

# **MISSION:**

The NFL Player Care Foundation (PCF) is an independent organization dedicated to helping retired players improve their quality of life. PCF addresses all aspects of life by providing programs and assistance with medical, emotional, financial, social and community issues.



# LETTER FROM THE PRESIDENT

Since the inception of the NFL Player Care Foundation (PCF) in 2007, the organization has remained committed to improving outreach and impact to better serve retired players. Having assisted more players and provided more financial grants than ever before, 2016 was a benchmark year for PCF.

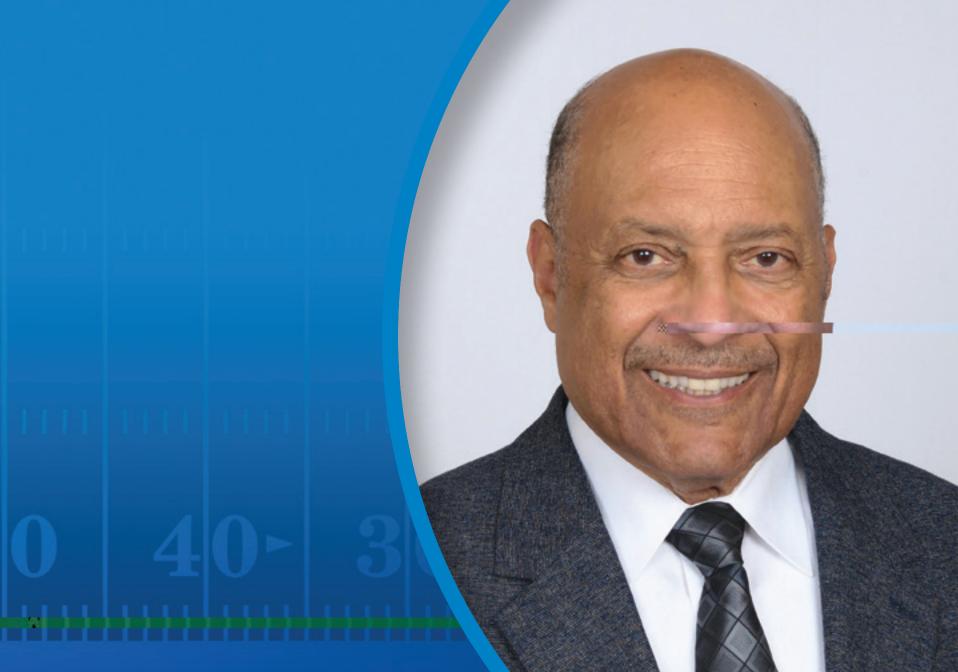
By providing assistance with medical, emotional, financial, social and community issues we have made a profound impact on the lives of many retired players around the country. In our nearly 10 years of existence we have assisted more than a thousand players, and we are committed to continuing our outreach growth to touch the lives of many more.

In recent years, PCF has found behavioral health to be an emerging issue among retired players. Specifically, we have seen a significant increase in cases where former players are suffering from mental health or substance abuse problems. With the help of several key partnerships, we are able to provide exceptional resources to former players in need of treatment.

As the League continues to grow, we must not forget those who helped lay the foundation of the game. It is our goal and our mission to continue to support retired players in any way possible. With the help of our supporters, the Player Care Foundation will continue to evolve, and serve as an even greater resource for retired players.

Harold Henderson President, NFL Player Care Foundation

Hawld R. Henderson



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"I had been introduced to prescription pills after multiple orthopedic surgeries during my time playing football. When my career with the NFL had come to an end, it was a challenge for me to accept who I had become. To cope with my depression, I began to use the pills I had once taken to mask my physical pain, to now mask my emotional pain. I struggled with addiction starting at 28 years old for seven years, up until my arrest.

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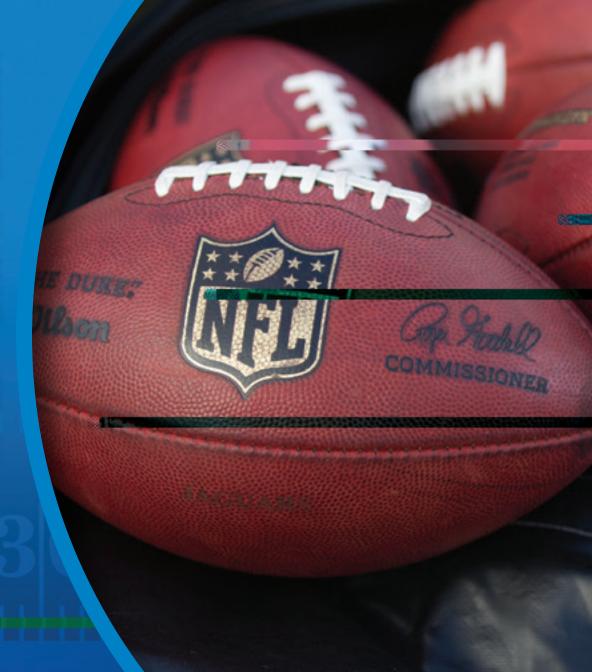
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Following my time in prison, I knew that I desperately needed to continue with rehabilitation to move my life in the right direction. It was at that point that my family and I contacted the NFL Player Care Foundation. The Player Care Foundation worked closely with my in-patient program to ensure the financial resources were in place for my arrival, and with their support, I felt empowered to start living a new life.

Today I use my experiences to benefit others. I work with Transcend Recovery Community, to give back and help those who are struggling with addiction. Reaching out to those who are struggling helps me stay humble, and has truly given my life meaning. Thanks to the help of the Player Care Foundation, I am now 5 years sober and am living a life full of purpose and hope."

- Ryan Leaf, Quarterback, 1999-2004, Transcend Recovery Community Program Ambassador





# **STATISTICS FROM INCEPTION**

The NFL Player Care Foundation continues to increase outreach annually. Displayed below are statistics that PCF has put on the board since its inception in September of 2007.



05

"The dream of playing in the National Football League served as a beacon in my life. The pursuit taught me the value of passion and excellence while leading me out of poverty and into college.

I am fortunate to have discovered a new beacon of writing bestselling works of fiction. It is a dream that I approach with the same passion as football. And once again, I have been led to an academic setting pursuing a Master of Fine Arts in Creative Writing.

The Player Care Foundation has been an integral part of my success. Their scholarship has allowed me to focus on my studies without the financial fears that accompany graduate level studies. I feel The Player Care Foundation is cheering for me. I am forever grateful for their support."

- Andre Hardy, Running Back, 1984-1985 & 1987

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# **HEALTHY BODY & MIND SCREENING PROGRAM**

Through charitable grants that support research and offer relief to disadvantaged and distressed retired players, the NFL Player Care Foundation (PCF) has enacted various programs to improve the quality of life for former players.

In 2016, PCF was proud to partner with one of the nation's premier medical providers - Tulane University School of Medicine - to conduct its Healthy Body and Mind Screening Program. Piloted in 2007, the Healthy Body and Mind Screening program open to all former players, including those who solely played on a practice squad. PCF's screening program includes cardiovascular and prostate screenings and provides mental health resources and education.

The NFL Player Care Foundation's screenings are offered as a part of PCF's research programs, which help to advance public awareness and scientific understanding of health issues that affect former players.

Screenings are held in 10 locations annually, and rotate each year in an attempt to screen as many former players as possible. Screenings consistently are held at the Super Bowl, the Draft and during the Hall of Fame weekend in Canton, OH.

#### 2016/17 SCREENING EVENTS:

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CITY	DATE	PARTICIPANTS	
Kapalua, HI	3/21-22/2016	36	
Phoenix, AZ	4/15-16/2016	42	
Chicago, IL	4/30/2016	55	
Nashville, TN	5/14/2016	44	
Pittsburgh, PA	6/3/2016	31	
Canton, OH	8/5-6/2016	53	

	TOTAL (2016)	550
Houston, TX	2/1-3/2017	135
Philadelphia, PA	11/5/2016	25
Dallas, TX	10/21-22/2016	88
Atlanta, GA	10/15-16/2016	29
Green Bay, WI	9/24/2016	12
СІТҮ	DATE	PARTICIPANTS





"In 2015, with hesitance I decided to go to the Healthy Body and Mind Screening Program in Orange, CA. I was so reluctant to go that on the way to the screening I actually turned my car around, and was ready to head home. However, something was telling me to go, so I turned my car back around and continued to the screening. It was at the Healthy Body and Mind Screening Program where I found out through early detection that I had Prostate Cancer. If it wasn't for the Player Care Foundation I never would have been aware of the cancer that was growing in my body. I want to be around for a long time to see my grandchildren grow up, and thanks to PCF I'll have that chance."

- Charles Phillips, Tight End, 1975-1979

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# **FINANCIAL HARDSHIP GRANTS**

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Through the generous contributions from groups like NFL Foundation and the NFL Legends Community, the NFL Player Care Foundation continues to expand its programming and financial assistance to former NFL players and their families. Since the first financial hardship grant in 2008. PCF has contributed over \$12.9 million to 1,022 former NFL players in dire need areas including day to day living expenses, coordinated medical care, substance abuse and mental health resources. In 2016 PCF distributed more financial grants than ever before, with the majority going towards housing assistance for former players.

PCF Grant Applications adhere to the foundation's financial and NFL service time eligibility requirements and are considered on a case-by-case basis. Eligible retirees include NFL players with at least one credited season, or two seasons as a practice squad player. Widows and children of deceased former NFL players, who would otherwise be eligible for support, may also apply. "I reached out to the NFL Player Care Foundation in 2014 when I needed financial assistance. Being a late round draft pick, my finances weren't always in check even as a player. After my retirement, I was out of work for a few years and was having a difficult time paying my bills. The PCF staff was very willing to work with me when I needed a hand, and their ability to think outside the box made a significant impact on my life. I'm very fortunate to have had PCF to pick me up when I was at my lowest."

- Ramzee Robinson, Cornerback, 2007-2012



## FISCAL 2016 ASSISTANCE: APRIL 1, 2016 – MARCH 31, 2017

Average Years in League: 4.4 years

Median Age: 40 Years

Players Assisted: 242

CREDITED NFL SEASONS	APPROVED APPLICANTS
0 - 2	69
3 - 5	107
6 - 8	38
9 - 11	23
12+	5
TOTAL	242

AGE RANGE	APPROVED Applicants
21 - 30	23
31 - 40	93
41 - 50	56
51 - 60	31
61 - 70	16
71 - 80	11
81 - 90	1
Deceased	11
TOTAL	242



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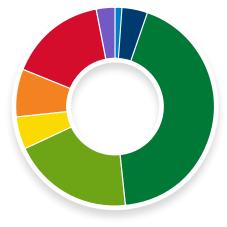
### MONTHLY BREAKDOWN

MONTH/YEAR	GRANT ASSISTANCE	PLAYERS ASSISTED
April 2016	\$190,585	22
May 2016	\$196,915	25
June 2016	\$224,598	20
July 2016	\$154,290	19
August 2016	\$252,927	23
September 2016	\$123,286	16
October 2016	\$103,325	17
November 2016	\$162,244	20
December 2016	\$186,804	21
January 2017	\$248,625	25
February 2017	\$136,103	18
March 2017	\$125,737	16
TOTAL	\$ <b>2,105,439</b>	242

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications.

# FUNDING

AREAS OF FUNDING - FOR THE FISCAL YEAR ENDING MARCH 31, 2017



### **INDIVIDUAL PLAYER GRANTS - \$2,105,438.99**

- Disaster Relief: \$24,214.95
- Funeral Expense: \$89,439.02
- Housing Assistance: \$909,039.87
- Medical Assistance: \$414,119.23
- PCF Scholarship Program: \$111,239.59
- 🛑 Utilities Expense: \$159,059.94
- Vehicle Expenses: \$333,834.31
- Miscellaneous Assistance: \$64,492.08



- Healthy Body and Mind Screening Program: \$1,281,260.24
- Meetings: \$27,393.28
- Professional Fees: \$86,597.10
- Player Outreach: \$36,498.63
- Player Case Management: \$242,333.13
- Management Expenses: \$34,858.53

The unaudited financial information set forth above is preliminary and subject to adjustments and modifications.

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"After my career ended, I knew I wanted to go back to school to get my MBA so that I could make myself a more attractive candidate for the 'real world' job market. What I did not anticipate, however, was how difficult that decision actually proved to be. Forgoing two years of earning potential while still providing food and shelter for my family, on top of paying tuition, really had me worried about how we were going to make it through. The NFL Player Care Foundation stepped in and offered their hand, which gave me the peace of mind that we were going to be ok. This also allowed me to focus more on studying, and less on worrying. The NFL Player Care Foundation is an incredible resource and a wonderful reminder that our transition out of the NFL does not have to be a painful one, and that we never have to do it alone."

- Michael Mohamed, Linebacker, 2011-2015

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### NATIONAL FOOTBALL LEAGUE ALUMNI ASSOCIATION

The National Football League Alumni Association is a non-profit organization comprised of retired National Football League players, coaches, professionals, and Associate members. The focus of NFL Alumni is to serve, assist, and inform players in their post-NFL lives. The Association offers a variety of medical, financial, educational, and social programs to keep members and their families healthy, productive and connected.

NFL Alumni members are organized into chapters around the country and with a history going back to 1967, the NFLAA's fundraising efforts typically raise more than \$1 million per year for charity. The NFL Alumni Association has become an important partner in PCF's Healthy Body & Mind Screenings and has brought an invaluable set of resources to participants of the program.

For additional information visit: www.nflalumni.org

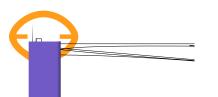


### NATIONAL FOOTBALL LEAGUE PLAYER ENGAGEMENT

NFL Player Engagement (NFLPE) influences and impacts the culture and values within the NFL and its community while assisting in the personal and professional growth of our players and their families during and beyond their NFL experience.

NFLPE accomplishes its mission through direct player and peer-to-peer engagement of the NFL player community with innovative program and service offerings that meet the dynamic needs of the athletes and their families. NFLPE has four focal points: Continuing Education, Financial Education, Career Development, and Total Wellness. These programs and resources include a unique series of Boot Camps, Job Shadows & Internships, player assistance and counseling services through Cigna and NFL Life Line, and trained NFL Transition Coaches, who serve as peer counselors, providing guidance as needed in the areas of family, crisis, transition, career, depression, finances, and more.

For additional information, visit **www.nflplayerengagement.com** 



### THE TRUST

In 2013, The Trust was launched with the objective of providing programs and services to former players to enhance the skills and tools necessary to ensure success off the field and in life after football. Discussions with current and former NFL players led the NFLPA to create an organization, built by players for players, committed to former players' well-being. The Trust provides access to career, medical, nutrition, entrepreneurial and continuing education services through their partnerships and programs and creates customized game plans designed to meet each player at their exact stage of transition.

Each player is assigned a dedicated Program Manager, who strives to inform them about all available benefits and empowers players to take charge of their health, career, finances, and growth—with every player's success being the sole measure of the organization's success. The NFL Player Care Foundation continues to work hand in hand with The Trust in all aspects of former player transition and continues to collaborate heavily in providing scholarships to former players in their educational pursuits.

For additional information visit: www.playerstrust.com or call 1-866-725-0063



### **PROFESSIONAL ATHLETES FOUNDATION**

In 1990, then NFLPA Executive Director Gene Upshaw recognized that the transition from football was very challenging for former players. In response, the Professional Athletes Foundation (PAF) was founded to support, strengthen and inspire players as they transitioned from their active NFL careers.

Beyond offering a range of career, health and educational resources, over 1,500 former players have received over \$10 million in financial and medical assistance through the Players Assistance Trust Fund.

This organization and this platform were created for, and inspired by the players and their support networks.

For additional information visit: www.yourpaf.com



#### PRO FOOTBALL HALL OF FAME

Located in Canton, Ohio, the birthplace of the National Football League, the Pro Football Hall of Fame is a 501(c)(3) not-for-profit institution whose mission is to Honor the Heroes of the Game, Preserve its History, Promote its Values, and Celebrate Excellence EVERYWHERE. Hundreds of thousands of fans from across the globe travel to Canton annually to experience "The Most Inspiring Place on Earth!" that chronicles America's most popular sport.

Construction on Johnson Controls Hall of Fame Village, a \$700 million development project that includes nine main components, is under way in Canton to transform the Hall of Fame's campus.

The NFL Hall of Fame Committee is chaired by Dallas Cowboys Owner, President and General Manager Jerry Jones and provides guidance and leadership to the Hall of Fame. The 48-person Selection Committee, comprised of media, is charged with the vital task of continuing to be sure that newly enshrined Legends are the finest the game has produced.

To acknowledge and express appreciation for their tremendous contributions to the game, the NFL Player Care Foundation collaborates with the Pro Football Hall of Fame to hold an annual Healthy Body & Mind Screening during the Enshrinement Week.

For additional information visit: www.profootballhof.com



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### NATIONAL FOOTBALL LEAGUE FOUNDATION

The NFL Foundation is the League's nonprofit organization representing the 32 NFL clubs. Its mission is to support the health, safety and wellness of athletes, youth football and the communities which support our game.

Through its generous grants benefitting the NFL Player Care Foundation, the NFL Foundation has strengthened its support of former NFL players in transition, while also contributing to important research components through the Healthy Body & Mind Screening Program.

In addition, the NFL Foundation supports NFL clubs, players and coaches in their efforts to grow the game and support a variety of charitable causes. Through its philanthropic arm, the NFL Foundation funds and supports league-wide initiatives aimed at making a big difference in communities across the nation. The NFL Foundation also works alongside leading national nonprofit organizations to promote physical activity and healthy environments for children in their schools and homes.

For additional information visit: www.nflfoundation.org



### NFL LIFE LINE

In 2012, the National Football League provided a grant to establish the NFL Life Line for members of the NFL family who may be in crisis. The program serves- current and former NFL players, coaches, team and league staff, and their family members.

The NFL Life Line's hotline, online Wellness Check and web-chat are free, confidential, and independently operated resources that connect those in crisis with trained counselors who can help them work through personal or emotional challenges. These counselors are trained to understand specific issues that may arise during or after a career in professional football and are available 24 hours a day, 7 days a week, 365 days a year by calling (800) 506-0078 or online at NFLLifeLine.org.

For additional information, visit **www.NFLLifeLine.org** or contact NFL Life Line Director Dr. Ciara Dockery at **cdockery@mhaofnyc.org** 

# **BOARD OF DIRECTORS**

The NFL Player Care Foundation's Board of Directors is committed to advancing the mission of the foundation to better serve former NFL players and their families. Our directors come from a diverse set of backgrounds with each contributing a unique skill set to ensure the foundation continues to support and evolve with our retired player community.



### **DERICK ANDERSON** – PCF Board Appointee

Dr. Derick Anderson is a licensed psychologist who has been in practice for two decades using the South Florida area as his base of operations. He is an internationally recognized authority in several specialty areas. Common amongst the diverse areas of Dr. Anderson's expertise is his ability to work with populations with interests and needs that are highly specialized and often problematic. His ability to quickly assess organizational and human resource problems and develop a strategy to increase organizational effectiveness was a talent valued by entities such the Army Corps of Engineers, Aetna Health, MBNA, American Express and many other Fortune 500 companies. Dr. Anderson also currently serves as a psychologist with the New York Mets, the Florida Panthers and is a consultant to the National Basketball Association.

Dr. Anderson has served on the NFL Player Care Foundation's Board of Directors since 2014.



#### MARY AGEE – PCF Board Appointee

Mary is the former President and CEO of Northern Virginia Family Service (NVFS), the largest private non-profit human service organization in Northern Virginia, serving over 36,000 individuals and families each year. Mary brings her social services expertise to PCF and is pleased to share her experience and guide PCF in helping former players. She had been with NVFS for over 40 years before she retired in 2015.

Mary has served on the NFL Player Care Foundation's Board of Directors since 2009.

"It has been an honor to serve on the Board of Directors for the Player Care Foundation since its inception in 2007. Over the past 10 years it has been our job to reach out to the players who are struggling and in need of some assistance; we were put in place to do that. We know the players built the game, and the Player Care Foundation works to respect those contributions. Players should never be afraid to take that initial step and ask for help because that's why we're here. Watching this foundation grow to the point where we have now assisted over 1,000 alumni has been an amazing opportunity."

- Ozzie Newsome, Tight End, 1978-1990



### GEORGE C. BRANCHE III, MD – PCF Board Appointee

George C. Branche, III, M.D. is an Orthopedic Surgeon specializing in Sports medicine and Arthroscopic surgery at the Anderson Orthopedic Clinic in Arlington, Virginia who has just completed his 30th year in practice. He is a fellow of the American Academy of Orthopaedic Surgeons and the Arthroscopy Association of North America, with involvement as a Master Instructor at national courses for Orthopedic Surgery residents and a former member of the Healthcare Policy Committee. He is also a member of the faculty of Georgetown University and Walter Reed Army Medical Center. Current affiliations include the ATP and the WTA Professional Tennis Tours and the USTA. His practice is focused on Arthroscopic Surgery of the knee and shoulder in current and retired athletes.

Dr. Branche has served on the NFL Player Care Foundation's Board of Directors since 2014.



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#### **ANDRE COLLINS** – NFL Players Association Appointee

Andre played in the NFL for 10 years including starting in Super Bowl XXVI for the Washington Redskins. He currently serves as Executive Director of the NFLPA's Professional Athletes Foundation, providing assistance to players and their families in a time of need. He is responsible for managing a team that services the League's former players, creating a sense of community, compassion and opportunity. Andre's personal experiences after leaving the game and a desire to give former players a better quality of life is his driving force on the board.

Andre has served on the NFL Player Care Foundation's Board of Directors since the Foundation's inception in 2007.



## WILLIE LANIER – Professional Football Hall of Fame Appointee

Willie played in the NFL for the Kansas City Chiefs for 11 seasons. He is a member of the Pro Football Hall of Fame and was elected to eight consecutive Pro Bowls, among many other distinctions. His favorite NFL moment was being a part of the Chiefs' only Super Bowl-winning team in 1970. Willie's goal as a board member is to help former players, but also to raise awareness about the many issues of transition for current players. He is currently the President of The Lanier Group, an acquisition firm in Richmond, VA.

Willie has served on the NFL Player Care Foundation's Board of Directors since the Foundation's inception in 2007.



#### **OZZIE NEWSOME** – National Football League Appointee

Ozzie played in the NFL for 13 seasons and is a member of the Pro Football Hall of Fame. He has spent an additional 27 years holding various executive positions in the NFL. Since 2002 he has been the General Manager of the Baltimore Ravens, the first African-American to occupy this position in League history. Ozzie has experienced many great NFL moments, but it is the day to day, being in touch with the players that he most enjoys. His PCF board position gives him the opportunity to help the many great men who paved the way for today's game.

Ozzie has served on the NFL Player Care Foundation's Board of Directors since the Foundation's inception in 2007.



#### **ROMAN OBEN** – NFL Alumni Association Appointee

Roman Oben joined the NFL in 2015 and is now the NFL's Vice President of Strategy and Development for Youth Football, where he drives the league's mission and vision for football participants ages 6 – 18. Roman develops new programs to grow the game football, serves all 32 club communities, and engages with external football stakeholders. Roman's professional playing career began with the New York Giants in 1996 and continued in Cleveland, and then Tampa Bay, where he was a starting left tackle on the Buccaneers Super Bowl XXXVII team. After his Super Bowl victory, Roman finished his career in San Diego. Following his 12 year NFL career, Oben held several business development roles and had an extensive media career in the New York City market. Roman also served as a recurring guest on several MSNBC shows discussing sports and their larger societal impact. Roman has been a leader and advocate for youth sports enrichment, receiving countless awards for community service both on and off the field.

Roman has served on the NFL Player Care Foundation's Board of Directors since 2015.



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#### **KEN SCHERER** – PCF Board Appointee

Ken is the CEO of the Motion Picture and Television Fund Foundation (MPTF), the leading Hollywood charity providing health and social services to the entertainment industry. He has held the position of CEO of the Foundation for the past 21 years and oversees the marketing and fundraising for MPTF. Ken is a life-long NFL fan and pleased to help shape an organization that helps take care of former players.

Ken has served on the NFL Player Care Foundation's Board of Directors since 2009.



**OFFICERS** 

#### HAROLD HENDERSON – President

Harold R. Henderson served as NFL Executive Vice President for Labor Relations and Chairman of the NFL Management Council Executive Committee for sixteen years. In 2007 Mr. Henderson focused on Player Development programs; drug, alcohol, steroid and conduct policies; and benefits for current and former players. He has been President of the NFL Player Care Foundation since its creation, and continued in that role after his retirement from the NFL in 2012.

#### **BELINDA LERNER** – Executive Director

Belinda Lerner is the Executive Director for the NFL Player Care Foundation and Vice President of NFL Alumni Affairs and Retired Player Programs. In her role as Executive Director, she is responsible for directing all the Foundation's operations including grant distribution and managing charitable partnerships and programs. As Vice President, she represents the NFL in a variety of matters focusing primarily on player disabilities and health and wellness programming.

#### **DENNIS CURRAN** – Secretary / Treasurer

Dennis is the Senior Vice President of the General Counsel for the National Football League and has been employed by the NFL dealing with player benefit matters since 1980. He has been the principal NFL negotiator of all collectively bargained benefits, including those dealing with temporary and permanent disabilities, neurocognitive deficits and dementia. He is proud of the current collective bargaining benefit structure which has evolved and expanded to provide post–career help to players in multiple stages throughout their retirement.

#### **DANA LIHAN** – Program Director

Dana Lihan is currently the Program Director of the NFL Player Care Foundation. In this role Dana provides direction on all PCF programs including player case management, career transition, financial assistance and health & wellness. Additionally, Dana works closely with all 32 NFL clubs in executing PCF's Healthy Body & Mind Screening Program. Prior to joining PCF Dana directed the activities of the NFL Alumni's Dire Need Charitable Trust, and since 2001 has worked as a Certified Child Advocate with the Guardian ad Litem Program, which provides legal support for abused, abandoned and neglected children in foster care.

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### ANDREW JO – Assistant Treasurer / Program Manager

Andrew Jo is currently the Manager of Retired Player Programs at the National Football League. In this role Andrew manages incoming player cases for the NFL Player Care Foundation and provides support to retired NFL players in the areas of financial assistance, health and wellness, and NFL benefits. Andrew had previously worked with the NFL's Community Affairs department coordinating community outreach events and youth football grants for the NFL Foundation. Prior to his work at the NFL, Andrew was a Peace Corps Volunteer in the Republic of Zambia where he worked alongside the Zambian Ministry of Education on strengthening its radio education and open & distance learning initiatives.

### JASON CANTOR – Program Manager

Jason Cantor works as the Program Manager of the NFL Player Care Foundation. In this role, Jason manages incoming player cases for the NFL Player Care Foundation and provides support to retired NFL players in the areas of financial assistance, health and wellness, and NFL benefits. In 2015, Jason introduced the NFL Player Care Foundation Scholarship to help retired players pursue further education. Prior to his time with the PCF, Jason worked on the philanthropic and volunteer initiatives of the 2014 NY/NJ Super Bowl Host Committee, New Jersey Nets, New York Jets, Intuit Talent Marketing Agency, Rutgers Football, and The Baseball Assistance Team at Major League Baseball.

#### NATE RECKNAGEL – Clinical Manager

Nate Recknagel is the Clinical Manager for the NFL Player Care Foundation. Nate's current and prior experience as a clinical social worker allows him to effectively serve as a liaison between former players and social service providers, with the goal of satisfying the emotional, financial, health, employment, and all other needs of former players. Additionally, Nate serves as a mental health clinician in the Psychiatric ER at University of Michigan Hospital. Prior to becoming a social worker, Nate played baseball at the University of Michigan and with the Cleveland Indians organization.

### VALON ALFORD – Clinical Coordinator

Valon Alford is a Clinical Coordinator with the NFL Player Care Foundation. In this role, Valon assists former players who have separated from the game in addressing critical transition areas, including: physical health, money management, and employment. As a clinical social worker, Valon adds mental health expertise to the psychosocial factors involved with case management. Prior to joining PCF, Valon worked as a Clinical Social Worker with the Department of Defense, U.S. Department of Veterans Affairs, and the D.C. Child and Family Services Agency. Valon has provided psychotherapy, behaviorally-based case planning, and court supervised case management services to children and families, as well as military beneficiaries during various stages of transition.



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