

CALL 911 WHEN IT IS SAFE TO DO SO

HOW TO RESPOND

WHEN LAW ENFORCEMENT ARRIVES

- Remain calm and follow instructions
- Put down any items in your hands (i.e., bags, jackets)
- Raise hands and spread fingers
- Keep hands visible at all times
- Avoid quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming or yelling
- Do not stop to ask officers for help or direction when evacuating

INFORMATION

YOU SHOULD PROVIDE TO LAW ENFORCEMENT OR 911 OPERATOR

- Location of the active shooter
- Number of shooters
- Physical description of shooters
- Number and type of weapons held by shooters
- Number of potential victims at the location

Violent Intruder

Only Exit the building if directed to do so by Police, quickly and quietly.

No person is to go home or to any other area unless directed to by law enforcement personnel.

Above ALL:

IF YOU SEE SOMETHING, SAY SOMETHING!



Workplace Violence

- Behaviors, when viewed as an isolated incident, do not necessarily constitute a threat of violence. However, if patterns of behavior which include one or a combination of the conditions listed below emerge, they may be one indicator that a person's behavior could become violent. Where such behavior patterns develop, they should always be reported.

Report incident immediately to

- Your supervisor
- Call 911

Workplace Violence

Mild Threat

- Verbal abuse
- Excessive use of profanity
- Consistently argumentative interactions
- Failure to cooperate with supervisor/coworker
- Inappropriate sexual comments
- Negative attitude towards policies/procedures
- Instigating harmful rumors
- Expressing suicidal thoughts
- Frequent displays of anger, such as clenched fists, red face, tight jaw

Workplace Violence

Strong Threat

- Expressing a desire/intent to harm others
- Open disobedience of policies/procedures
- Vandalizing/stealing property for revenge
- Expressing feelings of persecution by others
- Sending sexual/violent notes or other communications to others
- Making suicidal threats/gestures
- Consistently acting out anger, such as slamming doors, punching walls, instigating fights

Workplace Violence

THREAT OF IMMINENT INJURY

1. Call 911
2. If possible, evacuate the area around the violent individual.

NOTE: The threat of imminent injury is present if any of these or similar conditions exist:

- Weapon is present
- Individual is threatening to harm self or others
- Physical assault is occurring (minor--spitting, hitting, fighting, etc.; major--attempt to murder, rape, etc.)
- Major destruction of property is occurring or threatened (arson, explosives, etc.)



Questions?

Thank you

