



### Our Mission

The Kawartha-Haliburton Children's Aid Society is dedicated to working with the community to protect children at risk through ongoing monitoring, building family capacity and parenting skills; and finding caring families for children who are under the care of

# Annual Report

2009-2010



# Strategic Directions

## Service

*Children and their families will have prompt access to relevant services that are provided by knowledgeable and professional staff. Services will work in collaboration with communities and partners, and focus on child safety, admission prevention and permanency.*

## Engagement

*Our Stakeholders will have a clear understanding of the mandate and objectives of the Kawartha- Haliburton Children's Aid Society. KHCAS values strong relationships with children, families and community agencies. This will be demonstrated through good communication and their active involvement in planning.*

## Quality

*Kawartha-Haliburton Children's Aid Society services will reflect best practice standards and be delivered in an effective and efficient manner. Children are at the center of everything we do. Quality will be measured and improvements pursued through internal and external systems and reviews.*

## Healthy Workplace Culture

*Kawartha-Haliburton Children's Aid Society will provide a safe, sustainable, and healthy environment for children, families, and all Society staff. Our work culture will be based on the principles of participatory, transparent and ethical decision-making; the security and safety of all stakeholders; and the best interest of the children we serve. We will implement systems to monitor and continually improve our workplace culture.*

## President's Message



The Board of Directors of the Kawartha Haliburton Children's Aid Society reviews the Society's strategic plan each year to monitor progress and consider changes where necessary or when conditions shift – as they do so frequently in child welfare today. However, every three to five years, as part of a longer-range strategic planning process, our Board begins from square one – putting the organization's vision, mission and values on the table for reevaluation as well as embarking on setting a new set of strategic directions.

A process that began for us more than two years ago in sub-committee, the Board conducted an external review of the local and provincial child welfare environment. We drew on the expertise of staff, conducted research, and, ultimately set out a process to help us engage our many stakeholders with a mind to setting forth a long range strategic plan for the Society. It was to be one that was born of community consultation, staff participation, deep understanding of the issues and opportunities; one that we could all commit to; one that was relevant and forward looking; and, most importantly, one that ensured children in our region have an agency there to protect them when they need it; and that all families that touch the society have supports they require.

What emerged was a renewed commitment to KHCAS's vision, mission and values; and four new strategic directions that will point the way forward, and will guide the Society's goals and objectives for the next three to five years.

I'd like to thank the many community and social service representatives who participated in our "kitchen table" sessions—where we heard directly from clients, foster and adoptive parents, and volunteers. I'd also like to thank staff from both the leadership ranks and the front line for participating in those sessions and in our day-long planning retreat. Your input was vital. This is a strategic plan of which we can all feel proud to stand behind, as we all had a hand in its making.

The four strategic priorities identified in the plan are:

1. Service, by which we mean that, children and their families will have prompt access to relevant services that are provided by knowledgeable and professional staff. Services will work in collaboration with communities and partners, and focus on child safety, admission prevention and permanency.
2. Engagement, by which we mean that our stakeholders will have a clear understanding of the mandate and objectives of the Kawartha-Haliburton Children's Aid Society. Children, families and community agencies will be actively involved in planning, and the KHCAS will seek their ongoing feedback and demonstrate, through good communication, the value it places on these relationships.
3. Quality, by which we mean that, Kawartha-Haliburton Children's Aid Society services will reflect best practice standards and will be delivered in an effective and efficient manner. Children are at the center of everything we do. Quality will be measured and improvements pursued through internal and external systems and reviews.
4. Healthy Workplace Culture, by which we mean that, Kawartha-Haliburton Children's Aid Society will provide a safe, sustainable, and healthy environment for children, families, and all Society staff. Our work culture will be based on the principles of participatory, transparent and ethical decision-making, the security and safety, of all stakeholders, and the best interest of the children we serve. We will implement systems to monitor and continually improve our workplace culture.

As President, I can attest that this is not a Board that will let these four strategic priorities remain as just words on a page. Already the plan has seen action. The Board's monthly scorecard reflects measurable indicators pegged at the highest level to monitor the overall health of the Society, to ensure we are on track and always reaching for our four objectives.

Beyond setting directions and monitoring our progress against them, this year was not without its challenges. The Board is a group of dedicated volunteers representing the community. They bring their skills and abilities to the table each and every

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month. I'm very proud of the work we did this year. And, so, on behalf of the Society and the children we serve, I thank each and every one of them for their counsel and commitment. Leaving us this year are Lesley McRae and Linda Gendron. I especially acknowledge them for their years of service. I know you will all remain "friends" of the CAS in one way or another.

I also have the pleasure of welcoming Deirdre Thomas, Jennifer McLauchlan, Julie Morris, Kathryn Moher and Susan Fairs. Board recruitment was more competitive than ever this year with 16 excellent applicants, from which we had the luxury of choosing five new members that best fit our needs and aspirations going forward. Welcome to you all.

Finally, I'd like to thank past chair Jack Watkins, Tim McLaren, Vice Chair, and Julie Brown, Chair Governance and Planning Committee, for their wisdom and guidance along the way. Thanks also goes to the staff, the Executive Director, Hugh Nicholson, as well as his team who often liaise and support the Board in our work, Lori Stanley, Natalie Fouquette, Joan Conrad, Leo Cook, Teddi Pappas, and, of course, Laura Ross. I would also like to acknowledge the important work of the KHCAS Foundation who raises money to support important initiatives and projects for our children; the Foster Parents who give so much each and every day; the Government of Ontario through the Ministry of Children and Youth Services who fund the critical work of agencies like ours across the province. And, finally, to the children whose hopes for stability, for love, for care and for family rest with us, whose very lives depend on us, this promise: we will work each and every day, to not let you down.

*Jonathan Bennett, President*

#### **KHCAS Board of Directors**

*Tim McLaren, Vice-President*

*Bill Wellman (1)  
Sandra Moore (2)  
Jan Jamieson  
Deirdre Thomas*

*Kathryn Moher  
Jack Watkins  
Patricia Smith (3)  
Jennifer McLauchlan*

*Julie Brown  
Julie Morris  
Arnold Taylor (4)  
Susan Fairs*

*(1) OACAS Representative*

*(2) Hiawatha First Nation Representative*

*(3) Secretary-Treasurer*

*(4) Curve Lake First Nation Representative*

## **PROGRAM UPDATES**



### **PETERBOROUGH HIGH RISK TEAM**

The team continues to provide investigative and ongoing protection service to families with children under the age of 2. Having just passed the program's first anniversary, we are preparing to do a program review in order to see what our successes have been and identify opportunities for the future. Preliminary feedback from community collaterals indicates that the team is working extremely well with other service providers and is effective in engaging a very high risk population.

## **HALIBURTON COMMUNITY CAPACITY PROJECT A POINT IN TIME**

Through collaboration between the KHCAS, Point In Time and Probation a Youth Outreach Position was created. The Youth Outreach Program provides intensive, proactive and multifaceted intervention to youth and their families who are in crisis. The program aims to stabilize the situation through the identification of underlying issues and intervene to develop longer-term plans to support the youth and his/her family. The program provides service to youth involved with Children's Mental Health, Children's Aid and Youth Justice.



### **THE FAMILY PRESERVATION PROGRAM**

The Family Preservation Program involves that Family Visiting Center and the Behavioural Intervention Team. In regards to the Family Visit Center, the purpose is to provide families with objective, clinically managed parent child access utilizing evidence based models by which we assess, intervene, support and maintain families in a safe environment.

The Behavioural Intervention Team focuses on admission prevention for core protection families, prevention of foster/kin placement breakdown and the repatriation of children in care to families of origin, kin families and adoptive/ custodial families. This program works hands on with the family members to aid in the building of a variety of skills to address these ecological determinants that would encourage more positive outcomes in different domains of functioning. We have had several successful visits carried out between families and extended members, helped to foster a bond and relationship between parents/family members and children.

The Behavioural Program has been successful in helping families maintain their family structure or have their children returned to their care, with the appropriate knowledge and skills to ensure that they are providing their children with a safe and loving environment.

## LINDSAY PROTECTION UNIT

The Lindsay Short Term Services team has endured a year of change, moving to a generic model of service, several staffing changes, with experienced staff leaving child welfare and a maternity leave. This has created an opportunity for new hires to begin their career in child welfare. For those who remained on the team, the opportunity to enhance their teaching and mentoring skills has been prevalent and leadership qualities strongly came to the forefront. With the challenges of the generic model and a lot of new faces, the project did not withstand time and the team has returned to an intake model.

Over the past year the Family Service Team's level of compliance to Ministry protection standards has risen steadily. This has resulted in clients being offered more effective and consistent service and we have seen a higher degree of client engagement, through the use of the Alternative Dispute Resolutions and Family Conferencing Models. Staff report a sense of accomplishment and pride in their ongoing daily work.

Community capacity projects have been refined as we develop strategies to enhance services to parents and youth to address factors leading to conflict that may otherwise lead to youth coming into care. This has been done successful through collaborations with CHIMO, CKL Boys & Girls Club and Children's Services Council.

## LEGAL CUSTODY INITIATIVE

In 2006 the Ministry for Children and Youth initiated a Transformation agenda which included requiring Children's Aid Societies pursue permanent families for children in their care, with legal custody orders as a separate policy directive. The Child and Family Services Act was strengthened to facilitate legal custody orders and legal custody to foster parents (see sec. 65 (2) of CFSA).

At Kawartha, we have the highest legal custody rate in the province. Our legal custody initiative required we change our permanency approach, not accepting crown wardship with access as the final permanency outcome. We are asking all our strong caregivers with long-term placements to consider legal custody. We were surprised by the high number of requests for legal custody from foster parents, many with older children, many caring for children with complex special needs. Recently, we conducted two focus groups of parents and children who have assumed legal custody. The results support the continuation and expansion of this permanency initiative.



A final conclusion on whether we have achieved permanence for children who were in our care, it will require further research through a longitudinal study.

## LEGAL SERVICES UNIT

The Society's Legal Services Unit is providing integrated and comprehensive services to all three branches of the agency, with one of the in-house counsel being present in the Lindsay office a number of days each week.

In the past fiscal year, with heightened emphasis on achieving permanency through custody Orders, especially for our Crown Wards, Legal Services was successful in obtaining 26 custody Orders, with 14 of those Orders being made in regard to Crown Wards. As well, ADR (Alternative Dispute Resolution), which is under Legal Services' umbrella, has experienced a surge in referrals in the past year, with the number of referrals greatly exceeding the projected number of referrals. ADR is being embraced by the agency to address a wide range of issues from coming up with the terms of a plan for the reintegration of a youth back to a parent's care, to coming up with a family plan to avoid a newborn baby being apprehended and coming into care at birth. Both of these initiatives offer a number of benefits and opportunities in regard to how the agency provides services to its children and their families, including the development of clearer plans to achieve permanency, sooner, for children.

## RESOURCES

Resources has been busy throughout the past year.

### Highlights include

3.5 sessions of PRIDE were delivered - half in Lindsay and half in Peterborough.

31 homestudies were approved.

Our total number of foster homes as of March 31, 2010 was 193.

The First Nations Initiative continued over the past year with Judi Gallagher as First Nations Resource worker. Two home studies were completed and approved with the emphasis on developing relationships within First Nations communities and the Kawartha- Haliburton Children's Aid Society.

As a demonstration of the partnership, Judi Gallagher, Marion Duguid, Nathalie Fouquette and Hugh Nicholson attended the Hiawatha spring feast at the Evinrude Centre in March.

The 2010 KHCAS Annual General Meeting is being hosted by Hiawatha First Nations.

As relationships between the First Nation communities and have been successfully developed, the new half time position will be focused on recruitment of Customary care homes and foster homes.



## PETERBOROUGH PROTECTION UNIT

The Peterborough Intake department saw a number of changes the past year and had to overcome some challenges. These included a change in supervisor and team structure. In the last quarter intake volume saw a significant growth that prompted a response of hiring two contract positions to deal with the case load increases. Due to this growth and to manage the supervisor to staff ratio, Four Intake workers are now part of a mixed Family service and Intake team.

Over the past year the team recorded a high compliance rate with Ministry Protection Standards. The team has set high goals in meeting response times and client engagement. The development of cooperation with community services and agencies has been a focus this year with the Adolescent Differential Response and Domestic Violence programs.

Overall, the intake team have coped very well and worked hard to meet the high standards and expectations set for the year.

The Peterborough Family Service Department saw a number of changes throughout the year. We welcomed Wendy Gordon from the Lindsay office to supervise Family Service 1. Wendy is a mixed team with both family service workers and intake workers. Family Service 2 and 3 both experienced changes in staffing but are currently focusing on adding additional staff.

The three family service teams are focusing on a goal of a high level of compliance with Ontario Child Protection Standards in order to deliver the best service to our clients. In particular, the workers have embraced the idea of Family-Centered Conferences as an effective collaborative strategy that leads to permanency for children.

The agency remains committed to developing resources in the Havelock area with a focus on community development. The staff are looking forward to developing resources with the local officials with input from community members.





**KAWARTHA-HALIBURTON CHILDREN'S AID SOCIETY**  
**CONDENSED STATEMENT OF FINANCIAL POSITION**

At March 31, 2009

	<b>2009 \$</b>	<b>2008 \$ Restated</b>
<b>ASSETS</b>		
Current	2,641,731	2,662,689
Capital Assets	3,712,246	3,821,565
	<b>6,353,977</b>	<b>6,484,254</b>
<b>LIABILITIES AND FUND BALANCES</b>		
Current Liabilities	3,286,615	3,496,498
Long-Term Liabilities	2,073,771	1,960,000
Fund Balances	993,591	1,027,756
	<b>6,353,977</b>	<b>6,484,254</b>

**CONDENSED STATEMENT OF OPERATIONS**

For The Year Ended March 31, 2009

	<b>2009 \$</b>	<b>2008 \$ Restated</b>
<b>Revenue</b>		
Province of Ontario	22,676,547	22,333,857
<b>Expenditures</b>		
Salaries and benefits	10,806,812	10,379,130
Boarding and personal needs	10,224,094	10,473,501
Amortization	311,860	263,096
Other operating expenses	3,453,032	3,567,816
	24,795,798	24,683,543
<b>Expenditure Recoveries And Other Income</b>	<b>(2,107,862)</b>	<b>(2,324,193)</b>
<b>Net Expenditures</b>	<b>22,687,936</b>	<b>22,359,350</b>
<b>(Deficiency) of Revenue Over Expenditures</b>	<b>(11,389)</b>	<b>(25,493)</b>

**CONDENSED STATEMENT OF CHANGES IN FUND BALANCES**

For The Year Ended March 31, 2009

	<b>2009 \$</b>	<b>2008 \$ Restated</b>
Balance, beginning of year	1,027,756	1,042,243
(Deficiency) of revenue over expenditures	(11,389)	(25,493)
Funding received (spent) for capital assets not amortized	(22,776)	11,006
<b>Balance, end of year</b>	<b>993,591</b>	<b>1,027,756</b>

Report from Hugh Nicholson, Executive Director



The 2009-10 fiscal year began with a major reorganization of services. In the strategic planning session held in the fall of 2008 it became evident that the previous service structure had a number of inefficiencies that eroded service quality and didn't make the most effective use of the Society's human resources. Three new children's service teams were established and a number of other services were integrated under common functions.

Since the reorganization, the Society experienced an increase in service quality and was able to reallocate the resources required to bring caseloads down to the ratios recommended by OACAS's staffing benchmark committee.

The focus for the upcoming fiscal year will be a more formal evaluation of the new service configurations as well as team building.

Foster care continued to be a top priority for the Society and over the year we able to increase the number of homes by 10%. As a consequence we reduced group care placements to less than 9% of total days care and created a record number of permanent family placements for Crown Wards through adoption and legal custody programs.

I would like to thank our staff, foster families, volunteers and community partners for the work and commitment that lead to these results.

The Society is also proud of the strong working relationship it has with First Nations. This was the first full year of operations of the Customary Care Steering Committee. The Steering Committee is comprised of representatives of Hiawatha First Nation, Curve Lake First Nation and the Kawartha-Haliburton Children's Aid Society. The Committee has one full time employee and it is responsible for the recruitment of First Nations customary care, foster and adoptive families. By the end of its first year the Committee has very effectively engaged First Nations Communities in this project. More First Nation families are now coming forward to provide homes for our First Nation children, thus preserving the cultural heritage. The members of the Steering Committee as well as the First Nation recruiter, Judi Gallagher, are to be commended for these excellent results.

Thanks to the leadership of Georgina Cowie-Rogers and Chief Laurie Carr from Hiawatha First Nation we will be signing a new protocol at the end of this month, with the seven First Nations that comprise Dnaagdawenmag Binnoojiiyag Chid and Family Services and the six Children's Aid Societies that share their geographical boundaries. The protocol defines how we will work collaboratively to serve First Nation children and

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promote the devolution of child protection services to First Nations.

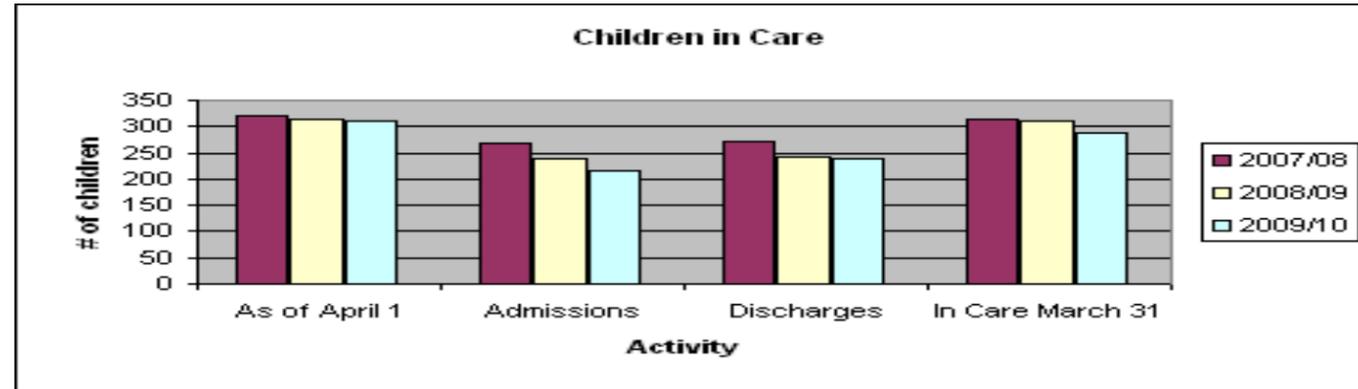
Refinements to the provision of administrative services featured prominently this year with the implementation of a “real time” attendance program and the automation of the expense claim system. We are also in the early stages of developing an automated document management system.

The Society’s information system capacity was enhanced during the year through the development of a shared service approach with Algoma CAS. This approach allows for the sharing of expertise across the two organizations, the development of more specialized IT positions and the reduction of duplicate efforts through the development of common software applications across both organizations.

With our strong programs, sound administrative systems, and a clear focus on the protection and well being of children at risk, the children and families under the care of Kawartha-Haliburton Children’s Aid Society are well served. This is a team effort involving our Board of Directors, staff, our foster families and volunteers, the Ministry of Children and Youth Services and our community partners. I wish to thank everyone for their support and for the results achieved.

**STATISTICS AT A GLANCE**  
**April/08 to March/09**

<b>CHILDREN IN CARE</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
As of April 1	319	314	310
Admissions	268	238	217
Discharges	273	242	238
In Care March 31	314	310	289
Total Days Care	118,734	116,517	107,810



<b>FAMILY SERVICES</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Open April 1 - Investigations	182	199	133
Open April 1 - Ongoing	359	387	413
Opened during - Intake	3891	4004	1572
Closed during - Intake	3676	3736	4620
Closed during - Ongoing	245	365	419
Families Served	4432	4590	5166
Open March 31- Investigation	199	133	144
Open March 31 - Ongoing	387	413	427

<b>FOSTER HOMES</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Approved as of April 1	165	170	174
Applications/Inquiries	88	111	103
Approved	20	32	31
Closed	15	28	13
Approved as of Mar. 31	170	174	193

<b>ADOPTION</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Approved During Year	19	19	11
Placements	23	20	19

<b>VOLUNTEER SERVICES</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>
Kilometers Driven	768,483	819,574	507,601

## **THE CHILDREN'S AID SOCIETY/PARENT-CHILD MOTHER GOOSE PROGRAM**

The Kawartha-Haliburton Children's Aid Society launched its Parent-Child Mother Goose Program in the winter of 2009. The program seeks to improve infant-caregiver attachment and parental confidence through song, rhyme and stories. By encouraging these very basic but also very intimate interactions between infants and their caregivers, parents enhance their belief in their skills and abilities to meet the emotional needs of their children. This program is deceptively simple, because parents are welcomed into a very casual atmosphere with no CAS staff present, are encouraged to play and sing to their children, are fed a small snack, and are essentially unaware of the powerful relational changes that are occurring.

The origins of Parent-Child Mother Goose lie with the Toronto Children's Aid Society. Back in 1986 they were looking for a program that would improve parent-caregiver interactions and mitigate the development of attachment difficulties. They landed on the concept of story-telling as a way to encourage more positive interactions, and then added songs and rhymes that encouraged physical contact, eye contact, and the sound of mother's voice. The local chapter of the Parent-Child Mother Goose Program had been struggling to secure funding in order to continue to deliver their programs, but through the partnership with the Society they have been able to continue to offer the program to the most at risk population.

In a world that is constantly seeking to determine outcomes of service interventions, Peterborough Parent-Child Mother Goose and the Society have teamed up with Dr. Elaine Scharfe at Trent University to examine the impact of the program. Each of our 10 week programs (3 per year) begins and ends with parents completing questionnaires about their experience parenting their children. Research assistants are available to assist parents who have literacy or comprehension issues. The questionnaires are provided to Dr. Scharfe to further her research in the area of the impact of the program on parenting, specifically in the areas of parental confidence and parental mood, both of which are significant indicators of attachment. Preliminary results indicate that the program has an impact on parents, and the most high risk families appear to benefit the most. This is extremely encouraging information, and in fact we have seen some very impressive gains in some families who have attended Mother Goose and really engaged with the program. We have run three programs in the last year and serviced a total of 28 families and 33 children.

Here is some of the feedback that we have received from parents who attended the winter session;

**“Make it longer – I would love to come back!”**  
**“This was the one thing my son and I had one day a week that was just for us.”**  
**“It has taught me how to get my child in a better mood – now I'll sing songs with her.”**

We are excited to be able to offer this wonderful program to our clients.



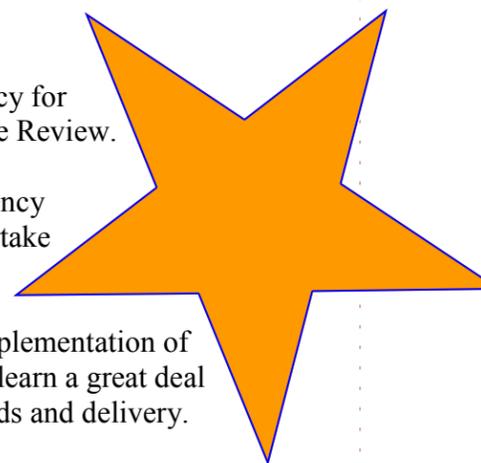
A decorative banner with a central rectangular box containing the text "QUALITY ASSURANCE" in blue, flanked by two orange ribbon-like shapes.

## QUALITY ASSURANCE

The Quality Assurance program has moved to a new stage of development within the agency in this past year. All staff is now familiar with the concepts and has a basic understanding of the role of quality assurance within the organization. This role became more evident with the formation of the Quality Council which includes staff at all levels of the organization, service and geographic locations and two foster parent representatives. The Council has initiated an application process for the review of two major improvement projects and work has begun in earnest on the first project, as of January of this year.

In addition to project work, all Management and Quality Council members have received training from the National Quality Institute this year to prepare them for our future goal of involving all staff in setting standards and evaluation tools to measure the consistent delivery of quality services within the agency. The agency also took steps to include a focus on a Healthy Workplace as a key ingredient in the Quality Assurance portfolio and to this end embarked on an assessment process that would address this integrated approach.

Another major focus for the program has been to prepare the Agency for the external Ministry review of files identified as the Integrated File Review. This (IFR) will be broad in scope and will include protection, children in care, Crown wards, kinship and adoption files. The agency joined with 5 other Children's Aid Societies in the Region to undertake a regional review of protection files measuring compliance to Standard 12 (supervision). This regional approach has provided each agency with a wealth of information about the progress on implementation of Protection Standards and has allowed the participating agencies to learn a great deal about practice approaches and methods to optimize service standards and delivery. This has been a very valuable collaboration with our neighbouring agencies and has helped to better prepare this agency for the Integrated File Review that is anticipated in the fall of this year.



Overall it has been a very gratifying and successful venture into the area of quality assurance with the hope that these initiatives will only grow with the continued commitment of the Board of Directors, staff, foster parents and our volunteers.

**Joan Conrad**  
Director of Accountability and Management Services

### KHCAS Office Locations

#### Haliburton Office

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(705) 457-1661  
1-800-661-1979  
(fax) (705) 457-3934

#### Lindsay Office

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(705) 324-3594  
1-800-567-9136  
(fax) (705) 324-7607

#### Peterborough Office

1100 Chemong Road  
Peterborough, ON K9H 7S2  
(705) 743-9751  
1-800-661-2843  
(fax) (705) 743-7858

## Join the Kawartha-Haliburton Children's Aid Society



It is essential that children in our community are protected from neglect and abuse.

While the Kawartha-Haliburton Children's Aid Society has the legal mandate to protect children, children at risk are best served when communities share this responsibility with children's aid societies. You can help by becoming a member of the Kawartha-Haliburton Children's Aid Society.

Members has the following benefits:

- ⇒ Shows your support for the work of the Kawartha-Haliburton Children's Aid Society.
- ⇒ Keeps you informed on forums, events and information related to the protection of children at risk in your community.
- ⇒ Allows you to vote at Annual General Meetings and to put your name forward for the Board of Directors and Board Committees.
- ⇒ Puts you on the mailing list for the Society Newsletter.

If you would like to become a member of the Kawartha-Haliburton Children's Aid Society, please fill out the form below and send it with a \$10 membership fee to Kawartha-Haliburton Children's Aid Society, 1100 Chemong Road, Peterborough, Ontario K9H 7S2

**Membership Application**  
**Kawartha-Haliburton Children's Aid Society**

Name: \_\_\_\_\_ Telephone: (\_\_\_\_) \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_