

Amelia Franck M: [00:06](#) What a nice introduction. Thank you Jerry, and thank you to all of you who participated in that and continued to work tirelessly to create change. It was like coming to a class reunion here, there's so many folks that I know are doing great work alongside us. Today I want to start by telling you a quick story. The first story is the clicker doesn't work. We'll fix that, and I'll tell you this story. Here it is. I want to tell you a quick story about some ducks, and it's not the usual way to start a presentation about child welfare, but I think it's an important story to lay down some of the groundwork around why what we do is so important.

Amelia Franck M: [00:56](#) Several years ago I was traveling with my, then, two very small children who were two and three, and we were in Michigan and headed to Lake Michigan for a vacation. We had loaded up the van and driven across the state of Wisconsin, taken the S.S. Badger boat in our van across the lake. When we finally arrived at our destination my children who had been in the car for ours had had it, and they ran out of the car and were knee deep in Lake Michigan before I knew what was going on. I thought, "Well, goodness gracious, we are 30 seconds into our family vacation and my children are about to drown. This is great. I'm going to win mother of the year next."

Amelia Franck M: [01:36](#) And so, as that happened I did was mamas of toddlers do, and I created a bit of a scene. It's like, "Babies, get over here. You're not even going to believe what's going on. Look at this mama duck. Do you see how her babies are right up behind her? Do you see how she walks this way and that way and they follow very closely?" Well, yes mama, we do. And I said, "And why do they do that, honey? Tell me why." Because they might not know what to eat if they went away from their mama, or they might not know where it was safe to sleep. Or, a big eagle could come and eat them up. And I said, "That's right. Those duckies know the closest they can get to mama is the safest place, and so they stay lined up, right? Safest place is close to mama, they know it, and you should too."

Amelia Franck M: [02:27](#) And so, I know they're probably going to need therapy for that later, but we do still use that in my family. If there's a scary dog or situation I say, "Quack Quack," they line up, no questions asked. And that's what you get when your mom's a social worker. And so, what that story tells us that's so important is from the second those ducklings are born, I mean the second they are born they know their best chance of survival is close to mama. They begin looking immediately, where's mama, where's mama, where's mama, in order for them to feel safe and protected.

- Amelia Franck M: [03:06](#) If they can't find mama, and maybe you've seen some of these videos on YouTube, they will find any protector. The family dog, the farmer, the pig, they don't care. They are doing something that's called imprinting, which is, "Okay, you're it. You're my protector," and that's who they follow around. In the animal kingdom that's imprinting, but we have something similar in the human family, and that is called attachment. It is true also that our babies know from the second that they are born that they are vulnerable, and if they do not find a human protector they will have their risk of survival also greatly diminished.
- Amelia Franck M: [03:49](#) I have a non-working clicker, and so I'm going to ask for the next slide. Human babies know as soon as they come that they are incredibly vulnerable, right? And, if they don't have another human who comes to take care of them they are not going to make it. That is instinctive and immediate. And in fact, human young are the most vulnerably born mammals on the planet. Other mammals are born ready to crawl on their mama's backs, go for a swing in the jungle and they're off.
- Amelia Franck M: [04:22](#) But not our babies. Our babies come and they lay there and cry until another human comes. It turns out it's not good enough to just have another human, it's got to be the same human over and over. You know what happens to babies who are not taken care of by the same person repeatedly. What happens to babies when this person comes, then this one, then this one? They develop reactive attachment disorders, and in some cases fail to thrive, to even grow or develop because they know instinctively they're not going to make it. That's how important this connection is.
- Amelia Franck M: [05:09](#) And so, this need for connection is lifelong. It's lifelong to all of us. We all come literally physically tethered to another human being. And I can give you a second to check if you need to. But we all have a daily reminder of that connection. And that need for connection is lifelong, because we aren't only vulnerable when we are babies. Humans are vulnerable when we're grown too. We get sick, we get tired, we get lonely, we have to pause to eat, we have to sleep and use the bathroom. There are all kinds of things humans need to do that make us vulnerable in those times. And so we live in community, we live in tribes, we live we each other and families in order to have that sense of protection that is necessary throughout our lives.
- Amelia Franck M: [06:03](#) What we do with the children who we care for, who we remove from that protection is invoke the most significant primal lifelong wound that can happen to a human, and then we take away the parts and pieces that protect you from that pain. The

parts that are hardwired into you to say, "This is necessary for my survival." Clicker malfunction, so I'm going to raise my hand if somebody can click it. Thank you.

Amelia Franck M: [06:37](#) This is why we know that the number one most stressful event for a child is the death of a parent. And the number two most stressful event is separation from a parent, and that is not because it's nice to have a parent, because isn't it fun to be part of a family. It's because it is sociobiologically hardwired into us that if we don't have a protector our life is at risk. And when your life is at risk you then go into yourself and begin to act like you can only rely on you, and everything in the world becomes a threat so you are constantly hypervigilant knowing that there is no way you can always keep yourself safe.

Amelia Franck M: [07:20](#) And so, this piece of work that we do in removing children from their parents has very deep rooted lifelong psychological, biological, social consequences, and is in fact the worst thing that can happen to them, or the second worst thing at separation. This is what I want to offer to you, the equivalent of this is if you lost your children, if you lost a child, or a partner if you don't have children, or your parents if you don't have a partner. Right? So if you had that same level of loss, but you had no social support network, you had no one to help you through that and you were a child, and then you had to do it over and over and over again.

Amelia Franck M: [08:12](#) Because it's not just one loss, it's not just one separation. Every single time we move a child we repeat this separation. So how many of you could live through the loss of your child 10 times, 20 times? How many of you could live through the loss of a partner 20 times and still be functional? And yet we're asking them to follow their treatment plan, keep their room clean, don't use foul language, stop your pain-based behavior. Even though, they have endured the worst and second worst thing that could ever happen to them, over and over and over without the social supports necessary to get through. And so, this is why for children when their mom's okay, or their care giver is okay, they're okay. It means that if I have a protector I can relax, I can think and play and dream and create, and I don't have to worry that at any second somebody's coming for me. Because when I don't have a protector as a child I am hypervigilant to threats all of the time, and you can't do the other things that we want for all of our own children and for ourselves. You can never relax.

Amelia Franck M: [09:36](#) This is why domestic violence is so insidious, because if you can get through her or him, you're coming for me and so it is a

direct threat to my survival when I witness my caregiver being harmed. So again, not really just a nice thing to have, but deeply rooted in our own survival. Next slide. In our current system what we have done is said, "It's good enough for kids to be safe here, then safe here, then safe here. And as long as they're physically safe, and reasonably well taken care of, that should do. That should do." But it doesn't, because in that kind of a situation I don't have a single protector, I don't have someone who knows where I am all of the time. I am untethered, anything can happen to me in this home, or this home, or this home, or with this grownup, or this one, or this one and, nobody would know. I am completely unconnected. I don't really belong anywhere. I don't really have someone who would do anything to make sure I was safe, and so I have to remain in survival brain. I have to remain hypervigilant because I don't have that kind of protector.

Amelia Franck M: [10:57](#)

So it is not okay for children to be just physically safe. It is not okay for children to be safe here, then safe here, then safe here, because if they do not have another protective adult that would do anything to make sure they were okay, anything, they have to remain hypervigilant to protect themselves, and this is lifelong. It happened when I sent my kid to kindergarten and he was terrified and I had to say, "I went and met everyone. Principle Clark knows you're coming. He knows how precious Noah is to our family. He will take care of you."

Amelia Franck M: [11:32](#)

It happened when I connected with a social worker so that when he came home that first day I said, "Tell me something he did," and I could say to him, "Noah, I know you played Legos today, how was that?" Are you watching? Every minute of every day. Again, I know they need therapy later. But, I know where you are and when you're away from me I'm thinking about you, and I always come back to you. We can be separate but I am watching over you, and you come back to me and I come back to you.

Amelia Franck M: [12:02](#)

And that need, again, is lifelong. My mom who had Alzheimer's always be surprised I knew where to find her. I said, "Mama, I will always know where you are, always. I will always come for you. Always." Do you know what that feels like as a human? Somebody is always looking for me if I am lost. Someone always know that I'm okay. That is what I am talking about. I am not talking about temporary care giving, I am talking about the human need for belonging, to be sure without a doubt that someone has your back forever, no matter what. Every human on the planet deserves that.

Amelia Franck M: [12:48](#) Next slide. And so, we are moving through to a new way of work, friends. We're moving through where that is no longer enough. It is no longer enough. And we have learned more, and we know more, and when we know better we must do better. We have a moral obligation to do better. So we came from this time where children were property, they could be moved and as long as they were with someone that was good. And then we worried about, well that's not good enough, what about the place, they should be in a safe place, right? And then we moved on to treating them as individuals, as if they didn't exist in the context of family and community. Children don't even know that they are a thing unless they have someone reflecting that for them.

Amelia Franck M: [13:37](#) You know why you think you're funny? Because people laugh when you tell jokes. You know why people tell you you're pretty, that's how you know you're pretty. You don't know it on your own. We are social creatures, we exist in the context of our community and our reactions with others, and we completely deprive children of this. And so, when we are coming out of this next phase of work to the next piece we are remembering that children belong in families and communities.

PART 1 OF 3 ENDS [00:14:04]

Amelia Franck M: [14:00](#) ... piece. We are remembering that children belong in families and communities, that in fact children are not individual beings. None of us are. We are deeply connected to one another, and if we remove a child from a system, no matter what kind of treatment we apply, I don't care what your evidence-based practice is, I don't care what your model is, I don't care how many meds you give them to numb the pain of their profound lack of belonging, it does not work. It's a false promise and we all know it. We've been doing it forever. We've been doing what's billable. We've been doing what the insurance companies told us to do. We've been doing all of the models and practices to a child. And we have completely, as my friend Kevin Campbell says, disappeared the families.

Amelia Franck M: [14:52](#) But any of you who have ever cared for a child who wasn't living safely with their family know all they want to do is find their people and be home. And that is our obligation. It's true, sometimes they can't be immediately home, it's not safe to be immediately home, but then it is our job to get it safe, make it safe. How do we make it safe right now without the 60-day assessment? Let me tell you what it's going to say. They have trauma. Because kids who aren't living safely with their families have trauma. You don't need the time to figure it out. It's an

emergency to make that family safe enough to keep their own kids safe. And we are undergoing a fundamental rethink of our purpose, our reason for existence, because we used to believe when we were about saving the child, when we were about individuals, we used to believe we had to save those kids from their families, and we are no longer saving kids from their families. We are no longer keeping kids safe from their families. We are helping their families to keep them safe, and that is a fundamental rethink of our purpose.

Amelia Franck M: [16:07](#)

And so everything we do now becomes urgently. How do we help families keep their kids safe? How do we help them to do that? Because what every child on the family needs, more than anything else in the world, is for their mama or caregiver to be okay. That's it. And nothing else you do for them, or to them, is going to replace that ever. They will never make the leaps and bounds in healing you're hoping for unless it comes from their people, from their community, from their culture. That is where healing comes from, in the context of those connections and relationships.

Amelia Franck M: [16:45](#)

So we are moving to a new way of work that instead of being about saving the child, taking them away from those bad people and putting them with better people, or richer people, or whiter people, now we are talking about how do we help families to be able to care for their own, because no one, no one, will replace that human need for belonging.

Amelia Franck M: [17:09](#)

We have, I say inadvertently, I'm thinking about deleting that in the next presentation, we have inadvertently created systemic orphans through our practices. Cathy Krebs from the American Bar Association just put out a blog yesterday, which... I think yesterday, which I'm loving, which says, "It's perfectly fine for us to make you homeless as a child in care. You can live in hotels, you can live in our office. We can make you homeless, but it's not okay if you're homeless with your family." And we have got to get to the point where sleeping in grandma's bathtub is better than sleeping in a king size bed in a stranger's home. When are we going to get that piece? I would venture to say the vast majority of our work is correcting the unfortunate consequences of our previous actions. Every system needs to eat and we need to be thinking about what is our system doing in that regard. How are we keeping ourselves fulfilled, and the placement flow coming and the beds filled, and every problem we solve creates a new problem we get to solve. And so really thinking seriously again about our fundamental purpose, because we are inadvertently disconnecting children in a way that makes them systemic orphans. And friends, we are terrible

parents. We are terrible, terrible parents. Much worse than the vast majority of the families from which we have taken children.

Amelia Franck M:

[18:59](#)

Mostly, as you saw from the numbers, for crimes of poverty. And so this idea of preventing ACEs, and we're all about prevention, I just want to offer that every time we do a removal we actually create an ACE. We are perpetrating and saving at the same time. And we've leaned into the saving because it feels so much better, doesn't it? Feels so good to save a child from harm. But when you are also doing harm as you are saving child from a harm, you must radically rethink what you are doing, because all of us came to do no harm. And if what we are doing is creating harm, we have got to find a new way to do that work. A new way, that under any circumstances, is bringing the best of what we have to safely preserve family connections. I don't find it boastful to say, "Well, but we returned a child within 30 days." Then you should have never removed them, because even one night of forced separation from your parent does something very dramatic to your brain. It shatters the bubble that says, "These people can protect me," to, "Nobody can protect me, because if my mama can't protect me, nobody can. And I will forever feel unsafe." From one night away. One. And so we've talked about in our field treating that separation like a nuclear option. And once we understand the severity of the lifelong impacts of that, that's exactly what we need to be doing.

Amelia Franck M:

[20:47](#)

We commissioned recently at Alia Social Return on Investment Study to see, well, let's look and see as we're doing this work, at least we're getting more good for it. Are we getting more good, right? So if we have to do harm, maybe the good outweighs the harm. Because we know from every single measure, on the Midwest studies and others that have been done, that the kids who we work with have increased mental health challenges but decreased access to mental health services, terrible lifelong health, decrease in employment opportunities, increase in teenage pregnancy. The list goes on and on. And so we looked at from this measure too, and it turns out we looked at two scenarios. When we do it well only [inaudible 00:21:35] placements, when we do it well, we lose \$3.65 for every public dollar we invest. And when we do it how we typically do it, we lose \$9.55 for every public dollar we invest. Use that \$9.55 as a multiplier on the billions of dollars we are spending traumatizing children systemically. And by every measure we look at friends, the jig is up.

Amelia Franck M:

[22:07](#)

There's no measure that says we should press on with what we're doing. And instead the data is coming fast and furious

saying we've got to do something else. We better figure this out, and fast, because we are losing generations, hundreds of thousands of children, who not only endured their primary trauma but now have been systemically retraumatized on top.

Amelia Franck M: [22:37](#)

There are some remedies worse than the disease. And this is what we have become. We are paternalized, and colonized, and racialized, to the point where what we do creates more harm than good. And that is cold, hard, data-driven, factual speak to you. And I'll say that throughout this conference I've been very heartened to hear that I feel like we're starting to sing off the same song sheet, that people are really understanding this deeply and thinking about how do we do it differently. And I know I speak for many of you when I say how incredibly hopeful it is to hear Assistant Commissioner Milner up here talking about all of the ways that he envisions the future of our work as well. And to hear that from the top places is incredibly important.

Amelia Franck M: [23:41](#)

So foster care, out of home care, whatever you want to call it, is a failed experiment. We tried it, we did the best we knew, and now we know better, so we have to do better. And we've got to move ourselves out of that sense of shame and blame because we did what we thought was right. We did it, and we did it as best we could. We did it better and better and then we added other models of healing and we provided more treatment. We did it all, the best we could. And what we're learning is that it is not good enough, and it's really time for a readjustment in the way we do our work. And so it's time to move on to what do we do instead. If removing kids from the home, providing treatment to the individual, placing them with strangers, and then often moving them around again and again and again is not producing the desired results, then what do we do next? And it is time to turn our attention there.

Amelia Franck M: [24:49](#)

This meme was gifted to me by Chuck Price who's the Director of Waupaca County Wisconsin Health and Human Services Department, and it says, "The electric light did not come from continuous improvement in candles," and I just love it. We didn't invent cars by breeding faster and faster horses. That's not how it went. And so we are really in a time where we need to be moving away from kind of tweaking change. Doing what we're doing but a little bit better is not going to get us where we want to go. It is time to start thinking about things dramatically differently. Dramatically. What if we never ever placed another child out of their family? If we know that's the worst thing we can do, what if we never did it again? What would that take? What kind of rethink would that take? And so

thinking about this new way of work, and working with people who are willing to try experiments, because anything is better than what we're doing now, pretty much. And I would argue we have enough evidence. We know enough about what does work. We are not starting from scratch. We know what a new way looks like. We don't know every bit of it. We haven't tried and practiced it. We're still working on a proof of concept, but you know enough because every session out there is titled something like it. Engaging parents, supporting families, looking at prevention. They're all titled what we should be doing, but we're doing a little bit here, and a little bit here, and a little bit there, just in little safe ways but not in fundamentally changing things.

Amelia Franck M:

[26:44](#)

Families are not the problem. We have been looking at families as the problem. How do we get kids away from those bad families who do bad things to kids. And I would venture to say that families are the solution. That is where we look. Families are the solution to lifelong wellbeing. They are fundamentally the context in which ACEs happen or don't, in which ACEs are healed or don't. That is the place where we all find our source of wellbeing. That is where we go for that. And when we start thinking about families as the problem, and how do we separate and blame and shame parents who themselves are almost always acting out pain they've experienced, their pain-based behaviors, but the second you turn 18 we're all done with you. And then we take what's most precious to you, effectively, greatly diminishing any chance of you coming through that because we've created another primal wound for you. And so we started asking ourselves another key question. We asked this question of what would it take? What would it take to keep every child safely at home in their own family? In their own fam-

PART 2 OF 3 ENDS [00:28:04]

Amelia Franck M:

[28:00](#)

Safely at home, in their own family. In their own family. Their larger family or even in their family of origin. What would that take? And what I love so much about this question is it assumes it's possible. I am not going to discuss "Is it possible?" That's off the table, but of course, it is. Of course it's possible. But are we willing to do what is necessary to make it possible? Are we willing to take the risks necessary to not know exactly how it's going to go? Are we willing to share risk amongst each other and with our leaders? Are we willing to share power, to dare to share power with families?

- Amelia Franck M: [28:49](#) And I want you to think about that for just a little bit. We are really digging into this one deep. What does that exactly mean? Because I've even come to a place where I'm not sure family engagement is sharing power. Family engagement is, "I invite you to my table for my process. Yes, you may speak. And then we move on with what I think is best, but I got your input so I feel so much better" The shame is relieved, right?
- Amelia Franck M: [29:19](#) What if it was really family-driven? I mean, what if we said to them, "What do you really need to, to help you to get to a place where you can keep your kids safe? What would that actually take?" Because if anybody knows it's them, and we sit around and hypothesize about it and guess about it and write some goals so that you can work towards our idea of what the answer is. But it's not really true engagement. And I think there's a whole lot here that we have to learn about sharing risk and sharing power that makes it possible for us to do what it would take.
- Amelia Franck M: [30:00](#) And we have cultural norms to overcome here. Because our norm societally is that people have to pay for what they do, right? They have to be punished for what they have done. They need to learn a lesson. They need to be blamed and shamed. And the most powerful thing we can do to punish someone is remove their children. And we separate them and put them in jail or terminate their rights or prevent visitation as a punishment to the parents, because we don't understand the profound damage we are doing to children when we do that. That is profound, lifelong damage to the children when we separate in that way for punishment.
- Amelia Franck M: [30:45](#) And so instead thinking about how do we all benefit when we support families to be able to safely care for their own. You know, I can't stop thinking about the future ways of that and that if people knew, if the public knew about how their property tax dollars were determined and used. If people knew what we weren't doing in education because we were using out of home care to punish parents and removing children for reasons of poverty, right? If people knew what we were doing and the ways in which our world and their lives could be so much better, not working in those ways, right? If people knew.
- Amelia Franck M: [31:26](#) But we know. We already know and we're still not doing the things that we know need to happen in order to keep children safely at home. You already know what to do. This is not a mystery. This is not a study that hasn't been done yet. This is not an idea that hasn't been thought yet. You know exactly what to do to keep families safely together. But you are not

funded to do it. You have statutes, rules and guidelines prohibiting you. And most importantly, we are in desperate need of a national heart and mind shift around what children need to thrive. Around the idea of supporting families to care for their own. And that isn't enabling. And that isn't giving a handout. It's protecting our children. And it's the most important thing we can do to protect our children is to make sure their families are okay. That's the mind shift. That's the heart shift, that we're all looking for.

Amelia Franck M: [32:36](#)

And so I bring you to this about, we talk about it at Alia a lot. What would be good enough if they were yours? Cause these are mine. They're mine. That's Josie and Noah, and they're 10 and 11 now. And what I will tell you is that you have never met a more fierce Mama Bear, if they need something. And I promise you, I promise you, I will get them what they need, no matter what. And they know it so they're safe enough to play and create and be. And anybody in my sphere knows that they're going to be safe and I'm going to do whatever it is to take care of them.

Amelia Franck M: [33:16](#)

And so I ask you to think about, "Why is it okay for other people's kids. Stuff that would never be okay for your kids, ever. Can you even imagine your child spending the night in a home of someone they didn't know and you didn't know and you had no way to contact or reach them? I would have a complete and utter mental breakdown, right? I mean, that is the undoing of a parent. And we don't just do it for a night. We do it for years, over and over and over again. And it is a practice that we have got to do some examination of conscience to think about how it is we can justify that, when we know how to do it differently. So we know better, we have to do better.

Amelia Franck M: [34:10](#)

At Alia we say, "When you're not sure what to do, and let me say we are in a time where we're not always positive exactly how it's gonna go. Exactly how to work it out. These challenges are adaptive. They are not technical. There is no one expert that says, "Want to change your system,? Read this book. Follow these 10 simple steps and you will have the perfect child welfare system."

Amelia Franck M: [34:33](#)

That's not how it is and isn't that thrilling? Isn't that exciting that we are working in a time where we don't have a 10 step process. We're working at a time where we are the designers. We are the doers. We are building a new way. We are building a new way to do this work together. We are the ones who are coming conscious. Who are coming face to face with the harm we have done, and face to face with new ways of work. And we

get to design the next step together. I mean what a fantastic time to be doing this work. I can't imagine it being any more thrilling. And it's incredibly urgent that we get it done right and we get it done soon.

Amelia Franck M: [35:14](#) And so the other thing I want to say to you is that there is urgency around this. I talk sometimes to leaders who will say, "You know, we'll have to build a coalition and then we'll have to get this collaboration and then we're going to have to get a task force together and start a committee and write the plan." I'm over it. No more taskforce. No more committees. No more single models that are saviors of the world. It is not, no single model out there is going to save us, friends. There are many great models. No single one is going to save us. And it is a time now, where we have got to come together and say more, better, faster together. Now, on behalf of our children.

Amelia Franck M: [36:01](#) And you don't need everybody to come with you. You only need the right people, right? So look around the room when you say, "Are you ready?"

Amelia Franck M: [36:10](#) Who raises their hands? Raise your hand if you're ready to do it differently. That's your committee. All the people with their hands raised, go get them. They're ready to go. Everybody else will come later. It's totally fine. You can keep using your rotary phone. It's okay. But the hand raisers are the people who are going to go first and they're going to lay the path. They're going first in the field and it's hard work, right? You gotta stomp down the weeds and make the path, but we are making the path. Make no mistake. I know that there are people here with me who are doing this work every day, all day to lay the path. But it is urgent and it will not happen unless somebody goes first, right? So go first in big and bold ways. Question everything, right? This idea of reasonable efforts. No, unreasonable efforts. Do unreasonable efforts. Do what you would do for your own babies. Diligence, search. No, not diligent, exhausted. You don't get off the hook until they have permanent sense of belonging. That's it. That's when you get to stop.

Amelia Franck M: [37:26](#) Be unreasonable. Be fierce. Go quickly. Gather up who's ready to go. Don't waste your time fighting with people who aren't ready or who don't agree. Move, go. The kids are waiting for you and I really believe deeply that this is on the tip of our tongue. We are so close to real change, so close. And if you are looking backwards for the rate of change, you are looking in the wrong direction.

Amelia Franck M: [37:52](#) Things move quickly now. We have things we never had. Technology and social media and hear me say, I will predict, we are five years away from a massive and fundamental shift in the way we do our work. Where we will look back and say, "You did what? You thought that was a good idea? Who thought that was a good idea? Didn't you guys have any research?" "Yeah, we didn't read it. We didn't do it."

Amelia Franck M: [38:15](#) It takes 20 years to get from research to practice in our field. We have known since nearly the turn of the century from Harlow and his monkey studies, that the primary bond of child and caregiver is something that determines their lifelong trajectory. And even when you introduce later a caregiver, they can't access it. They can't even access the comfort because it has been so broken down.

Amelia Franck M: [38:42](#) Time matters. Forget the spreadsheets. Forget the committees. Forget the taskforce. Move, move, move. You know enough. You know better. Now let's do better. We've got time. Five minutes. You want to join me? Jerry, I'll call you out here, for questions. [inaudible 00:39:10] the first telling me I have one minute. And there are a couple of microphones here. Maybe one, maybe two questions. What do you have?

Amelia Franck M: [39:20](#) Yes, sir.

Speaker 1: [39:23](#) Will you come to Oregon?

Amelia Franck M: [39:24](#) Yes. Next question. Uh-oh, it's Kevin.

Kevin: [39:32](#) Not a question. A quick comment and I want to direct it to you, Jerry and to your team. You know, Brene' Brown has a new special on Netflix that maybe some of you need to watch to talk about being brave. And we just saw, you don't need to watch Brene' Brown. You can watch Amelia. But I want to acknowledge the Bureau, because I think it's the leadership of this Bureau and your bravery and your truth telling that makes it possible for the first time in my career to be in a room of people telling the truth. Thank you to the Bureau.

Amelia Franck M: [40:10](#) Yeah.

Amelia Franck M: [40:10](#) Thank you so much, Kevin.

Amelia Franck M: [40:17](#) That's a great way to end, Kevin. It's a great way to end, and it is your truth telling and it is a lot. You knew what I was going to say mostly, and he still let me come talk, right? He still let me

say these things and we are so fortunate. And what it means is, the time is now. The window is open and it will not stay open forever. It is time, right now. Right. So on that. Thank you so much and thank you Jerry for everything. We're done.

Amelia Franck M: [41:04](#) Thank you.

Amelia Franck M: [41:04](#) Thank you.

PART 3 OF 3 ENDS [00:41:05]