

**MCCSS Transfer Payment
Recipient(TPR) Risk Assessment Fast
Track Template:For regulated/
legislated TPRS**

June 1, 2024

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Introduction

Recognizing that the standard 41 question TPR RA Questionnaire may not be appropriate for all TPRs, two fast-track modified risk assessment options and TPON templates have been developed for TPRs with relatively low MCCSS funding. These include:

- Fast-track template for TPRs receiving less than \$120K in MCCSS funding (5 questions)
- Fast-track template for TPRs governed by legislation/regulation and MCCSS funding represents less than 2% of total budget (16 questions)

Use of these options is at the discretion of Regional Offices and program areas. The full TPR RA Questionnaire may be used even if the organization meets the fast-track eligibility criteria and ministry risk assessors (MRAs) should consult their TPR RA leads for guidance.

How to get help

As always, your primary source of support are your Ministry regional office contacts.

Thank you for your support during this important TP Modernization initiative.

Instructions

Transfer Payment Recipient Action Required:

In the TPR Information section (Page 5), please input:

- TPR Name
- Contact Information
- TPR Approver

Review each of the questions from each category and select the appropriate risk rating. Consider “Where can you find evidence to answer the risk assessment question above?”

Please complete the following sections as they apply to your organization and return your completed form to your lead Regional Office. If you have any questions or would like more information on the TPR Risk Assessment process, you can go to the ministry's TPR RA FAQ webpage.

Fields to be completed by TPRs:

- Select appropriate radio button for risk rating.
- What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required). Please do not attach any supporting documents unless requested by MCCSS staff.
- Date TPR last reviewed this document (as applicable). The input section has a scrolling option, you can enter multiple dates, as applicable.

Steps for Ministry Risk Assessors (MRAs) to complete the fast-track process:

1. Consult with Regional Office/program area leads on use of option
2. Confirm eligibility of TPR by reviewing funding levels and in the case of legislated/regulated TPRs, confirm organization has governance and accountability requirements in Ontario legislation/regulations (e.g. municipalities, universities, school boards and hospitals (MUSH))
3. Complete TPR risk assessment using the fast-track template in TPON and the response guidelines provided in these instructions. Consult with TPR as needed (note there is no direct input required from TPRs in the fast-track process)
4. Consider default risk impacts in TPON and if needed, modify impact and document reason for change
5. Complete the TPR RA Alternative Risk Assessment Form indicating use of the fast-track option and request director approval
6. Upload approved Form into TPON

TPR Information

TPR Name:

Contact Information:

TPR Approver:

Human Resources / People

Question 1: Does the TPR provide training regarding Infection Prevention Control (IPAC) and emergency management planning and procedures as part of the onboarding process?

- 1. TPR has a structured training program and provides dedicated training sessions along with continuous learning resources on IPAC and emergency management planning and procedures.
- 2. TPR has a structured training program and provides dedicated training sessions but no continuous learning resources on IPAC and emergency management planning and procedures.
- 3. TPR has a structured training program and provides only optional training sessions on IPAC and emergency management planning and procedures.
- 4. TPR has an unstructured training program and provides only optional training sessions on IPAC and emergency management planning and procedures.
- 5. TPR does not provide training regarding Infection Prevention Control (IPAC) and emergency management planning and procedures.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

Employee onboarding package, employee handbook, employee orientation schedule, health and safety records including committee information, minutes/inspections, drills, etc.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Financial

Question 1: Does the TPR have mechanisms and protocols in place to identify risk of fraud or misconduct and take corrective action when it occurs?

- 1. The TPR has comprehensive mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions when it occurs. These policies and procedures were reviewed in the last two years.
- 2. The TPR has put in place mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions when it occurs. These policies and procedures were reviewed in the last three years.
- 3. The TPR has put in place mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions when it occurs. These policies and procedures were reviewed in the last five years.
- 4. The TPR does not have adequate mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions when it occurs.
- 5. The TPR has not developed and put in place mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions when it occurs.

Recommended Impact: Major

Where can you find evidence to answer the risk assessment question above?

TPR's financial policies and procedures on risk of fraud, whistle-blower policy, a risk registry approach to report organizational risks to the board, internal audit function, correspondence between the TPR and Ministry, stakeholder concerns, complaints, and escalation process.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Question 2: Based on the year-end funding reconciliation, have there been significant recoveries/deficits from this TPR?

- 1. This TPR had no recoveries/deficits based on the settlement letter.
- 2. This TPR had insignificant recoveries/deficits for immaterial amounts.
- 3. This TPR had recoveries/deficits less than 1% of the annual budget due to causes not under the control of the TPR and/or flagged the variance to the ministry prior to the annual reconciliation.
- 4. This TPR had recoveries exceeding 1% of the annual budget, due to issues largely controllable by the TPR and plans are in place to address those issues.
- 5. This TPR had recoveries exceeding 2% of the annual budget, due to issues largely controllable by the TPR. The TPR does not have plans in place to address recoveries/deficits in the future and/or didn't flag the variance prior to the annual reconciliation.

Recommended Impact: Major

Where can you find evidence to answer the risk assessment question above?

Ministry annual reconciliation and settlement letter, The TPR's Financial Policies and Directives, TPR bylaws, financial management plan (in-year and multi-year), action plan.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Question 3: Does the TPR have the ability to provide complete and timely financial reports as per ministry requirements?

- 1. The TPR always provides complete and timely financial reports to the ministry.
- 2. Financial reports are complete, but they are sometimes late in their submission, with a reasonable explanation.
- 3. Financial reports are complete, but they are consistently late in their submissions.
- 4. Financial reports are incomplete and/or are always/usually late in their submission.
- 5. The TPR does not provide financial reports to the ministry.

Recommended Impact: Critical

Where can you find evidence to answer the risk assessment question above?

TPR has documentation to support timely submission of copies of Ministry required submissions.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Information & Information Technology

Question 1: Are IT Policies and technology in place to protect and back up data and prevent access/disclosure?

- 1. Policies exist and have been reviewed within the last 12-18 months. Technology matching the policy is in place to prevent unauthorized access and back up data.
- 2. Policies exist and have been reviewed within the last 2 years. Technology matching the policy is in place to prevent unauthorized access and back up data.
- 3. Policies exist and have been reviewed within the last 4 years. Technology matching the policy is in place to prevent unauthorized access and back up data.
- 4. Technology exists but Policies do not. **OR** Policies exist but Technology is not in place. **OR** both exist but have not been reviewed or matched in more than 4 years.
- 5. No IT policies exist, and no technology is in place to back up data or prevent unauthorized access.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

TPR's IT security architecture model, certification of security for Software as a Service (SaaS) providers.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Program Design & Delivery

Question 1: Does the Transfer Payment Recipient (TPR) have established service policies for continuous improvement and processes to monitor and identify risks related to the service standards?

- 1. TPR has established policies that have been reviewed/updated by board of directors within the past two years. TPR has monitoring processes in place to identify, mitigate and address risks to service standards. Information is reported to senior management / board regularly.
- 2. TPR has established policies and been reviewed within the past three years. TPR has monitoring processes in place to identify, mitigate and address risks to service standards. Collected information is not regularly reported to senior management / board.
- 3. TPR has established policies and been reviewed within the past five years. TPR in some instances identifies risks and reports it to senior management / board but there is no system to mitigate or address the identified risks.
- 4. TPR has established policies, but they are out-dated and latest versions are more than five years old. TPR does not regularly identify risks to report to senior management / board. Risk management is not addressed or documented consistently.
- 5. TPR has no policies in place. TPR has no monitoring processes in place to identify, mitigate and address risks to service standards.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

Ministry policies, directives, service contracts, service description schedules in Service Objectives. Review organization’s program manuals, policies and procedures, assessment/evaluation processes and service delivery standards. TPR Website can be reviewed for items identifying methods of improvement.

Additional guidance to help determine the risk rating:

The following link will take you directly to the Service Objectives Document website:

<https://www.ontario.ca/page/ministry-children-community-and-social-services-service-objectives>

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 2: Does TPR have policies and procedures that support continuous improvement of client outcomes to protect the health, safety, and wellbeing of clients?

- 1. Policies and practices are in place and have been reviewed and updated within the past 2 years. Monitoring and outcome tracking processes are in place to identify opportunities to improve health, safety, and wellbeing of clients. Information is reported to senior management / board.
- 2. Policies are in place and have been reviewed within the past 3 years. Monitoring and outcome tracking processes are in place and information is not regularly reported to senior management / board but when reported appropriate action is taken.
- 3. Policies are in place and have been reviewed within the past 5 years. TPR in some instances monitors and tracks outcome processes. Information is irregularly reported to senior management / board and there is no system to mitigate/address the identified opportunities, or no action taken.
- 4. TPR has established policies and practices, but they are out-dated and latest versions are more than five years old. TPR does not regularly monitor or track outcomes to report to senior management / board. Opportunities are not addressed or documented consistently.
- 5. TPR has no established policies. TPR has no monitoring or outcome tracking processes in place and senior management / board are not informed.

Recommended Impact: Major

Where can you find evidence to answer the risk assessment question above?

Ministry policies, directives, service contracts, service description schedules in Service Objectives. Review organization’s program manuals, policies and procedures, assessment/evaluation processes and service delivery standards. TPR Website can be reviewed for items identifying methods of improvement.

Additional guidance to help determine the risk rating:

The complaint process outcomes/follow up demonstrates the commitment to address or improve the health, safety, and wellbeing of clients. The TPR has mechanisms in place to collect and incorporate feedback from a variety of sources (i.e., clients, community partners, etc.) with the intent to incorporate information back into policies and make improvements.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 3: Does the TPR correctly report program results, performance measures and risks to the ministry within required timelines?

- 1. Results are consistently reported on-time and cover ministry-specified issues in sufficient detail.
- 2. Results are occasionally delayed but cover ministry-specific issues with sufficient detail.
- 3. Results are occasionally delayed but do not cover ministry-specified issues in sufficient detail.
- 4. Results are reported late and do not cover ministry-specified issues in sufficient detail.
- 5. The TPR is often late in reporting results or does not report results, or risks.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

The TPR consistently reports back on the programs and services and communicates results in accordance with the requirements outlined in the legal, financial and service target data portions of the service contract; agreements, including: budget submissions, Report Backs, year-end reconciliation reports, and Serious Occurrence reporting (SOR).

Additional guidance to help determine the risk rating:

Looking for timeliness of reporting against deadlines, guidelines for SOR, business cycle timelines

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 4: Does the TPR have diversity, equity, inclusion policies and processes to support programs and services that are accessible and respectful?

- 1. TPR has established diversity, equity and inclusion policies and been reviewed within the past 2 years.
- 2. TPR has established diversity, equity and inclusion policies and been reviewed within the past 3 years.
- 3. TPR has established diversity, equity and inclusion policies and been reviewed within the past 5 years.
- 4. TPR’s policies and processes are under development and incomplete.
- 5. TPR doesn’t have diversity, equity and inclusion policies and processes in place.

Recommended Impact: Minor

Where can you find evidence to answer the risk assessment question above?

The TPR may have posters in their main lobby that reflect the population/demographic that they serve. Board of Directors should reflect the community that they serve. Services are culturally appropriate. Policies and procedures in place. TPR Website to identify diversity in/of services. Review licencing reports to see any EDI services and supports identified.

Additional guidance to help determine the risk rating:

Checking if the office is accessible and whether documentation can be found in an alternative format, if required.
Checking that service delivery space is inclusive for LGBTQIA+ community through an environmental scan of location and meeting spaces.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Legal

Question 1: Has the ministry or TPR received feedback within the past three years from stakeholder(s) signaling legal concerns or alleged improprieties?

- 1. The ministry or TPR has received no communication signaling concerns or alleged improprieties. There are mechanisms and protocols in place to identify risk of fraud or misconduct and take corrective actions.
- 2. The ministry or TPR has received communication signaling concerns or alleged improprieties. There are mechanisms and protocols in place to identify risk of fraud or misconduct and take corrective actions.
- 3. The ministry or TPR has received several communications signaling concerns or alleged improprieties. There are mechanisms and protocols in place to identify risk of fraud or misconduct and take corrective actions.
- 4. The ministry or TPR has received several significant communications signaling concerns or alleged improprieties. The TPR has not yet developed mechanisms and protocols to identify risk of fraud or misconduct and take corrective actions.
- 5. The ministry or TPR has received multiple significant communications regarding potential improprieties that could have a negative impact on service delivery and service continuity. The TPR has not yet developed mechanisms and protocols to identify risk of fraud or misconduct and a protocol to take corrective actions.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

Correspondence between the TPR and Ministry, stakeholder concerns, complaints and escalation process.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Emergency Management

Question 1: Does the TPR have a comprehensive and updated Business Continuity Plan (BCP), including an emergency management (EM) plan, for all sites and locations where services are delivered, including its head office?

- 1. BCP has been updated within the last year or when changes occur and is on site or easily accessible at all locations including head office. EM component includes detailed actions/measures to be taken to address a comprehensive range of issues influencing service delivery disruption for clients.
- 2. BCP has been updated within the last two years or when changes occur and is on site or easily accessible at most locations. EM component includes actions/measures to be taken to address issues influencing service delivery disruption for clients.
- 3. BCP has been updated within the last three or when changes occur years and/or is not on site or accessible at some locations. EM component includes some actions/measures to be taken to address some issues influencing service delivery disruption for clients, but the plan lacks adequate detail and scope to effectively minimize client service disruption.
- 4. BCP is significantly incomplete and/or has not been updated within the last 5 years and/or is not on site or accessible at most locations. EM component is significantly outdated and incomplete lacking specific actions/measures to address issues influencing service delivery disruption for clients.
- 5. There is no BCP or no EM component.

Recommended Impact: Critical

Where can you find evidence to answer the risk assessment question above?

BCP (EM Component), board minutes, EM policies and procedures.

Additional guidance to help determine the risk rating:

BCP should include staffing contingency plans, service disruption plans including communications plan. Plan should also be current with latest health system partners' (IPAC hubs, Ontario health teams, Public Health Units) best practices and information updates.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 2: Does the TPR have policies and procedures in Infection Prevention and Control (IPAC) that reflect current local public health recommendations?

- 1. TPR has current IPAC policies and procedures which have been updated within the past year or as required to align with available guidance and direction.
- 2. TPR has IPAC policies and procedures which have been updated within the past 2 years or as required to align with available guidance and direction.
- 3. TPR has IPAC policies and procedures which have been updated within the past 3 years or as required to align with available guidance and direction.
- 4. TPR has IPAC policies and procedures which have been updated within the past 5 years and which may be incomplete and outdated.
- 5. TPR has no IPAC policies or procedures.

Recommended Impact: Major

Where can you find evidence to answer the risk assessment question above?

IPAC Policies & Procedures, training and orientation materials, onboarding materials for both board and staff.

Additional guidance to help determine the risk rating:

Policies and procedures should include training for both board and staff.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 3: What has been the frequency and impact of any service delivery disruptions in the past 3 years?

- 1. There have been no service disruptions in the past 3 years.
- 2. There have been some service disruptions but the impact on service delivery has been limited due to the timely response of the TPR.
- 3. There have been some service disruptions and service delivery has been impacted. TPR has struggled to respond appropriately in a timely manner.
- 4. There have been multiple service disruptions and service delivery has been impacted. TPR has repeatedly failed to respond appropriately in a timely manner.
- 5. There have been routine service disruptions and service delivery has been substantially impacted. TPR has failed to respond.

Recommended Impact: Critical

Where can you find evidence to answer the risk assessment question above?

Ministry reports (Serious Occurrence Reporting), service delivery disruption summary.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Reputational

Question 1: Does the TPR have policies and procedures in place to respond to all types of media inquiries and releases and are they followed?

- 1. Policies and procedures to respond to all types of media inquiries and releases, they are followed and reviewed in the last **two years**. In the past **three years**, there has only been positive or no media coverage.
- 2. Policies and procedures are in place to all types of respond to media inquiries and releases, they are followed and reviewed in the last **three years**. In the past **two years**, there has only been positive or no media coverage.
- 3. Policies and procedures are in place to all types of respond to media inquiries and releases, they are followed and reviewed in the last five years. In the past two years, there has been negative media coverage and it has been addressed.
- 4. Policies and procedures are in place to all types of respond to media inquiries and releases, and they have not been reviewed in the last five years. In the past two years, there has been negative media coverage but the basis for the negative coverage have not been addressed.
- 5. The TPR does not have policies and procedures in place to respond to all types of media inquiries and releases and/or it has received only negative media coverage in the past two years and has not actively managed it and negative coverage continues.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

Policies and procedures for addressing media risk. Risks associated with media coverage may include reputational risks, legal risks, financial risks, risks to client outcomes, etc. An examination of mitigation plans, if they exist, along with the type and number of media occurrences will help determine the most appropriate rating for this question.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 2: Does the TPR collaborate with other organizations and local community partners to coordinate services for clients?

- 1. The TPR is actively engaged with other organizations and local community partners to coordinate services for clients and contributes input regularly. It attends and participates in local planning mechanisms e.g., Community Planning Tables, Individual Support Plans, Business Improvement Association, Provincial Networks, Sector Associations.
- 2. The TPR is engaged with other organizations and local community partners to coordinate services for clients. It attends and participates in local planning mechanisms.
- 3. The TPR is sparsely engaged with other organizations and local community partners to coordinate services for clients. It attends local planning mechanisms but does not fully participate.
- 4. The TPR has limited involvement with other organizations and local community partners to coordinate services for clients. It does not fully utilize local planning mechanisms that are available.
- 5. The TPR does not collaborate with other organizations and local community partners to coordinate services for clients and works in isolation of the local community and other service providers.

Recommended Impact: Minor

Where can you find evidence to answer the risk assessment question above?

Evidence of proactive engagement of the TPR with diverse stakeholders can be found in a variety of communications (e.g., websites, emails, memos, meeting minutes, list of attendees, town hall meeting minutes and/or agendas, participation in networks and working groups, etc.) and strategic actions (e.g., community consultations, surveys/evidence of positive feedback from stakeholders, community awards and recognitions, etc.).

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Ministry Risk Assessor Notes:

Contributor(s) Notes:

Question 3: Does the TPR have a complaints process that responds to complaints in a timely manner and addresses the complaint?

- 1. The TPRs complaints process is followed and well-known to staff and clients (e.g., in a brochure or on its website), it addresses reasonable complaints and has been updated in the last **two years** and the TPR always submits serious complaints in accordance with the ministry serious occurrence reporting (SOR) guidelines.
- 2. The complaints process is followed and well-known to staff and clients, it addresses reasonable complaints and has been updated in the last **three years** and it submits serious complaints in accordance with ministry’s SOR guidelines.
- 3. The complaints process is followed and communicated and has been updated in the last **five years** but is not readily available and/or not effective in resolving reasonable complaints and it usually submits serious complaints in accordance with ministry guidelines.
- 4. The complaints process has not been updated in the last **five years**, and/or is not followed or communicated and it does not submit serious complaints in accordance with ministry guidelines.
- 5. The TPR does not have a complaints process in place and/or it does not submit serious complaints in accordance with ministry guidelines.

Recommended Impact: Moderate

Where can you find evidence to answer the risk assessment question above?

MCCSS service providers are required to have procedures in place to handle complaints and hold entities and individuals accountable for their actions. The complaints policies and procedures identify how the TPR receives and documents complaints/feedback; the process for investigating the matter including timelines, transparency and conflict of interest considerations, the process for responding to complaints; and the roles and responsibilities of various parties involved in the process. The ministry can find evidence in a variety of communications (e.g., emails, phone call summaries with clients, issues management) and serious occurrence reporting and submissions.

What evidence do you have to support this rating? Also provide any additional information that will assist the ministry in determining your final risk rating (required):

Date TPR last reviewed this document (as applicable):

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Contributor(s) Notes: