Food Pantry Volunteer Information
And Food Safety Procedures

Hygiene, Illness, and Safety:

Hand Washing – Please wash your hands regularly and thoroughly with soap and warm water, especially after using the restroom. Remember that we are working with food, even if it is in packages, and we need to be careful not to pass along germs.

Illness – If you experience any of the following, please do not come in to work:
- abdominal cramps, diarrhea, fever, prolonged loss of appetite (>3 days), jaundice, vomiting, pustular lesions (on hand, wrist, or exposed body part) such as boils and infected wounds, or exposure to typhoid fever, shigellosis, E.coli, or hep A, or Noro virus

Additional Instructions:
- a. Sore throat with a fever – You may not work with food
- b. Vomiting, diarrhea, or jaundice – You may not come in until you are symptom free for 24 hours or you have a written release from a medical practitioner (Food handlers with jaundice must be reported to the regulatory authority. They must have a written release from medical practitioner and approval from the regulatory authority before returning to work.)
- c. Diagnosed with HepatitisA, Salmonella Typhi, E.coli, Norovirus, or Shigella spp. – You must work with your medical practitioner and the local regulatory authority to decide when it is safe to return to work.

Safety – Please wear comfortable clothing and close-toed shoes when working in the food pantry and food storage areas. It is not uncommon for cans of food to be dropped or to fall off the shelves, so proper shoes are important to protect your toes. Also, be aware that the floor is uneven in spots. Watch your step, and notify guests of uneven places when assisting with shopping.
**Vomiting and Diarrheal Events** - The Department of Health is now requiring that all food establishments have written clean-up procedures for vomiting and diarrheal events in line with new regulations in the FDA Food Code. Norovirus is highly contagious, and particles can spread through the air up to 25 feet. Only a few particles are needed to infect a person. The Department of Health provides the following guidelines for creating a written procedure:

**Protect guests**

1. Move guests at least 25 feet away from affected areas
2. Block access to contaminated area
3. Throw away all food in the 25 feet area as it may have been contaminated

**Protect staff and volunteers**

1. Staff or volunteers cleaning must wear gloves, mask, and an apron
2. Throw away or launder items after use
3. Wash hands thoroughly – hand sanitizers may not be effective against norovirus

**Contain the spill**

1. Use baking soda or other absorbent material to contain the spill

**Clean up**

1. Use paper towels to clean-up and throw them away in plastic trash bags – do not vacuum as vacuuming can spread particles
2. Use soapy water for the spill area, surfaces close to the spill, and frequently touched areas such as faucet handles, door knobs, counters, and phones
3. Rinse thoroughly
4. Wipe dry with paper towels

**Disinfect surfaces after cleaning (to remove remaining germs)**

1. Use chlorine bleach for everything except fabrics and rugs
   a. For hard surfaces uses 1/3 cup bleach (1/4 cup if concentrated) + 1 gal water
   b. For porous surfaces use 1 – 2/3 cup bleach (1 cup if concentrated) + 1 gal water
2. Steam clean or use other disinfectants approved for food service facilities for areas that cannot be bleached:
   a. Phenolic environmental disinfectants at 2-3 times the concentration
   b. EPA-registered disinfectants
3. Rinse all food contact surfaces after disinfecting
Shopping with Food Pantry Guests:

Please greet each guest and try to make them feel welcome. Our pantry seeks to maintain a friendly, welcoming environment! We do not discriminate on the basis of race, national origin, citizenship, religion, abilities, disabilities, military status, housing status, age, gender, gender identity or expression, or sexual orientation. All those in need of food assistance who live in Rhode Island’s East Bay are invited to utilize EBFP.

Please ask guests about any special dietary needs. On the volunteer shelf we have sheets with suggestions and possible substitutions for people who have special health or dietary needs. If you do not feel equipped to help a particular guest with his/her needs or requests, please ask a staff member for assistance.

When guests get to the food pantry to shop, they will each have

1. A shopping number – This is like a deli number and indicates the person’s position in the shopping order. Take the number, put it in the small number bin and cross off the corresponding number on the chart next to the USDA shelf.
2. Bags – We no longer provide plastic bags for shopping. If the person forgot their bags please provide them with a cardboard box.
3. A client card. This card has 2 important pieces of information you will need to remember: The total number of people in the household and The USDA number.

Walk around with each guest while he/she is shopping to help.

Most categories of food have a small, multi-colored sign taped to the shelf. The top row of the sign has numbers of people in the household. Find the number of people in the household for the person with whom you are shopping. Directly below the number of people is a number indicating how many items of that type of food the client may choose. Clients may choose not to get certain types of food or to get fewer than their allowed number of items, but they may not usually substitute other items due to the fact that some items are much more costly for us to purchase.

There are a few categories of food that do not have the small, multi-colored signs, and there are different limits for those items:

- **USDA food** – Some of our food comes from the U.S. Department of Agriculture. To qualify for this food, clients must fill out separate paperwork and meet certain income guidelines as determined by the USDA. If clients qualify, they will have a USDA number written on their client card. This is 1 for 1-3 people in the household, 2 for 4-6 people in the household, and 3 for 7 or more. As you come into the pantry, the USDA food is located in the first vertical section(s) of shelving. It is marked by orange signs. Clients who qualify may have their USDA number of each type of USDA food we have available.

- **Individual Snacks** – Generally, if we have small snacks (such as individual granola bars) clients may take 1 for each person in their household. Any unusual limits will be displayed next to the snack display.

- **Refrigerated items** – If we have eggs, each client may take one carton for their family. If we have other refrigerated items available, limits will be posted.
• **Bread**– We often have bread, bagels, pastry, etc. in the front of the room. Clients may take 1 package of bread per household, unless we have excess bread, and then a different limit will be posted. Occasionally, excess bread is frozen or refrigerated. **Please distribute frozen bread directly from the freezer and refrigerated bread directly from the refrigerator. Instruct clients to refrigerate it when they get home.** The reason for this is that frozen or refrigerated bread can have condensed moisture on the inside of the package. If this moist bread is kept at room temperature, it will mold more easily. If we get bakery bread that is not labeled with nutritional information, please post the sign about allergens that says, “Bakery Bread May Contain: Tree Nuts…”

**Please note:** The purchased bread on the black rack next to the door is a separate category from donated bread. When distributing bread from the black rack, use the limits posted on the regular distribution sign at the top of the rack.

**Milk and Eggs:** Please note that the milk and eggs are especially date-sensitive. Generally milk and eggs with earlier expiration dates will be put toward the top of the refrigerator. **Please take note if there are items that expire before the next week’s distribution date and be sure to use these FIRST!**

• **Other exceptions** – There may be other special limits or exceptions based on what we have available. Those will be posted on the shelf with the item and/or written on the Volunteer Information Board. The Volunteer Information Board is the white board on the shelf to your left as you enter the pantry.

Substitutions – Generally we do not allow clients to substitute items in one category for those in another. This is due to the sometimes vast difference in cost between different categories of food. However, we do make exceptions for people who do not have access to cooking or refrigeration facilities (homeless, etc.) and for people with special dietary needs. Please consult the sheets on the volunteer shelf for suggestions and substitutions that can be made in these cases.

Gluten Free – Some clients (or people in their households) need gluten free foods. If we have these foods available, they are usually stored separately from the general pantry foods. People who need these foods may substitute them for an equivalent number of foods they are unable to eat (grains, breakfast items, etc.)

**Contamination and Client Complaints:**

If you see any evidence of insects or other pests having access to the food, or if you see any evidence of contaminated food (water damage, foreign material in food, etc.), please report it to the Director of Programs and Operations or Executive Director.

If any client reports getting ill from our food, please ask the person to report it to the Director of Programs and Operations or Executive Director. We have a Foodborne Illness form to fill out, and a procedure to follow in these cases.
Cleaning:

The Pantry shelves, refrigerators/freezers, carts, and storage shelves should be cleaned regularly. Sponges, paper towels, and cleaning sprays are available.

Periodically, we have “Cleaning Days” where we try to clean all the shelves, refrigerators/freezers, carts, storage shelves, etc. However, if you have extra time or notice something is dirty, cleaning on other days is always appreciated. The produce carts and bins and the refrigerators in particular need to be cleaned frequently.

Re-stocking Food Pantry Shelves:

As the pantry shelves get depleted, please re-stock as needed. First, move any remaining food to the front of the shelves, filling in any gaps. Try to keep food with food of the same kind. For example, in the tomato section, there may be diced tomatoes, whole tomatoes, and tomato sauce. Keep each type of tomato together to make it easier for people to see what is there when they are shopping.

Please try to re-stock low/no sodium foods together in their category. Vegetables and Prepared Foods have designated shelves for this purpose.

Next, re-stock the shelves from the back to make sure the oldest food gets used first. Again, keep food with food of the same kind. We have additional food of most categories in the storage room. If we run out of a particular category of food or have extra space in a section, do not fill it with food from a different category; just leave it empty. We usually only stock 1 shelf of each kind of food (i.e. one shelf of spaghetti rings in the prepared food section). This ensures that the food cycles through relatively quickly. We sometimes make an exception for very popular food or food categories that have little or no variety.

Make sure no food is stored on the floor! All food must be stored on shelves or pallets to keep it away from possible contamination from water and pests.

In the storage room, for the most part, food of a particular type is shelved together to make it easier to see what we have available. For instance, all the vegetables are shelved together. (There may be exceptions to this rule. Our storage space is tight, and occasionally we have to store something in an atypical location due to space constraints. If you don’t see something where you think it should be, look around to see if it may have been put somewhere else or ask.)

Use the oldest food first! Each case of food in the storage room should have a date on it. When you are re-stocking, use the food with the oldest date first. If you find an unmarked package, assume it is older than marked packages. The exception to this rule is if we get food that is near or past the expiration date. Then, even if we got it recently, it should be used first. (See the information about expiration dates posted on the walls of the food pantry. Most non-perishable food can be distributed at least 6 months beyond the expiration date.) Also, boxes of assorted food are generally used before factory-packed cases because they contain items with a variety of expiration dates, and some of the items may be near date. When choosing which food to put out, consider two different brands of the same type of
food as the same food. For instance, if we have two different brands of diced tomatoes, use the older one first. If we have diced tomatoes and whole tomatoes, put some of each out.

**Bread** – See the information on bread in the “Shopping with Food Pantry Clients” section

**USDA Food** - Keep USDA food separate! We are required to store and shelve USDA foods separately from non-USDA foods. For instance, a case of USDA canned corn would be shelved with the other USDA foods, but a case of canned corn that did not come from the USDA would be shelved with the starchy vegetables in the non-USDA area. Please be careful about where you put away food and where you get it from when re-stocking. The individual cans or packages are not marked, and most of the cases are no longer marked either. Food should be put in the correct area when receiving it from the food delivery to avoid confusion. The Director of Programs and Operations will know which foods are USDA. It is also indicated on the RICFB invoices. In the storage area, the USDA food should be on the wood pallet under the orange signs and, if necessary, in the flexible storage area next to the USDA pallet, NOT on the shelves. Any donated food (even if it is a brand that is sometimes USDA) is shelved with the non-USDA food because it did not come to us directly as USDA food.

**Dented Cans** - Cans with small dents along the sides can be distributed. However, any can with a dent that affects the top or bottom seal of the can must be discarded because the seal could have been broken, allowing the contents to be contaminated with bacteria. Also, dents that cause sharp creases or corners in the can are unacceptable because they may cause the inner coating of the can to tear, exposing the food to contamination by contact with the can’s metal. If a can appears to be swollen or bulging outward, this is a sign that contamination is present (bacteria release gas when they feed on canned food); discard the can. For more detailed information and pictures, see the information from the RICFB Salvage Handbook posted in the Food Pantry.

**Food4Kids** - The food on the small shelf units next to the west wall is for the Food4Kids program ONLY. It MUST be kept separate from regular pantry food. Do not stock this food on the food pantry shelves. The food on the yellow rolling shelf and the shelf next to it along the west wall of the pantry is also for the Food4Kids program. The food in the marked Food4Kids refrigerator along the west pantry wall is also only for the Food4Kids program (except the block cheese which is for the CSFP Senior food program).

**Donations** - Most of our food comes from the RI Food Bank, but we also get donations from community members or organizations. These donations generally consist of individual cans or packages of food rather than cases. We usually shelve these individual items before the cases of food from the storage room. **Always check expiration dates on these items! We can hand out most items beyond the marked expiration date, but not indefinitely.** We follow USDA guidelines to determine how long beyond the expiration date it is safe to continue to distribute items. The USDA guidelines regarding expiration dates are posted on the walls of the Food Pantry. If a can or package of food is beyond the date considered safe by the USDA guidelines, discard it. Also discard it if the can is rusty or badly dented (See information on dents above), or if the packaging has been opened or torn (unless there is an intact package under the outer package as there could be in the case of cereal or crackers), or if it looks contaminated or unsafe in some other way.

We are no longer allowed to accept donations of refrigerated food from any individual or organization unless they are adhering to food safety guidelines, have a food business license, and can be monitored by the Department of Health. In practice, this means that we usually only accept perishable food
donations from the RI Community Food Bank or directly from a business such as Blount. Any other donors of perishable foods must be cleared by the Director of Programs and Operations or another staff member with a Food Safety certification. Please note that whole, uncut produce does NOT fall under this rule. We CAN accept whole, uncut produce from farms, individuals, etc.

**Banana Boxes** – We often get assorted food from the RI Community Food Bank packed in banana boxes. They take these boxes back and re-use them. They request that we stack them in the following way: Take the top off one box and put it upside down. Inside the top, stand 2 box bottoms up vertically. Put the second top on top of the two bottoms. Put the boxes in the Thrift Shop intake room, in the northeast corner on the empty pallets. DO NOT BLOCK the PUMP ROOM DOOR! In case of a fire, the fire department needs easy access to the Pump room!

**Recycling** – All plastic shrink wrap, plastic bags, cardboard, and other recyclables are recycled. The plastic shrink wrap and plastic bags should be put in the large plastic bags either in the food pantry or in the Thrift Shop Intake room. The cardboard should be flattened and stacked next to the banana boxes in the Thrift Shop Intake room. Other recyclable items should be put in the recycling bins in the Thrift Shop Intake room.

**RICFB Food Delivery:**
On Thursday mornings, we get a food delivery from the RI Community Food Bank. They deliver the food on pallets wrapped with plastic, and they take back any pallets and banana boxes from the previous week. The food is dropped off in the Thrift Shop Intake room, but it must be removed from that room and stored properly before close of business, and preferably as soon as possible. The Food Bank brings us 6 categories of food: Refrigerated/Frozen Food, Non-perishable Food, Produce, Bread, and Senior Boxes. USDA/TEFAP food can be Refrigerated/Frozen, Non-perishable, or Produce and should be kept separate from the other food of each type. If possible, a different volunteer or group of volunteers can put away each type of food.

**Refrigerated/Frozen Food** – This food is perishable and subject to time/temperature abuse and should therefore be put away first. Use the large orange cart to move the food into the Food Pantry, and drop it off near its final refrigerator or freezer. If possible, move any existing refrigerated or frozen food to the front or top and put the new food behind or underneath the older food. Group food of the same type together. We generally put eggs in the left side of the triple-door refrigerator, cheese in the top, middle section of the double door refrigerator, yogurt on the shelf below the cheese, and refrigerated milk in the right side of the triple-door refrigerator. Other refrigerated items can be put in whichever part of the refrigerator has adequate room. If we have both frozen meat and frozen prepared foods or fruits/vegetables, we generally put the frozen meat in the double door freezer on the right and the non-meat foods in the double door freezer on the left. The single door refrigerator along the west wall is used only for Food4Kids food and CSFP Senior Box cheese. The Director of Programs and Operations will specify which, if any, of the food should be put there.

**Non-perishable Food** – The cases of non-perishable food can be loaded onto the orange cart and taken to the food storage room. If no more of a particular type of food is in the storage room, and there is room on the pantry shelves, the new cases can be taken directly to the pantry and put on the appropriate shelves for volunteers to unpack later. However, if there is existing food of a particular type already in the storage room, it should be used before the newly delivered food.
The remaining cases of food should be **marked with the delivery date** and stored in the appropriate areas in the food storage area. Separate out any USDA food and store it on the USDA pallet. If there is USDA food of the same type already there, put the new food with it, preferably with the new food stored under the older food or next to it in a separate stack so that the older food is easy to retrieve first. All the USDA food MUST be stored on the USDA pallet (or in the flex space if necessary). The USDA guidelines require that USDA food be separated from regular pantry food and distributed in addition to regular food pantry offerings. If there is any question about what is USDA food and what isn’t, ask the Director of Programs and Operations or refer to the Food Bank invoice (it may be marked as either USDA or TEFAP on the invoice). Next, separate out any Food4Kids food and store it on the Food4Kids shelves. The Director of Programs and Operations can specify which food is intended for the Food4Kids Program. This food is funded by separate grants, so it must be kept separate from the regular Food Pantry food. Finally, store any remaining cases of food on the regular Food Pantry storage shelves. Food of the same type should be stored together (i.e. all green beans together, even if they are of different brands), and food of the same category should be stored together (i.e. green beans next to carrots since they are both non-starchy vegetables). This allows volunteers to quickly scan the food to see which food is the oldest and what the options are in each category. The exception to this is cereal. Since the cereal is light, it is generally stored on the top shelves rather than all together, but we still try to keep each type of cereal together to allow the oldest to be easily found and used first. Please remember that ALL cases of food must be marked with the delivery date! If any food is near its expiration date, please circle or mark that on the case so that volunteers will notice and use it first.

**Personal Care supplies** must be stored separately from food to avoid possible chemical contamination of the food. Since most personal care supplies do not go bad, it is not necessary to mark the delivery date on these cases.

Sometimes we get banana boxes full of assorted food or personal care supplies. These are often not sorted into the same categories we use. If time allows, please look through the boxes and sort the contents so that the box contains items from a single category or single type. (i.e. boxes of assorted protein should be sorted into separate boxes of peanut butter, meat, and beans) Please also check for dents and acceptable expiration dates. Then either put the food out on the shelves if there is room, or store the banana boxes in the appropriate area of the storage room. Banana boxes do not need to be dated since they are re-used and they should usually be used before whole cases of food anyway.

When all the food has been put away, please return the orange cart to the Thrift Shop Intake room. Also, double check to make sure that no food was left on the floor! All food must be stored either on shelves or up off the floor on pallets/milk boxes/etc. This helps protect the food from possible contamination by water or pests.

**Produce** – **Please clean the produce racks and any bins before filling.** The produce usually comes in large bags or boxes. It needs to be sorted and put GENTLY into the metal wire produce racks. If it is something small, such as carrots that might fall through the openings, you can line the bins with cardboard or empty mesh produce bags. Please be careful to sort out any spoiled or badly damaged produce as rotting produce can rapidly spoil good produce to too, and it can attract flies and other pests. Put any discarded produce in a cardboard box; we donate it to a local farmer to feed his animals or compost it. When all the produce has been put into the racks, roll the racks into the food pantry. No food can be stored in the Thrift Shop Intake room over night. If there is too much produce to fit in the racks, you can put it in the bushel baskets, or you can put extra bags of produce in the shopping carts in
the food pantry. Please remember that when you are finished, all the produce must be in the food pantry or green room and OFF THE FLOOR.

**Bread** – Sometimes we get bread from the Food Bank. Put it in the produce racks to be distributed on Fresh Food Friday and stack any excess boxes of bread off the floor along the front wall of the pantry. Please store the large plastic bread trays next to the pallets and empty banana boxes in the Thrift Shop Intake room. The Food Bank will take the trays back the next Thursday and re-use them.

**Milk/Cheese/Yogurt Delivery** – We get a separate refrigerated dairy delivery, generally on Wednesdays. When the delivery arrives, please store foods in the appropriate refrigerators. Eggs in the left side of the triple door refrigerator, cheese in the top, middle of the triple door refrigerator, yogurt below the cheese, and milk in the right side of the triple door refrigerator. If any items are designated for Food4Kids, they should be stored in the Food4Kids refrigerator. Please return any milk crates from the previous week to the person delivering the milk.

**Shopping with Food4Kids Clients:**

Clients may shop for Food4Kids program items only during the designated Food4Kids shopping times. Clients should sign in just as they do for the Food Pantry, except they should use their Food4Kids sign-in sheet. These sheets are kept in a separate, labeled binder. We currently do not use shopping numbers for Food4Kids since there are far fewer people in this program, and the wait times have not been long.

The shopping process is very similar to the Food Pantry shopping process, but with a few key differences. For the Food4Kids program, clients are only shopping for the children in their household, and they must be separately registered for the program. If the client is not registered for Food4Kids, direct them to the office to register. If they are registered for Food4Kids, use the number of children on the card (C) to determine the number of children in their household.

After determining the number of children, bring the shopper into the food pantry. Only Food4Kids food is distributed at this time. The Food4Kids food is in the Food4Kids refrigerator, on the shelves against the west wall, on the rolling bread rack, and in the designated produce bin(s). Each type of food has limits posted in the same format as for the food pantry, but on cards that have a different color theme and are marked with “Food4Kids” or “Food4Kids Weekend” in green at the top of the card. The limits are based on the number of kids rather than the number of people in the family. As with other programs, we ask shoppers to bring their own bags. **Please note that the blocks of cheese for the CSFP program are also stored in the Food4Kids fridge. These may only be given out with the senior CSFP program boxes.**

**CSFP Senior Boxes:**

We are a distribution site for the USDA’s CSFP (Commodity Supplemental Food Program) Senior food boxes. We are required to follow their distribution regulations for this program:

- Volunteers assisting with this program must complete the CSFP Civil Rights training annually
Only seniors who have been approved for the program may receive CSFP boxes. Refer unregistered seniors to the office to sign up for a future month.

Keep the boxes off the ground and cheese refrigerated until it is handed out

Post the “And Justice for All” civil rights poster in plain view of the distribution location

For EVERY box distributed, we must see a photo ID and have a signature (from the registered senior or their designated proxy) on the pick-up sign-in sheet. After they sign, give them their senior box and block of cheese (found in the Food4Kids refrigerator).

If a senior is marked on the pick-up sign-in sheet as needing to re-certify, they must verify that no information has changed before they sign.

Our designated pick-up time is the 1st Friday of each month, 10am-noon. Seniors should be strongly encouraged to pick-up their boxes during this time. If they are unable to come then, they should call and let us know if and when they are planning to pick-up their box. If they do not pick-up their box by noon or notify us of their intent to pick-up at a later time, they forfeit their guarantee of a box for that month, and their box may be given to someone on the wait list. If they fail to pick up 3 food boxes, the USDA may remove their name from the list. After approved seniors have had a chance to pick up their boxes, seniors on the wait list will be called to pick up any remaining boxes.

If anybody thinks they have been incorrectly removed from the list or has another complaint about the program, please refer them to the office. They have a right to voice their complaints to us and/or register them with the food bank or the CSFP program office.

Helping with Fresh Food Fridays:

Fresh Food Fridays is a program that distributes fresh produce to clients on a weekly basis. It allows us to get produce to clients when it is still as fresh as possible from the Thursday Food Bank delivery. We also sometimes distribute bread or other items depending on our supplies.

At the beginning of the day, prepare the produce and other items for distribution. Remove any produce that was stored in the refrigerators, and load it into the produce racks. Put up signs to label any items that may be unfamiliar to clients, and post any special limits. Also put out any applicable recipes for the available produce. Load bread into the bread baskets or bins. If we have bakery bread that is not labeled with nutritional information, post the sign that notifies clients about potential allergens. Move the produce racks and bread baskets out to the area where we will be holding the Fresh Food Friday Program. If the weather is nice, the food may be moved outside at 10:00 a.m. at the discretion of the person/people doing sign-in and monitoring the produce. If we have any food that needs to be kept cold (including refrigerated/frozen bread), this must be distributed from the refrigerator.

During the day, at least one volunteer needs to be monitoring the produce and signing in clients at all times. It is useful to have an additional volunteer with the produce, especially early in the day when it can be very busy. We generally do not have specific limits on the produce, but we ask people to take only what their immediate household will use during the coming week and to be considerate of people shopping later. For very popular or limited items, sometimes we do post specific limits. Throughout the day, it is nice to have a volunteer who is available to check the supply of various items periodically and re-load if we have additional items available.
At the end of the Fresh Food Friday distribution, check the remaining food. If we still have bread, return it to the pantry. If it will not still be fresh by Wednesday refrigerate/freeze it or discard it. Sort through the remaining produce and discard any items that are spoiled or badly damaged. If there is space, refrigerate produce that will keep better that way, such as greens, fruit, etc. Leave hardy produce such as potatoes and onions in the produce racks, and store the produce racks in the food pantry. If there is any produce that you have no way to keep in a distributable condition until Wednesday, dispose of it. Call the farmer to come pick-up any discarded produce. Before you leave, make sure that everything has been put away properly.

If you have any other questions about how we operate, ask one of our experienced volunteers or ask the Director of Programs and Operations. Thank-you for volunteering your time and energy. We appreciate your help.