

MILESTONES

2nd Edition
2026



CHI Friendship[™]

A member of CommonSpirit

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ACTIVE SUPPORTS

The Teacher Mindset



If you've had the honor of watching a butterfly breaking out of its cocoon, then you know that too much help can be dangerous. A butterfly needs to work and struggle to free itself from the cocoon, and it is that very struggle that builds up the butterfly's strength to be able to fly. If a person watching this were to step in and open the cocoon to free the butterfly, the results are tragic. The help offered has prevented the butterfly from developing its needed strength and it may never be able to fly on its own. Active supports is like that.

People receiving services at Friendship may need a helping hand, but too much help may rob the person from building up the strength and skill needed to live more independently. When we support a person to make breakfast, we should approach this as a teaching opportunity, not a cooking opportunity. Is the person involved in gathering the supplies, preheating the oven, measuring the ingredients? When we pass up opportunities to involve the person in the essentials of cooking, we aren't being teachers, we are being personal chefs. But at Friendship, we are in the business of teaching. We learn that "doing with" is much better than "doing for." This is active supports at its core, and every Friendship employee has the noble responsibility to teach the skills each person needs in order to live a more self-directed life. To be certain, the opportunities stretch far beyond cooking.

We are called to be teachers in the areas of laundry, job tasks, hygiene skills, social interactions, and so much more. Do we help? Of course. Just remember that butterfly on the verge of breaking free from its cocoon. Our desire to help is wonderful. But the best way to help is not to take over in order to feel like a helper. The best help we can provide is to do what the butterfly needs in order to really fly. This is what active supports can do for the people we support, and when we commit to this, there's no telling how high people can go!

THE COUNCIL ON QUALITY AND LEADERSHIP CONFERENCE

Friendship has a close relationship with its accreditor, CQL (The Council on Quality and Leadership). CQL accredits over 420 agencies and shares best practices among the providers. Friendship and CQL often collaborate when other developmental disability providers could use a little extra insight and assistance. In the spirit of helping others, CQL often calls upon Friendship to share a best practice at their biennial national conference. In October 2025, Friendship was honored to present at the CQL National Conference in Philadelphia, Pennsylvania.

Jessica Aasand, Qualified Intellectual Disability Professional, Laurie Campbell, Director of Residential Services, and Garret Miller, Staff Trainer, journeyed east to present, “Using GEM to Bridge the Gap Between Our Support and Your Life.” This conference session magnified the contrast of what providers say they do against the reality of what they actually do. Providers often unknowingly assist people with disabilities to live fundamentally different lives than their staff. Unfortunately, in many situations, people with disabilities are not treated the same because they are not viewed the same. Friendship expounded on the idea that what is considered normal for the people with disabilities and what is normal for the staff are often two different perspectives.

By learning about the concept of ‘GEM’ (Good Enough for Me - an empathy tool common throughout Friendship), presenters were able to walk through different aspects of life to see the often-overlooked differences in the lives of people with disabilities compared to the staff who support them. Attendees were tasked to view the life of a person with disabilities through the GEM lens - Is this person’s life actually ‘Good Enough for Me’ if I lived it? Would I be happy to have the same types of relationships that someone I serve has? Would I want to live in a similar home? Or have the same career outlook? Would I want to trade my social life with someone who has a disability? While people with disabilities are much more integrated, accepted, and valued than in years past, it is not an excuse to become complacent as an organization. GEM helps us recognize when people with disabilities are treated differently and is a catalyst for change.

This session challenged providers to look inward and ask, “Are we really treating people the way we want to be treated?” It is only when providers are intentional about treating others as equals will the gap between “staff normal” and “disability normal” narrow.

Like bread in a pantry, GEM has become a staple ingredient at Friendship. From new staff orientation to leadership training, GEM guides the way to ensure services that we provide are, in fact, “Good Enough for Me.”



THE COUNCIL ON QUALITY AND LEADERSHIP

LONG - TERM PLANS



Friendship has benefited from a strong relationship over the years with their accrediting agency, The Council on Quality and Leadership (CQL). CQL goes beyond just accreditation as they are a partner in project collaboration, networking, and sharing Developmental Disability industry best practices. CQL consistently motivates agencies to enhance service delivery, thereby setting a higher benchmark for achieving elevated quality standards.

After Friendship received its four-year accreditation in 2023, Person-Centered Excellence short-term plans were developed through the framework of CQL's What Really Matters initiatives. Over the next 18 months, Friendship achieved each of these initiatives and set forth on identifying the next set of long-term plans. With input from people supported, staff, parents, and guardians from a wide variety of sources, Friendship identified long-term plans with five action steps to be completed by early 2026. Areas of focus that were identified included community connection, person-centered planning, and emerging practices.

Over the last 18 months, Friendship achieved each of the long-term plan action steps. Here are some of the main highlights of these initiatives!

Community Connection:

Friendship believes people supported should have opportunities to enjoy community life regardless of perceived organizational limitations.

- Friendship increased opportunities for people to participate in community activities in the evenings and on weekends. New assignment sheets and tracking forms were created to show progress of community events. The Evening/Weekend Tracking information was also added to the organizational Score Card to track trends and patterns across the organization.
- Friendship participated in 10+ community activities to maintain and increase agency visibility. Some community organizations we partnered with were: The Great Plains Food Bank, Grafton's Beautification Committee, Marvin Windows Bright Squad, Ronald McDonald House, Fargo VA Hospital, Trunk-or-Treat, Food Drive, Jeremiah Program, Salvation Army, and Feed My Starving Children.

Person-Centered Planning:

Friendship believes people supported should direct their own services and be included in all aspects of their annual and team meetings.

- People supported began sending out their own personalized invites for all of their meetings; no formal invite is sent from the organization. A procedure for sending personalized meeting invitations was developed to assist each person with creative ways to send out their own invitations. A data collection system was developed to track the success of this long-term plan.
- Friendship continued to build upon the self-determination campaign to ensure people perceive their autonomy apart from Friendship's identity. The committee created three valuable training videos as part of a training series called "Life Lessons with Erin". The videos feature the perspective of the people we support and are available to all employees for training purposes.

Emerging Practices:

Friendship firmly believes that people supported should live self-directed lives free from unnecessary restrictions.

- Friendship created guidance for people and their teams for those who want to pursue ownership of a second bank account not overseen or governed by a Representative Payee. This includes a packet of financial tools and assessments that can be used to help support people to manage their personal account independently or with support if they choose.

2025 Employee Awards

2025 President's Awards

Friendship is happy to announce the Third Annual President's Award recipients. The President's Award recognizes Friendship employees who exemplify Friendship's Values and Mission regardless of their position or title. All Friendship employees were eligible to receive the President's Award. Friendship employees were encouraged to nominate their co-workers to be recognized for their outstanding work and dedication.

Dori Leslie, President of Friendship, faced a tough decision after receiving 19 nominations for awards in the following categories:

- Grafton Direct Care
- Fargo Direct Care
- Grafton Administration/Support Staff
- Fargo Administration/Support Staff

Congrats!



Tara Baumgartner
DSP-Manager (Fargo)
23 Years of Service



Heidi Adolph
Director of Residential Services (Fargo)
19 Years of Service



Laurie Campbell
Director of Residential Services (Grafton)
19 Years of Service



Kelly Smith
DSP (Grafton)
6 Years of Service

2025 Stacey Herman Awards

The Stacey Herman Award is in memory of a tenured staff who passed away. This award recognizes a Friendship employee who serves with the same qualities that Stacey had: positivity, teamwork, and kindness. An award winner was selected from both Fargo and Grafton. Congratulations to the Stacey Herman Award recipients!



Terri Thorn
QIDP (Grafton)
7 Years of Service

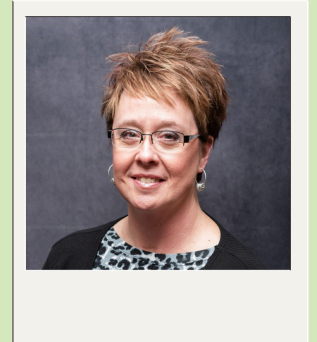


Tiona Baker
DSP (Fargo)
1.5 Years of Service

Humankindness Award

In February, CommonSpirit Health recognized employees nominated by their colleagues to receive the CSH Humankindness Award. Our very own Shannon Skovgaard, Manager, was recognized for her servant leadership. This award recognizes employees who go above and beyond to demonstrate compassion, integrity, and the spirit of humankindness in their daily work. Shannon's commitment to these values has made a significant impact on our team and those we support.

Congratulations, Shannon!



Shannon Skovgaard
Manager (Grafton)
9 Years of Service

2026 Giving Hearts Day

A Triumph of the Human Heart: Friendship Shatters its Giving Hearts Day Record

For nine years, Friendship has witnessed the extraordinary generosity of this community through Giving Hearts Day. But 2026 was different. This year, thanks to the unwavering belief and collective action of over 415 people, we didn't just meet the ambitious \$100,000 goal set by one of the very people we support; we shattered it, raising an astonishing \$111,000!

From the depth of our hearts, we have an immense feeling of gratitude: THANK YOU.

The Power of Collective Action: A Community That Continues to Give and Inspire

Our success is a testament to the unwavering support of countless businesses and members of the community. Your enthusiastic participation was a true blessing, from setting record attendance at our Fargo chili feed and Grafton burrito meal events to the collective effort to spread the word. Beyond financial donations, the dedicated teamwork—sharing our mission with friends and family, handing out flyers, and encouraging donations—was a huge factor in our record-breaking success! We are deeply grateful for this generosity that made the year a triumph.

A special thank you also goes out to our Executive Sponsor level donors. Having each contributed \$1,000 or more, they have truly shown an extraordinary commitment to Friendship's mission. We encourage you to reciprocate this incredible support by visiting these businesses or reaching out to these individuals to say thank you.

More Than a Donation

A common question we receive is, "What is my donation used for?" The answer is as unique as the people we support. Like everyone in our community, the people we support face life's inevitable challenges, but they also have lifelong dreams. Every single dollar donated is an opportunity to increase a person's quality of life. Donations may cover basic necessities including food, clothing, and hygiene items. They may also cover home and health needs like mattresses, home appliances, health equipment, and fitness center passes. Donations can even cover emergency rent and unplanned medical expenses.

Looking Ahead: The Next Chapter of Generosity

Simply put, thank you. The kindness you showed on Giving Hearts Day is not measured in numbers, but in the real and lasting positive change you have created for the individuals who rely on Friendship. We are eager to share the stories of this impact and will be updating all our donors in the coming months with examples that showcase the direct results of your generosity.

The spirit of giving never ends! If you weren't able to participate on Giving Hearts Day, you can still contribute to Friendship and our mission today. We welcome your kindness at any time through this secure link:
<https://app.givingheartsday.org/#/charity/759>

From the bottom of our hearts, THANK YOU for making this year's fundraiser a success. Your kindness made this a record-breaking Giving Hearts Day, creating a profound and lasting legacy of change. Together, we are changing lives through your incredible generosity. We eagerly anticipate the great things we will achieve as a community in the future.





2026 Executive Sponsors and Major Donors

AGGIE FOUNDATION
 AMERICAN CRYSTAL SUGAR
 CASEY JO'S CATERING
 CHOICE BANK
 CROSS INSULATION
 DAKOTA MEDICAL FOUNDATION
 DAKOTA VALLEY GROWERS (JUSTIN EDGAR)
 DAVID AND JAN MCNAIR
 DAVID AND KATHLEEN DROVDAL
 DENLEY AND BEV JACOBSON
 DENNIS AND KATHY HOGAN
 DR. JOEL JOHNSON
 DRAYTON CURLING CLUB
 ELITE AUTOMOTIVE CENTER
 ENCHANTASY'S PARTNERS 3 LLC

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THE EVOLUTION OF SERVICES

Staying true to our founding principles

As the warm air returns and our communities become more active, there's new energy that parallels the ongoing growth and transformation of Friendship and the entire industry approach to the field of individuals with intellectual disabilities (I/DD). Just as the Spring/Summer months bring fresh thoughts and perspectives, our work to support people with I/DD is constantly evolving, moving away from the old question of "What's wrong?" to the empowering question of "How can we help you thrive?"

Friendship's mission has always been carried out with love and dedication. We are proud to be a vibrant, forward thinking workplace where over 350 staff work with 200 people with disabilities. For us, success is seeing a person get their first paycheck, start a new friendship, or achieve a personal goal like seeing Metallica or starting a new business.

This approach today is light years ahead of where the disability field began. It was not too long ago that the main option for support was a large and segregated institution. Friendship, which was founded in the 1970s, was part of a major movement to change that, moving from the old-school thinking to a modern approach where the individual is front and center.

Here is a simple look at this big change:

- The person supported is the boss - Empowerment is foundational to our values and beliefs. This makes sure people's services do not miss the mark and the person is truly in charge of choices and decisions.
- People have teams around them - This is one of the biggest changes in our field. Instead of "putting people into programs," we get to know the person with their likes, dislikes, goals, help needed, and unique strengths to individualize services.
- Holistic Supports - Instead of a focus on a person's diagnosis, we look at putting supports in place to meet individualized outcomes of a person's entire life such as family, friends, health, and community.
- The right words matter - We use a concept called "people first language." This ensures we talk to and about people with respect.

By staying true to our founding principles while being both a trailblazer and learner within our field, Friendship continues to adopt these modern best practices to ensure we are always raising the bar for our services. As the season of new beginnings encourages all of us to get out and be more active, we invite you to join us in shaping the future of services and making our communities a better place. Whether by volunteering, advocating for inclusion for people with disabilities, or simply by sharing a smile, your involvement ensures that our community continues to move towards a future where everyone is included, respected, and independent.

THE END OF AN ERA

A Farewell to an Icon: Carrie Balster Retires After 37 Years of Service

After 37 dedicated years at Friendship, we bid a heartfelt farewell to Carrie Balster as she retires. Carrie has been a leader in the organization since 1989, leaving a lasting mark on the lives of many people supported by Friendship and her co-workers.

Carrie's journey began as a Qualified Intellectual Disability Professional in the Family and Community Living (FCL) department, where she served for 22 years. In FCL, she prioritized independence in daily living skills and broader life skills like riding the bus, cooking, and money management. Her time in FCL included the milestone of the first person supported by Friendship purchasing her own home and someone else getting married.

For the next 15 years, Carrie was the Director of Quality Assurance, where she positively impacted the entire organization. Her duties included ensuring the safety and quality of all services, ensuring regulatory compliance, and incident management.

Reflecting on her career, Carrie shared her belief that society now views people with disabilities with greater value and respect. She will most remember the genuine, heartfelt connections, specifically "the hugs from people supported" and the "relationships built with coworkers and team approach."

We thank Carrie for her dedication to Friendship's mission and wish her a happy and fulfilling retirement. She will be greatly missed.



Department Spotlight

QUALITY ASSURANCE



There is a reason why Friendship has such long-tenured employees, because length of service is not only an individual accomplishment, but an organizational one as well.



GARRET MILLER

What is your role at Friendship? I am the Staff Trainer and enjoy training staff and people supported on many topics such as active supports, rights protection, advocacy, and GEM (Good Enough for Me). I also serve as one of Friendship's investigators for potential incidents of abuse, neglect, and exploitation.

How long have you worked for Friendship? 17 years

What do you like most about working for Friendship? Friendship is widely known as one of the top disability providers because we put the people supported first in everything we do. Every training, policy, letter, and form, people supported are at the top of mind. Leaders at Friendship all answer the same fundamental question, "How does this help the people we serve?"

Anything else you would like people to know? There is a reason why Friendship has such long-tenured employees, because length of service is not only an individual accomplishment, but an organizational one as well. Staff often come to Friendship because they want to make a difference, they stay with Friendship because they do make a difference.



GRANT FOGEL

What is your role at Friendship? I'm the Director of Quality Assurance. My role is to help our team maintain our high standards of support at Friendship. I oversee the incident management system for the organization, which makes sure the organization follows up on all situations with risk management and plans of prevention. I'm the lead investigator for potential incidents of abuse, neglect, and exploitation, which means I focus on keeping the people we support safe. I also oversee the online system (Therap) we use for all our documentation.

How long have you worked for Friendship? I just hit a big milestone of 15 years at Friendship! It feels good to have worked here for so long and to be part of what we do.

What do you like most about working for Friendship? The best part about Friendship is our culture. It's a fun, active place where we work as a team. I love getting to know the people we support and my co-workers. We all focus on always putting the people we support first. That's what makes this work so meaningful.

Anything else you would like people to know? My wonderful family includes my wife, Shantel and our teenage son, Anden. We spend a lot of time cheering for him at his sporting events at Horace High. My faith is also a big part of my life; I was recently baptized at Prairie Heights church.



RYAN ORCUTT

What is your role at Friendship? As the Director of Education, one of my most beloved responsibilities is leading new employees through orientation, alongside Garret Miller (Staff Trainer). I also oversee the delivery of our ongoing training for employees and the people we support. This includes classics like CPR/First Aid, active supports, Therapeutic Responses, fire safety, legal rights, and any additional training needs across the organization. I also serve as one of Friendship's investigators for potential incidents of abuse, neglect, and exploitation.

How long have you worked for Friendship? I have been employed with Friendship for 20 splendid years.

What do you like most about working for Friendship? Nothing compares to witnessing a person we support achieve a major life goal. I am also inspired when I see employees put their God-given talents and creativity to work for the benefit of others. Oh, and the pot lucks.

Anything else you would like people to know? When I was a young lad, my family raised pheasants, turkeys, ducks, white-tailed deer, and one black bear.



GINA HOGUE

What is your role at Friendship? My role at Friendship is within our Quality Assurance Department where my specific title is Data Management. I complete monthly audits of ISP Data for each person to ensure they receive the best possible services. Another role I have is to teach new employees about documentation within Therap. I also have the opportunity to help coordinate so many fun events such as two of our most popular events, Twins games and Friendship Fireants (our adaptive softball league).

How long have you worked for Friendship? 20 years - also 1/5 of a century or two decades!

What do you like most about working for Friendship? Seeing growth in the people we support and them achieving their goals, big or small. It is also a highlight when people feel needed within their communities, jobs and life in general.

Anything else you would like people to know? I began working at Friendship as a DSP while attending college. It wasn't long before I realized the atmosphere, co-workers and people we support were something I would be honored to be a part of long term.

A MEASURE OF SUCCESS

Annual Satisfaction Survey

The results are in for Friendship's 2026 Satisfaction Survey, an annual review gathering feedback from parents, guardians, and people supported to measure service satisfaction and effectiveness. The findings indicate sustained, exceptional performance across all departments, which the organization attributes to staff dedication, comprehensive training, and a person-centered focus.

Thank you to everyone who took the time to complete the survey and express their opinion. This is one of our best quality measures for hearing the voices of the people who took this survey. Thank you! Here are some of the highlights:



"WE ARE WHAT WE REPEATEDLY DO. EXCELLENCE, THEN, IS NOT AN ACT, BUT A HABIT."

-ARISTOTLE

Things To Celebrate:

4.21 Our overall score was 4.21.

4.00 13 out of 18 departments scored 4.00 (very good) or higher.

4.00 23/25 questions on the survey scored 4.00 (very good) or higher.

Things To Be Mindful Of:

3.95 How well does Friendship support you with volunteer activities?

3.99 How well do staff provide the necessary teaching and encouragement for you to be more independent and involved with your personal finances?

4.00 Do you participate in sending your annual meeting packet?

Our Highest Ranked Questions

4.39 Are your medical concerns being addressed?

4.38 Are you given enough opportunities to connect with family?

4.35 How safe do you feel at home and work?

Direct Support Professional (DSP) Code of Ethics

The following Code of Ethics was developed by the National Alliance for Direct Support Professionals (NADSP), which was originally formed to educate, support, and equip Direct Support Professionals (DSPs) across the country.

Friendship promotes these very standards among all our employees. This valuable resource is in full alignment with our Mission and Values and accurately expresses Friendship's goals as an industry leader.

The Code has 9 key commitments:

Person Centered Supports: As a DSP, my first allegiance is to the person I support; all other activities and functions I perform flow from this allegiance.

Promoting Physical and Emotional Well-Being: As a DSP, I will commit to promote the emotional, physical, and personal well-being of the people I support. I will encourage growth and recognize the autonomy of those receiving support while being attentive and energetic in reducing the risk of harm.

Integrity and Responsibility: As a DSP, I will support the mission and vitality of my profession to assist people in leading self-directed lives and to foster a spirit of partnership with the people I support, other professionals, and the community.

Confidentiality: As a DSP, I will safeguard and respect the confidentiality and privacy of the people I support.

Justice, Fairness and Equity: As a DSP, I will affirm the human rights as well as the civil rights and responsibilities of the people I support. I will promote and practice justice, fairness, and equity for the people I support and the community as a whole.

Respect: As a DSP, I will respect the human dignity and uniqueness of the people I support. I will recognize each person who I support as valuable and promote their value to our communities.

Relationships: As a DSP, I will assist the people I support to develop and maintain relationships.

Self-Determination: As a DSP, I will assist the people I support to direct the course of their own lives.

Advocacy: As a DSP, I will advocate with the people I support for justice, inclusion, and full community participation.

On the Minds of People We Support



We asked the people we support their thoughts and they answered!

What is your favorite movie?

“All John Wayne movies.”
– Steven T.

**“Jurassic World
Rebirth.”** – Israel M.

“Home Alone.” – Viola R.

“Stephen King’s, The Shining.”
– Fred N.

Julie’s Journal



By Julie Gustafson

I'm very excited for the baseball season. I enjoy watching it with my stepdad on TV. I'm thankful for the donations that Friendship received so everyone can go to a Twins game this year. Nothing like fresh popcorn, hot dogs & ice cold soft drinks. Come cheer on the Fireants, Friendship's very own softball team, NDSU, UND, U of M, and many high school teams. Let's not forget Fargo's own Redhawks. Let's get out and watch some baseball.

“Space Jam.” – Devon O.

“A Walk to Remember.”
– Ashley E.

“Nascar.” – Kurt H.

“Star Trek.” – Jay O.

“Dumb and Dumber.”
– Travis W.

**“Harry Potter and the
Sorcerer’s Stone.”** – Zach D.



SAVE THE DATE

June 19, 2026
Friendship Formal

July 16, 2026
Grafton Family Picnic

July 30, 2026
Fargo Family Picnic

Friendship Newsletter Committee:
Amy Hieb, Dori Leslie, Garret Miller, Gina Hogue, Grant Fogel,
Julie Gustafson, Katelyn Miller, and Tricia Larson



Our Vision

A healthier future for all – inspired by faith, driven by innovation, and powered by our humanity.

Our Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Our Values

Compassion
Excellence
Inclusion
Collaboration
Integrity

Friendship Board of Directors

Kathy Hogan, Brian Arett, Jim Dusek, Jim Nyhof, Denise Kolpack, Adele Page, Jeff Pederson, Mary Schneider, Jay Sorum, David Jones, Sr. Mary Margaret Mooney, Ron Guggisberg, and Brenton Nesemeier

Make a Difference

Friendship is looking for applicants committed to delivering quality direct supports. Openings for Direct Support Professionals include full-time, part-time, and PRN positions. These positions provide direct supports to people with intellectual and developmental disabilities to enhance their lives. No experience is necessary and training is provided.

Get Involved

Do you have an idea of how Friendship could help out our communities? Would you like to volunteer with Friendship? To share your ideas and for more information on volunteering, please contact us by visiting chifriendship.com.

Donate

Friendship accepts in-kind donations to meet a wide range of needs, especially active support needs. Donations of new items such as puzzles, exercise equipment, garden seeds/supplies, gift cards, cooking/food items, and arts and craft items are always appreciated.

Friendship also accepts donations online by visiting <https://app.givingheartsday.org/#/charity/759>



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