



Integrating Innovative Employment & Economic Stability Strategies (IIEESS) Webinar Transcript

Peer-To-Peer Learning Opportunity: Season Highlights and What's Next

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SAMANTHA WULFSOHN: Okay, hi, I just wanted to welcome everybody to our last webinar. And this is our chance to talk about our season's highlights and think about what's coming next. So welcome to all of you. It's great to have you and we're excited to hear about what all the states have been up to over the last two years and what they have for their futures. What we're going to do is a slightly different check-in with everybody. So I recently learned of this thing called a meme, which is a photograph that's kind of fun and sometimes labeled and starts to have some meaning. So what we're going to do today is have all of you, from all of the sites, pick the meme that best represents your experience with the past couple of years. Then, if you want to share a couple of sentences in the chat box, choosing why you chose this meme, we would love to hear it. So we have a little dog and a fire, who says, "This is fine." Then you have a guy from the Office, for those of you who watch it, who says, "All you need is motivation. False, you need fear and an approaching deadline." So then you have a cute little baby, with his hands in fist up, saying, making a... I won't interpret it for you guys. Then a squirrel with his arms open. So, pick your one that most represents you and then share any reasons for why you've chosen that. We'll see what everybody's feeling at the end of this wonderful couple of years that we've been working together. I'm looking in the Q & A box for anyone who wants to share some comments.

TINA SMITH: I still see people submitting their answers. I will give you a few more seconds, before I close out the poll question and pull up the results. Okay, everyone submitted their poll results and I will post them for you all to review.

SAMANTHA: So it looks like nobody felt that everything's on fire represented them. It looks like our most popular one is the little squirrel with his arms up and thankful and grateful. Then we had our success kid and a couple of people chose all you need is motivation. So a couple of comments I had from Donna. Thank you, Donna, is that she said, "We are thankful that we are returning to real social work with our TANF customers." which is a great description of what's going on with this project. So thank you. If anybody else has any comments on why they chose what they did, feel free to just add it to the Q & A box. Okay. So, I keep shrinking the slides, instead of moving them through, so I apologize.

So this is what we're going to do today, I just want to do a quick run through. So first of all, we're going to take stock of our work with IIEESS, so kind of look back and think about all the things we've done. We'll be able to celebrate with each other, our successes and our accomplishments. Then we're going to share our future

goals for coaching, so we can hear from each other. We're going to learn about each other's states' efforts. This is a chance for you to stay connected, because we are a learning community. So we're part of the work together. Also, we hope that you'll leverage some potential partnerships, so that you'll stay connected after IIEESS ends with some of the states and some of the people that you've met and use each other as resources. Then finally, we're going to share the resources that we've collected and pulled together for all of you to promote sustainability and for you to continue moving forward with this. So that's the plan for our day.

Just want to give you some league stats, before we move into anything. So over the time together, we've done 25 site visits. So you guys have received 25 visits from the coaches and trainers. We've done 150 plus training hours. So that's amazing, that's incredible that you've done so much learning, and my favorite stat is that we're only one learning community, because we're all part of it all together. So those are some team, some league stats that we can all be proud of. I'm going to pass the ball to Ruthie, and she's going to take us through some of the highlights and plays of the game. Or maybe Ms. Tina can help me with that, actually. She is better at that.

TINA: I got it!

SAMANTHA: Oh yes, great, okay.

RUTHIE LIBERMAN: Submitted many great photos that reminded us of the two years of hard work together, as well as information about what you learned, what you got out of it, and what you hope to do going forward. So the way we're going to do this section is that each state has a designated presenter. They're going to have five minutes to present the plays of their game. So they are going to share some of their experiences and what they've learned from it. And after each state presents, we're going to have an opportunity for you all to weigh in, whether it's you want to ask a question, whether you want to celebrate what they've done, or whether you want to put in a note that you'd like to talk to them further, you're interested in collaborating or partnering, so that we have that on record and we can help you in this last six weeks to make those connections.

So, I'm going to be keeping a timer here, so that we can get through all seven states, because then we're going to have a second round of input after that. And so I appreciate all of you who keep your remarks brief. We're going to start off first with Karen Skinner from Alabama.

TINA: Karen, if you're available, can you go ahead and use the gray hand icon on the right hand side of the call in? That way I can unmute your phone.

RUTHIE: Wendy, could you be getting ready, because if Karen is unable to figure this out quickly, we will advance to New Hampshire and then go back to Alabama. Karen, if you're having any problems, feel free to use that Q & A box. So do we have Karen on yet? No. All right, I am going to switch down to New Hampshire and let's see if Ms. Tina, if you can help Wendy LeClair from New Hampshire get ready to present and get on?

TINA: Okay, I found Ms. Wendy. Let's unmute your phone.

RUTHIE: Wendy, as always, you are extremely flexible and always ready, so I'm grateful to you. I have the great honor of working closely with New Hampshire. In fact, we just had our last site visit up there two days ago. So Wendy, are you ready?

TINA: Ms. Wendy, are you on any headsets, because I don't have an option to unmute you. Are you on a phone? If so, go ahead and follow the instructions on your right hand side, just raise your hand, and I can unmute you. Okay, there she go. I'm going to unmute you now, Ms. Wendy. Are you there?

WENDY LECLAIR: Can you hear me now?

TINA: Yeah.

RUTHIE: Yeah.

WENDY: Can you hear me?

RUTHIE: Yeah. Good job, Wendy!

WENDY: Yay!

RUTHIE: Thank you.

WENDY: We love technology!

RUTHIE: I know. Thanks a lot, Wendy. You're great.

WENDY: All right. So I'll try to make this brief to stay on our task.

TINA: And there you go.

WENDY: We started out with four phases that we wanted to accomplish. So the first phase was really to make sure that we had buy-in from everyone involved and that coaching was going to be a complete immersion. So we concentrated on staff training, education, and development on executive function and coaching. Our second phase is the creation of deliverables and tools for the staff to use during the pilot cycles. So we are roughly there, about halfway through. We have two more stages to go, which will be implementation of our front-end delivery and ongoing case management changes. Then our last phase will be monitoring and reporting all of our outcome measurement data results. So we're about halfway through, even though we have been with you for two years, we knew this was going to be a lengthy process and we wanted to spend a great deal of time with informing and really bringing about real change.

So our highlights that we talked about were that we actually facilitated four separate training sessions in the two years. In May of 2018, we started with improving client outcomes through coaching, and we had that for management and interagency leaders. So right from the get-go, we involved other division departments, community stakeholders, partners, so that everyone could come to the table and be learning. We really fostered this as a learning experience. We held a second training in July of that year for the introduction to executive functioning skills and analysis. In that we invited our field staff and contractors and stakeholders and interagency staff to come to as well, so that people could start learning about executive functioning by itself. Because we felt there was so much information there, that we really needed to split that up, to explain and make sure people understood. In between each of these, we had a lot of staff feedback that we went through and made sure that we really kept that very vital information about the feedback from folks about the training, so that we could really fine-tune them as we continued to roll them out.

Then in September 2018, we had the fortune of having Dick Guare come, who lives in New Hampshire and is one of the folks that really helped us with the executive function tool. He did a piece on building executive function into case management. So that, we had invited everyone as well. We had the management, the interagency leaders, the field staff, the stakeholders and the inter agency staff to come to. We were looking to potentially seek volunteers for pilots at that point, for staff that were truly interested and motivated to be in on this, right from the get-go. Then we had a brief hiatus in between trainings and we had our last training in June this year for coaching, and we broke that into two sections. We had coaching for economic mobility, which EMPATH helped us out with that and we did an MI plus coaching equals success, where we talked about really a motivational interviewing refresher, because New Hampshire's been doing it since 2008. Then how we incorporate introduction to coaching and how it's just an easy next logical step for us to incorporate that coaching into what we were already doing. So that's a lot of trainings and a lot of time that we have invested, but we had full support from our administration and management to do so. And I think that we all felt as the group that was the way to go, to go slowly, to build on a foundation, to really inspire a true change in our case management philosophy.

We also worked on our bridge. We spent over a year in a group of most of the management, and we have field representation, working on our New Hampshire IIEESS bridge. We added a crosswalk to social determinants of health with that, because that is something that is very much in the forefront with management and

administration. So we feel like we accomplished a lot. As we said, we know we're about halfway through the process, but now we really feel like when we hit the ground with our pilots, we have a lot of information out there that our staff feel much more comfortable and familiar with the terms and where we're trying to go. So I think...

RUTHIE: Thank you.

WENDY: We're on the right path.

RUTHIE: So I'm going to... is there anything you want to add about these slides here, Wendy?

WENDY: Yeah, so I put up some photos of us doing some statewide trainings. In the left, we have our training coordinator, who sometimes feels like she's all alone, but we said, "It takes a village." So there is so many people involved when we implemented our statewide trainings, that every single person had a hand in helping in some way or another. I think that's why we felt that they had been very successful, based on the positive feedback that we got from our staff in the field. The second picture is one of the workshops we had in Washington, where we really had to focus an outline on what we were doing in implementation and a timeframe, and that has been extremely helpful for us, to try to stick to those kinds of goals and plans. So we were learning goal setting, a parallel process, right along the way. The third picture is some nice folks you might be familiar with, Stephanie and the young lady who did the piece on self-care and regulation as well.

RUTHIE: Brittani.

WENDY: That was excellent. Brittani, thank you. The coaching for economic mobility, that's the most recent one we just did in June and it was very well received.

RUTHIE: Great, thank you, Wendy! So Alabama's ready to go up next, but before we move back to their slides, could you just take a moment to put your comments in the Q&A box. Let New Hampshire know what you were impressed with, what is a strategy that you might take for your own state? Is there anything that you're interested in talking to them further about? Any help that you can offer them? So put that into the Q&A box, if you would, and I am going to just scroll back while you're doing that. Okay, and Tina or Sam, are you seeing any comments yet in the Q&A box?

SAMANTHA: I don't see any yet, but if I notice any, I will make sure to share them.

RUTHIE: Okay.

SAMANTHA: Oh, I see one. It says, "Way to go New Hampshire. You've been very focused and intentional in how you were able to get by and across your partners." That's from Keith. So thank you, Keith, for sharing that.

RUTHIE: I absolutely agree and I just want to say that it really was the intention of the IIEESS Coaching for Success project from the very start to create a climate change and to set the groundwork. I think it was never intended by OFA, certainly on our part, for any state to be fully implementing a coaching model. So I think New Hampshire, you did a great job with that. And Tammy Belmont said, "Great job."

SAMANTHA: Also, Angie said...

RUTHIE: Go ahead.

SAMANTHA: "Great job, New Hampshire. We'd be interested in seeing your training materials and designs." So Angie, I encourage you to reach out to them and get some of those materials. We'll be sharing some of that as part of the resources as well. Ruthie, I'm going to let you move to the next team, because we're already behind schedule. So I'll be the task master of the group.

RUTHIE: Sounds great. So for Alabama, I think that we have Fannie Ashley, but it might be Karen Skinner. So whoever starts talking, please introduce yourself and we're excited to hear what you have to share.

FANNIE ASHLEY: Okay. Thank you, Ruthie.

RUTHIE: Fannie. Hi!

FANNIE: This is Fannie. Karen was stuck in traffic and I'm sorry about that. I was here but I couldn't get y'all to hear me. So, anyway. That's okay, I understand.

RUTHIE: We hear you!

FANNIE: Yeah, you can hear me now. That's good. Of course, our first slide talks about play of the game and launching a program pilot letter. Part of why we started there was... we had already talked about motivational interviewing, before we got to be a part of the coaching project. That was a focus of our commissioner. So we already had something in place called professional development that we wanted to implement. Of course, that's part of coaching, too, but we didn't know that when we started that. But the other part of that was we had this trainer, who would spend her time doing professional development for our staff. So it started off where she did seven, I believe, sessions, to make sure that all our staff was able to attend. She did not want more than 30 people in the class at that time, because she wanted it to be a small group for learning time, and so we started with that. We utilized that, not only the first year, but also the second year. So all together, we've had seven in about nine, 16, I believe, professional development trainings, over the last two years, for our staff and it's incorporated all of the kinds of topics that we just talked about a little while ago. As I was listening to New Hampshire talk, I kept thinking, "That sounds like ours. We did that too." But anyway.

RUTHIE: Good.

FANNIE: We did a lot of the... we decided that training would be the number one thing we need to focus on, because as I observed over a period of time, what we see is that nothing's going to get accomplished, unless we ourselves buy into it. Our staff, us, and then we can move forward with our clients. So the first encounter, of course, as a part of the work in training program that our clients have with us is they get a letter from us, telling them that they are now a part of the JOBS program in Alabama. We thought since that was the first encounter they would have with us, that would be their first introduction to us, we wanted to change the way our letter looked. Of course, the letter before had all the details that it needed to have in it, but we wanted it to be something that not only provided the information to the client, but something that would make them feel valued and that they were being introduced or offered an opportunity to be a part of something that was exciting, helpful, new, interesting, and would be an investment for them and that we were also interested in an investment. So we worked really hard at this letter that we are thrilled about, with lots of help from MDRC and Public Strategies, and we really appreciate that. We got approved—

RUTHIE: Fannie, you have about another minute and a half.

FANNIE: Okay, sorry. We got approval to do that. We obtained leadership, also, to approve our and restructure our staff roles, because part of what happens here in Alabama is we have a large JOBS program and a smaller TANF program. So they both see the same clients and we thought to merge that, make it one, would make it easier not only for our clients. It would make it easier for our staff. A huge part of what we need to do, what we realized we needed to do, was make our staff, the jobs that our staff do, we needed to make that as simple and easy as we possibly could for them, because if they feel like they're valued, then they're more likely to value the folks that they have to work with. Do I need to move to the next slide? Okay.

RUTHIE: Yes.

FANNIE: That's why I didn't... basically the two statements that we made: We wanted to create a structural and process changes that would help facilitate this process. Like someone said earlier, we knew we would not have an all-out coaching program. So we wanted to do everything we could to infuse our program with coaching. So those are the two goals that we set. I talked about building relationships, so I'm going to go to the last slide, which is our... move on one.

RUTHIE: That will come later. We're going to come back around again.

FANNIE: Okay.

RUTHIE: So thank you so much, Fannie.

FANNIE: Okay.

RUTHIE: Folks, if you can give your appreciation, questions, offer support to Alabama, I know that they would appreciate hearing from you in the Q&A box. Next on deck is—I should've warned you—is New Jersey. Do we have someone from New Jersey on the line?

SAMANTHA: I see that Tammy said, "Would love to see the letter from Alabama. Great job." Also shared...

MOLLIE LOVERA: Hi, everyone.

TAMMY: So Tammy, you should reach out.

FANNIE: We did get our printers too. Did they send it out?

SAMANTHA: Okay, sorry, go ahead, New Jersey. I just wanted to share that comment.

MOLLIE: Hi, everyone. This is Mollie Lovera and I am a coach for New Jersey. Unfortunately, Andrea Breitweiser, who's the lead for New Jersey, is on medical leave and has asked me to present on their behalf. So I'm just going to do that real quick. All right.

RUTHIE: Go ahead, Mollie.

MOLLIE: Thanks, Ruthie. So one integral activity that New Jersey conducted, which I think really highlights their intentionality in process improvement orientation through the IIEESS project, is customer journey mapping. So one of their major priorities as a state entity, is on customer service. And customer journey mapping is a unique and dynamic process that really allows staff to creatively think from a different perspective sometimes, which is the customer's, and interact outside of their typical office roles. So our second site visit to New Jersey involved working with staff on this process. Myself, Donna, and Annie from MDRC joined, and it was a great site visit. So with staff at all levels involved, we engaged pilot counties in the customer journey mapping process, and what we saw was staff engaging with each other in ways they hadn't before and we heard so many conversations that really dug deep into the needs of TANF families in New Jersey. And I think that a precursor to coaching training, which was their long-term goal, really allowed staff to see the spaces for coaching within their organization. So you can see on this slide that the feedback on this project was really positive and a pivotal moment for New Jersey to begin thinking of the environmental modifications that need to happen structurally, in order for coaching approaches to follow. You can move on to the next slide, please.

So here's New Jersey's elevator pitch to summarize their experiences and highlights in the Learning Community this year. Andrea would probably be better at saying this with her own words, but I'm just going to read what she was going to say. So please bear with me. "So New Jersey's overarching focus is to promote intentionality within their systems, processes, and strategies. New Jersey operates through a state-supervised, county-administered system. So counties authorize their own services, and each county has its own procedural similarities and differences. These factors led to our selecting three counties, distinctive five locations and flairs, to pilot coaching efforts. We engaged pilot counties through customer journey mapping training, which allowed staff to examine their systems through the customer's perspective to address challenges.

Our next focus centered on designing a foundational coaching training, oriented to those county level and state level priorities. So to do this, we aligned our coaching goals to larger state initiatives and working closely with our training department to ensure their compatibility. Next, we delivered field and training staff the foundational coaching training, with an emphasis on customer service and coach/client relationship, which are key organizational priorities. After a successful training, we are now ready to see how coaching concepts that translate into quality and practice that work for each of New Jersey's 21 unique counties.

RUTHIE: Thanks. So you done, Mollie?

MOLLIE: Yep.

RUTHIE: Great, so I'm going to mention that Oklahoma is up next and I know Sam's going to help us queue up a video, but we have Paulette Kendrick, who's going to speak. So she can get ready to go. And here's our opportunity to give a high five to New Jersey. If you're interested in the customer journey mapping experience, you can put a note in there. That is a really altering experience for organizations that have done that, and that's something that New Jersey did a great job with. So, put your comments in for New Jersey.

SAMANTHA: I see that Wendy is sharing that, "Excellent ideas, New Jersey." Wendy also shared with us, "Alabama, great job!" Then it looks like—

TINA: I do see Paulette is on the call. If you see the Raise Your Hand icon on the right-hand side, there you go and I can unmute you.

SAMANTHA: Right and then—

TINA: Can you hear us, Paulette?

PAULETTE KENDRICK: Good afternoon, can you hear me?

SAMANTHA: We can hear you, Paulette. But before you start, I just want to share that... before we move from New Jersey, that Keith is just sharing, "Great job, New Jersey. I'm really interested in the journey mapping as a way to allow for better understanding our customers." So Keith, you can reach out to some of the states that have done that, which include New Jersey and Oklahoma, and some others perhaps.

RUTHIE: All right.

SAMANTHA: It's all yours, Paulette.

PAULETTE: All right, hello. First of all, just kudos and congratulations to all of the other states. All of your information, it's just, it's wonderful. You all have done such great work and such dedication and anyway, we're excited to learn some of your best practices, so yay! What we've been doing in Oklahoma, we're about to play a video, in just a quick second. But just to kind of queue that up, some of the things that we've been doing: We've done some foundational pieces, we've built our implementation teams. We have two pilot programs, one in Pittsburgh County, which is our rural model. Then we have one in Oklahoma County, which is our urban area, because they both look quite different across the state. So we wanted to make sure that our plan takes all of those ideas into consideration and the uniqueness of each type of situation that we could be in.

So anyway, we've been forming implementation teams. We have those... they're working in both counties on quite similar tasks, but at the same time, it's more unique to their particular area. We've done a lot of great work. Some of the things that we've done is bring in Dr. Dick Guare, as for executive functioning skills. We've also done motivational interviewing training, and we'll talk a little bit more about that in a few minutes, and some customer journey mapping to identify some of those key points.

One of the things that we're most proud of, and that's what we're about to highlight here, is some environmental modifications in Pittsburgh County. They ran with this, when we were talking about environmental modifications, as far as becoming more customer service-oriented. So what you're about to see is... what they have done, they have designated a specific interview room, solely for TANF applicants and TANF interviews. They set up an area that's for the children, so the children can be occupied at playing, coloring, different things like that in the room. You're going to see some highlights of motivational decor. You see where the room is set up and the desk is set up so that some actual good conversation can actually get started and carry on and take place there, instead of that typical, just question-and-answer of going through the forms. So Sam, if you can let that play, we're ready.

TINA: Ms. Paulette, I just want to let everyone know, the video has music, so make sure that your computer is not muted so you can hear the video, and I will begin playing.

PAULETTE: Okay, thank you. If we could go to the next slide, please. Can we move to the next slide, please? There we go, all right. So our game highlights. So in Oklahoma, we started to adopt a coaching approach with our clients to enhance customer satisfaction, by ensuring families can come to us to obtain employment and education and feel heard in the process. So that's some of what you were seeing in the video and we've developed some tools, just like you saw in the video, with the road map. So that way, in addition to their individual employment plans, they have the opportunity to sit down with their worker, and on a road map, actually set out and align their goals. There's even a couple places on there for, you know, we have run into some road bumps and some construction areas along the path. Well, we have a place to even set those up on our road map and how do we get through those and work through those solutions and able to get through those bumps? So, it's really exciting, some of the tools we're getting put together.

So our staff so far, they've been trained on the motivational interviewing. We've had a professor from Oklahoma State University come and do that introductory training. We've done the executive skills and goal setting. We formed the implementation teams I mentioned earlier, from the two participating pilot counties, to make sure that we had a voice of staff at all levels in the decision making. So we have state office, we have county directors, we have supervisors and field staff, all on our implementation teams. Our implementation team, and what you're seeing in the slides at this point in the photos, is when we sat down in each of the counties and had a... one of us had a customer journey mapping process, where we outlined just some of those pain points from a customer's perspective and were able to come up with some solutions for those. The one at the top right, you're seeing one of our foundational—I'm not sure if that was the executive skills, or if that was the motivational interviewing training—but that's what are in the other two photos there. So, while we've been there... yes?

RUTHIE: We are about at five minutes. So if you could just wrap it up?

PAULETTE: Okay, certainly. We came up with some creative and actionable ideas for addressing those pain points, so we could better serve those customers. The teams meet regularly to share and develop efforts to share and deliver client-centered approaches. Let's see, one of the counties has actually created a survey to gather how customers feel about the new procedures that they've implemented, and the other pilot county revised their orientation session to align with the coaching principles. And they are all looking forward to learning the family-centered coaching approach that's fixing to be incorporated into TuaPath as soon as we can finish up on those contract signages. So we're excited and excited to be moving forward, toward that customer-centered approach.

RUTHIE: Excellent, thank you so much. I just want to note that South Dakota is up next. If you can get ready to present, Angie. So while we're waiting for Angie to queue up, that was a great video. I'm sure we have a lot of kudos for that, but if there's any other questions, things you want to chat with Oklahoma about, suggestions, please put them in the Q & A box. We already have one comment from Wendy in New Hampshire: "Impressive presentation, Oklahoma." Keith says, "Awesome, I like how you set up the interview room to be inclusive and welcoming to the children as well. Acknowledging the children, which is one of the main motivations for customers." I see that Angie has written us a note to say she's on the phone, Tina. So I don't know if you noticed that?

TINA: Yeah, she's unmuted, she can speak, whenever you guys are ready.

RUTHIE: Great, so thank you, Oklahoma. Thank you for your comments, everyone. Pleased to turn it over to Angie Sam, from South Dakota.

ANGIE: (Speaking in Dakota) Good afternoon. Hi, my name is Angie Sam and I'm from the state of South Dakota. I want to welcome you to this awesome opportunity for us to share all the things we've learned through this two-year journey. South Dakota, we really looked at focusing on the foundational building, the skill building, of our staff. Our first year, we really focused on providing training, getting that defiance in the staff, because although they do this, it's just a little bit more intentional in their approach. So they were having trouble connecting what they do with this new approach that we were doing. We focused on motivational interviewing,

using a coaching approach. Then the second year, we started introducing some executive functioning and trauma-informed care into how we work with our customers.

The first year, we provided training statewide to all our direct service staff. The second year, we really focused on developing a pilot program, the playbook, for how we interact and engage with our customers. So in addition, the second year, we also pulled in some supervisor training for our supervisors for the direct service staff. One of the things that we noticed was that we have, unfortunately, staff turnover. So those that started the project with us didn't end the project with us, or aren't continuing. So, but we have more stability with our supervisors, so if we have that strong foundation, then we can sustain this program and all the great work that the staff have done throughout the past two years. We're fortunate that we're a state-administered program. So, we're looking at rolling this out statewide early next year. We... I guess we can go on to the next slide.

So there's our team. We took this at our last training that was in June. That's me on the left hand picture in the white with the black pants, striped pants on. That was... we have Keith Kearns, who is the gentleman in the back. Next to him is Brad Harr, our program specialist, for the TANF and SNAP program, and then Monica Locust, who is our direct service staff supervisor. Then the big group picture is our direct service staff, our employment specialists for our pilot region, as well as all the supervisors across the state. We can go on to the next slide, or is that...?

RUTHIE: The next slide is...

ANGIE: Okay.

RUTHIE: ...opportunities for all of us to give you a high five, tell you what we thought you did great, and then we will circle back again for more feedback.

ANGIE: Okay, well, let me go a little bit about the highlights then. I bunched a little bit ahead. So we really focused on executive functioning skills, motivational interviewing, and it was really great, because we heard frequently from our customers that they felt more engaged with their participation in the TANF program. They felt that there are things that they were doing for our requirements were more focused on what they wanted to do, what their goals were. So we've had some great success, in hearing that from our customers. We're looking again to roll this out statewide, at the beginning of next year. We hope to see that same level of success statewide.

RUTHIE: Great, thank you. So next up is going to be West Virginia and then Missouri. So you can get ready. And we have: "Cohesive team. Way to go, South Dakota." Thank you, Wendy. So let's get West Virginia set up. We are going to have either Tammy or April, Tammy Belmont or April Saunders, talking to us.

SAMANTHA: Ruthie, I see that Fannie... I just wanted to share that...

RUTHIE: Yeah, I see that.

SAMANTHA: Fannie shared.

TINA: Tammy's online, but I don't have a way to unmute her. I don't know if you're on your headset or using your computer. If you could dial in, that way I can be able to unmute you.

SAMANTHA: And then while that's happening, I can share a comment from Fannie...

RUTHIE: Okay.

SAMANTHA: ...basically who said, "Oklahoma, can we talk about your process with acquiring TuaPath?" So Fannie, if you want to reach out to Paulette in Oklahoma, you guys can talk about that.

RUTHIE: Great.

SAMANTHA: Can you tell that I'm encouraging you all to talk to each other? Learning community.

RUTHIE: Yeah. Tina, do you have Missouri, JaCinda Rainey? Oh, Tammy Belmont, we're on the phone. Okay, great.

TINA: So if you are on your headset—

RUTHIE: If you are ready, Tammy?

TINA: Do you have it unmuted? Tammy, are you there? I see she has her hand up, but I don't have a way to unmute her. Tammy, make sure you have a good connection with your phone.

RUTHIE: Okay, so while we're figuring that out...

TINA: I do have JaCinda available.

RUTHIE: Great, let's move on to Missouri and we'll go back to West Virginia. So my good friend JaCinda Rainey's going to be presenting about Missouri. Please, go ahead.

TINA: Okay. JaCinda, also with you, make sure you are on a phone, so we can unmute you as well. You might have to call in through the phone.

RUTHIE: Okay, so do we have West Virginia ready?

TINA: Tammy or April, are you on the phone?

RUTHIE: Okay, while we are... while we're doing that, getting those two connected, I'm going to jump to the very bottom for a minute or two, to go over some of the tools and resources, because we want to make sure you know that there is information and support going forward. So, first of all, many of you have been asking about the webinars that we have presented every month, over the last two years. We wanted to let you know that you will have access to all the recordings, slides, tools, and resources. Links are going to be emailed to you and please download them and save them in a place that you will remember. We're not able to set up a website, but we will be sending you all of these materials.

So, I don't know if this is up to date, friends at Public Strategies, but evidently there was an email that was going to be sent on August 1st to everyone who attended our national meetings. That included all of the curriculum developer slides from the various coaching curriculums that were shared, as well as the Coaching For Success playbook. On the 9th, which I believe, is that today? Is that right? Or tomorrow? You will receive an email that will include all of the webinars, slides, and resources, with one exception, the Coaching Observation Skills webinar, which I believe that we did last year—I'm sorry last month, sorry—is still going through the 508 compliance review, and so it will be sent separately. If you have any problems, let's say after about a week, finding any of these resources or you didn't get the email, please be in touch with your coach, so that we can make sure that you get all of this information. So I just got a note from Tammy Belmont. Do you want to just talk, Tammy, we'll make sure that you're there?

TINA: She is here. I'm about to unmute her.

RUTHIE: Okay, so we're going to go back up to West Virginia. South Dakota, West Virginia. And introduce our friend Tammy Belmont.

APRIL SAUNDERS: Actually, this is April Saunders.

RUTHIE: Sorry, April, hi.

APRIL: That's okay. Hello, everyone. We have been using coaching strategies to co-invest with our participants, to help establish a momentum, to lead them towards good opportunities. Coaches and the participants persist in developing a growth mindset through small successes. A lot of our staff really like the Power of Yet, that if someone's not ready, then they're just not ready yet. Try to facilitate an "I can achieve" mindset.

So we actually have a client success story to tell you about, that we had someone who moved to Summers County and she had been dealing with several psychological and emotional abuses from her husband that she had left. She wanted to do more with her life, but she really didn't know what she wanted to do. She'd been a housewife and totally dependent on her husband. So we kept meeting with her and researched possible choices of things that she might like to do. We had her attend a job readiness class, where she completed all of the required paperwork to go to college. She is now currently attending college full-time and working towards her bachelor's degree in medical administration. She wants to obtain her associate's in medical billing and coding, so that she can enter the workforce sooner. She also worked with legal aide to get her divorce and started receiving child support that is enough to close her cash assistance. During all this, she's also been inducted into the Ives Society.

RUTHIE: What a great story.

APRIL: This is a picture of some of our staff, building bridges with spaghetti noodles and marshmallows. So we had a great time practicing our parallel process of how we could problem solve, building a bridge to what we wanted to accomplish. So we have taken newly acquired knowledge and compared it to current practice, and then elevated both. We've talked to workers to get their attitudes and time on how this is working and invested in upward mobility coaching and asked them, "How can we best support you?" We've done site visits with all of the districts who have rolled out, to meet with them, to ask them what's working, what's not working and what we can help in that process. We have a works council, who is representatives from all over the state, who are knowledgeable and engaged ambassadors, to help us with this mission. We've trained our trainers, so that they can go forward with identifying places of challenge for our staff.

RUTHIE: Fabulous. So, it looks like you're having a lot of fun there with the spaghetti. I'm glad you explained what that was about. I was wondering when I saw that. I'm going to ask for your colleagues to give you their high fives, any questions. We have a congratulations from New Hampshire: "You're a success story as well, West Virginia." Any questions? West Virginia is one of the states that has really rolled this out in quite a few locales and so if you're interested in knowing how that worked, please be in touch with April. All right, so are we ready with Missouri? I know we were still having some technical problems.

TINA: I'm still trying to get Ms. JaCinda on the line, I still don't have the ability to unmute her. I provided a phone number and an active code, so we're just still trying to work on that.

RUTHIE: Okay, great. So let me just go and finish up with the tools and resources quickly. Then we can go back to the elevator stories, or the goals for next year, which Sam's going to lead us through. So in addition to the various materials and resources that we've developed through the course of this project, there is a very rich treasure trove of materials that the Office of Family Assistance provides through the PeerTA resources website. There's a resource library, peer connections, learning center, upcoming events, technical assistance, many, many webinars. I know I get emails constantly with various webinars that are available.

But one of the most valuable items on this list is the technical assistance (TA). I'm going to show you what the technical assistance screen looks like. As you can see, there's an arrow that's pointing to request technical assistance. This is an opportunity for you to ask OFA to provide you with some resources, potentially you can have your coach that you're working with right now, or some other consulting organization/individual come in and help you, possibly resources for training. So if you haven't accessed this technical assistance request, please take a look at it. It's a valuable resource that's available. Here is more detail about the TA request form. All right, so I'm going to pass it over to Sam and then when we get JaCinda on the line, she can do her whole piece together, Sam, right?

SAMANTHA: That sounds like a great idea.

RUTHIE: Okay, so hopefully the ball is over to you, or I don't know if someone can get it over to you.

TINA: You have control.

RUTHIE: Okay, great.

SAMANTHA: All right, I'm just going to try and get us back to... I'm not as nifty with these as Ruthie was. Okay, so now we want to talk about the next season and hear from all of you about what your goals are and you're going to get a chance to get on the phone again. So Alabama, if you are able to get on the phone, we would like to hear from you what your short-term plan and your long-term strategy is. Because we have a limited amount of time, we want to try to limit this to about two minutes a person, just so we can hear kind of what you're planning for the near term and then what your long-term goals are, just so others can hear and know what you're thinking about and again, so that you can get connected, if you're sharing some goals. So I will let Ms. Wendy unmute Alabama.

TINA: You are unmuted. You can begin speaking.

FANNIE: Okay, thank you. Our short-term plan, of course, is we talked about the pilot letter. The letter has been developed, we've gotten the color printers, they've been installed, and so as of August 1st, the letter was being utilized by the county staff. So we're going to develop a client survey, we thought about six months, to give us feedback from the clients to say how they experienced this letter. We are in the processes of training our staff on new responsibilities. Remember, we talked about the fact that we were going to have workers be generic in the pilot counties. So the largest pilot county we have has 19 workers and so that's the one we're going to be focusing on. Training starts with them in September. That's the plan at this point. They're moving, so that plan may have to shift to October, but anyway.

Then we're working on, of course, wanting to purchase a new coaching model, which is why we want to talk to Oklahoma, but we'll talk to them after the call. Our long-term strategy, of course, is to monitor the point of all that we are doing, is to make sure that our staff, our clients, and the agency, of course, has what it needs. And so how we do that is we want to monitor what's going on, by the kind of data and feedback that we're getting. And implement a coaching model, of course, throughout the entire state, is our long term plan, because right now we just have four counties that are involved in our pilot. Of course, for us, we believe that it's always important to train and grow, and therefore, training will be continual, perpetual development opportunities continual, so that we will be abreast of any changes and new concepts that we might add to what we're doing.

SAMANTHA: Fabulous. Thank you, Alabama. Sounds like you've got some really great short-term plans and a good long-term strategy. So that's wonderful, thank you for sharing.

FANNIE: Thank you.

SAMANTHA: Okay, so now we're going to get New Hampshire, will come on the line and share their short term and long term strategy, as well.

WENDY: Okay, can you hear me?

SAMANTHA: Yes we can.

WENDY: Okay, great. So our short-term plan is that in the next few months—we've already established a goal setting exercise in our group orientation. So we'll be getting staff feedback from that for the next few months. The idea of that is to just help inform our participants on how to set goals, so that's a foundational piece we're moving forward in our case management. Then our next short-term plan is to pilot our New Hampshire's bridge that we hope to do in the beginning of 2020. We'll have a survey to gather staff and participant feedback on that as well. The long term strategy is that we want to incorporate all our revised electronic assessments and our tools to evaluate the data from the bridge, to provide resources for our participants. And we hope to have that combined, ready to go, for implementation in 2021.

SAMANTHA: Wonderful.

FANNIE: Yay!

SAMANTHA: I heard somebody cheering, that's great! Wonderful, thank you for sharing your short-term plan and wonderful long-term strategy. Okay, so now I'm going to move on to New Jersey's next season. What does New Jersey have in store for the short term and long term?

MOLLIE: Hi, this is Mollie again. So for their short-term plan, they're going to train front-line and case management staff and continue to expose staff to coaching opportunities. So one of the things New Jersey did was involve their state training unit in coaching conversations and opportunities, so that coaching won't be a standalone training only to TANF staff, but like a broader training across agencies and departments and compatible with other training programs that New Jersey offers to staff. They're going to identify which programs will incorporate coaching practices, but I have a lot of ideas about which programs in particular they want to involve in more intensive coaching. One being a program that is special to families about to reach their term limits, or might be eligible for an extension.

Then their long-term strategy is to build a foundation to improve customer service and client engagement outcomes. They want this to become inherent in their culture and infused throughout departments within and across agencies. So that is New Jersey. I want to say Donna, Annie, and I have enjoyed working with them and we hope all the best for Andrea as she recovers from her medical leave, and hope to see them and all of you all on the call in DC in September for the people that are traveling.

SAMANTHA: Thanks, Mollie, for sharing New Jersey's plan. Okay, so now let's...

TINA: So Sam, we have Ms. JaCinda on the line. She's actually connected, if you would like to go back and allow her to provide her presentation.

SAMANTHA: Yes. I would love to do that. Let's get to Missouri. All right.

TINA: All right, Ms. JaCinda, you are unmuted.

RUTHIE: Can I just suggest that JaCinda go through all of her slides? Okay, thanks.

SAMANTHA: Yeah.

JACINDA RAINEY: Okay, good afternoon, everyone. I just want to congratulate all the other states, as well. You have some very moving presentations. So first of all, I just want to give a little brief background. With Missouri as a state-administered TANF program, and our employment and training program is called Missouri Work Assistance, and we contract that out. We have 11 regions and it's provided by six different entities that provide those services. About six or seven years ago, we had a major reorg, and then a few years after that, we had some legislative policy change to our TA policy. The two major things: a lifetime limit reduction, and then as well, we went to a full family sanction. So the coaching, the IIEESS project, was a perfect opportunity for us to examine the things that we were doing and to make some changes. We wanted coaching to be at all levels, not just participant and case manager, but we wanted it co-worker to co-worker, all of those things. So, we changed our approach from that traditional case management to a coaching method and wanted to make sure our contractors were aware, but also that we all partner, that our other community partners that we work with.

The picture you see there is from one of the trainings that we had. We had multiple trainings, just like many of you. That training was... that change there was encouraged by the environmental changes to the offices, and many of our contractors did a lot of changes to their offices to make them more welcoming. One of the Aha! moments that one of the CIS have had, that's one of the things with our coaching plan, is that we decided to put staff in place, which are called work engagement CIS, correspondence information specialists, to be that liaison between the agency, the contractor, and other FSD staff and our community partners. During one of the trainings, and we put those staff in place in October 2018, and we did decide to go statewide with this process. So we have CIS based in all of the 11 regions to work with the contractors and work with the participants, one on one.

A couple of the things that those CIS from the IIEESS project: they're responsible for making sure there is a connection between the client, the contractor. They do initial calls after someone is approved to ensure that the participants understand the employment and training program. They understand their rights and responsibilities. Then they also do a second call during the month, just a check-in, to see how things are going, to making sure the participants are going to their activities. One of the things that we found is that our

participants did not see our MWA contractors as a direct correlation to the state of Missouri. So that CIS person is there to help them realize that that contractor has a direct correlation to the TANF program.

So one of the highlights that I wanted to mention was that since we started keeping numbers in February 2019, eleven CIS have made nearly 12,000 calls and average at about two community events per week. That picture, one of the things we wanted our contractors, too, to understand is that we want to make sure we recognize the efforts of our participants. That's a big part of coaching as well. Next slide, please.

These are a couple of pictures from the trainings that we've had. That first one on the left is one of our first trainings and where we invited WIOA partners, as I mentioned. We wanted to make sure that they understood how important this was to Family Support Division, and that how our philosophy was not necessarily changing, but we were dusting off a lot of things that we had forgotten. Then, on the right side there, is where we did the program flow, the journey mapping of the participants. And we invited our resource center staff, where participants go in to apply and ask questions, our call center staff. We invited the MWA contractors. We invited also our staff with MWA. So the shift has continued to develop both staff and contractors. We have trained... they had the executive function training. They've had the motivational. One of the things that they really liked was the information in one of the trainings about self-care, making sure that they're cared for as well. They have done a lot of, like I mentioned earlier, changes to their offices, recognition boards, more welcoming environments. Our CIS staff attend graduation events with the MWA contractors as well.

Then, as far as the short term, if you want to go to that slide. So in the short term, we recognize that this is not... in Missouri, we did not just want to use it for TA. We wanted to spread it across that coaching mentality, across all of our employment and training programs. So we're in the process of continuing a higher work engagement staff to incorporate into all of our employment and training programs. In fact, the CIS that we already have on board have already started making food stamp calls. And in our meetings monthly, they talk about how those calls are different from the TAs. So it will be interesting to see as we expand this to more employment and training programs, the outlook participants have.

In the long term, we want to make sure that the team is fully trained and that we keep information updated and they continue to evolve, recognizing that we can't stay stagnant, that we have to continue with the progress that we make. Lastly, we want to implement a new case management system, understanding that we need to ensure that our contractors and our Family Support Division staff have the tools and the systems necessary to make this change. We had that on hold for a little bit, but we have been told that we can move forward. One of the things that our governor is... workforce development is one of his two priorities. So we feel like this is an opportune time for our participants to get the benefits of these priorities that are going on. And that is for me.

SAMANTHA: Wonderful, thank you, JaCinda. I just wanted to share that Tammy said that she liked that you're including partners and contractors, and Wendy said, "So worth the wait, so thank you for sharing that." Okay. So now, let's move to Oklahoma. Let's hear about your next season, what your short term plan and long term strategy?

PAULETTE: In the short term, we hope to go ahead and fully implement the family-centered and TuaPath approaches in the pilot counties. We plan to continue to improve our office environment to fully support client-centered coaching methods in those pilot counties, and also kind of start moving that into some of the other county offices and surrounding areas. That for our staff to be able to become more comfortable with the coaching dialogue. Then, our long term goals: rolling out the family-centered coaching approach statewide. Focus on enhancing customer satisfaction and providing our customers with a greater role in their career pathways, and as always, as a result our ultimate goal is for even more improvements in our overall TANF participation.

SAMANTHA: Wonderful, thank you.

PAULETTE: Thank you, Sam.

SAMANTHA: Exciting.

PAULETTE: Yeah, Sam and Molly have been on our team, kind of helping coach us along, and we really appreciate all of their efforts and the time that they've spent with us. It's been an ongoing, it's been a wonderful process, and we hope they'll kind of stick around a little while, as we continue to finish this up.

SAMANTHA: Well, it's wonderful. Thank you, Paulette. Exciting stuff.

PAULETTE: Thank you!

SAMANTHA: Okay, so let's move on to South Dakota and hear what their short-term plan and long-term strategy is.

ANGIE: Hi, can you hear me?

SAMANTHA: We can, yeah.

ANGIE: Oh, great. Okay, so our short-term plan is, again... right now we have the pilot project in one region in our state, so we're going to extend that an additional four months, just so that we have our forms and our tools, all the kinks worked out of them. That way, when we roll it out statewide, we're not trying to change things with them, as they're working on this new approach. We're going to further identify and develop staff and supervisor training materials as well. Our long-term strategy is to, again, roll the project out statewide, about April of 2020, and have all the regions implement the approach by July of 2020. We have a scheduled professional development training, where we will continue to provide support to the direct service staff, to meet the ongoing needs, both for the front-line staff and the supervisors. We are also implementing that Work Management Evaluation process to identify current and future training needs. One of the things that we're going to—and I guess the reason why we're extending our pilot project in just Region Two—is we'll have a database that's finally going to be ready, to help us get some data, as far as tracking of data, customer goals, and their progress and achievements as well.

SAMANTHA: Wonderful, thank you so much. So more exciting short-term plans and long-term strategies. All right, West Virginia, what's next for you guys? What does your next season look like?

APRIL: Oh, sorry. We're going to start...

SAMANTHA: We can hear you, Tammy.

APRIL: ...monitoring our sites, and in each site we have created a mentor for the first cohort, and that mentor is going to help develop the second cohort skills, along with our training and with us, and we're going to continue to do site visits and conference calls to help with goal setting with our staff. And we're planning on joining the global network with EMPATH's exchange, so that we can stay connected to other agencies and organizations. We're scheduling some trainings for our staff, to do refresh for executive functioning skills and motivational interviewing, later this year in the fall. Then we're going to define a more collaborative data collection and analysis with our quality assessment group. Within the next two to three years, we'd like to have all districts engaged in the state in mobility coaching. Then our long-term plan, four to five years beyond, is to share participant program goals within West Virginia and other states, that hopefully this could be... other states could use our process.

SAMANTHA: Wonderful, thank you so much. That sounds great. Wonderful short-term plan and long-term strategy. And we've heard from Missouri. So I'm going to move us to the next slide. Just want to bring your attention back to our Pathway to Coaching for Success. I heard lots of consistency, where people were building foundations and doing training and executive skills and motivational interviewing, and developing teams to plan and carry out different strategies, launching pilots and lots of examples where there are plans to expand and continue on into other pilots, and keep moving forward and actually adopting, formally adopting, some coaching approaches. I just want to also acknowledge that you might... while we like things to be linear, they're not always linear and that you might still be moving along some of these pathways along here, but use this as a resource and a tool, and don't forget to look back at it to see how far you've all gone. So wonderful and thank you.

Okay, so the next thing I wanted to share with everybody are the league comments. This was a chance for you to share something that we could bring back to OFA. There were lots and lots of comments, and we just summarized a few of these, just to give you a sense of what people were saying. One of the things we would like to share with OFA is just to encourage WIOA collaboration, and I also saw a note somewhere, is potentially some additional funding to support that. Encouraging resource sharing. Another recommendation was to try and engage the private sector as a way to alleviate barriers, so bringing in childcare and transportation. Those are two examples of the barriers that are quite common.

The other is encouraging OFA to focus on building families' capacities, rather than just managing needs, which is really consistent with our coaching approach. We also want to encourage them to continue supporting states in implementation of this type of work and provide opportunities to mentor other states. So those states that are further along in the process can provide some mentoring and support. So keeping those relationships going across the different communities. There was some recommendation to extend term limits, so that there's an opportunity to invest more in education and career pathways that really can result in higher wages and living wages, so that people truly become self-sufficient. There was a recommendation to extend the IIEESS project another year. We'll give them the recommendation and let's see what happens. Establishing some focus groups around the country, so that we can include participants, community partners, business and local and state and federal officials, to start talking about policies and how they can impact those in the community. So hearing everybody's voice has been a recommendation that we'll share with them. Releasing the TANF work requirement restrictions. Then finally, trying to find a way to make TANF more attractive to clients, which I think it certainly is the case, as we adopt a client-centered coaching approach.

So these are some wonderful comments that came from the community that we'll pass on to OFA. Ruthie, I'm going to pass the ball back. I don't know whether there's anymore that we want to share about the resources that we have, because I know we started in that. So we'll pass the ball back to you, and you can finish up telling everybody about what additional resources we have that we want to make sure they're aware of.

RUTHIE: Okay, so I did cover them all, but I just want to remind you to keep your eye out for the emails that will have all of the IIEESS Coaching For Success webinars, recordings, slides, tools. When they come to you, just take the time to download everything and save it, or store that email away. Because that's going to be your main way to access all these materials in perpetuity. Okay, and then I just want to remind you that there is the OFA PeerTA resources site that has lots of information, and it has your link to request further technical assistance. If you want to engage in more projects like this, click on that "Request TA." Keep your eye out for other announcements, for other policy academies. They do happen quite frequently and there may be more opportunities to do this kind of system-building work.

Finally, attached here are the lead community contacts, Learning Community contacts, our leaders from each of our seven states. So you will have information on how to reach them. We did have a number of comments of folks that wanted to reach out to one another. I also want to say that this resource, all these resources that I've just shared with you, are going to be compiled very nicely onto a one pager that we will send out to you. So that you'll have them all in one place, you can pin them up to your bulletin board and remember what they are and where they are. So, you see this contact page here, to get in touch with everybody. Last but not least, Sam has one last fun activity for you to engage in.

SAMANTHA: So we're calling this the hole-in-one, and what we would like everybody to do, and I'm thinking... I see 28 people. So I'd like to get 28 participants, and if there are any coaches on the line, to join us. So what we would like you to do is take a moment and reflect on the last two years in this experience, and then we'd like you to come up with one word that's your takeaway from this experience. Then what we're going to do is take everybody's words and put them into a little word cloud, which is kind of fun, and we will share the word cloud with the whole community, so you have it to also put on your bulletin board to inspire you as you move forward with this.

So take a moment to just reflect on all your achievements and accomplishments and the wonderful things that others have been doing. And if you can, in the Q & A box, write your one word, we will collect all of those. And I

can read them off as well, as we... I'm seeing "collaborative" and "empowering." And if you have the same word, that's fine. We can share it. "Success." "Autonomy." "Exciting." Anyone else got their words? "Unity." "Evolved." Wonderful. "Encouraging, teamwork, collaboration, success." "Cohesive." "Growth." I can't wait to see what this is going to look like when we put it into the word cloud. "Learning." So much promise and hope. Those are my words. I took two. I guess I have the ability to say one more than one, because I've got the floor. Ruthie, do you have a word you would like to share?

RUTHIE: I've been trying to type it in. It's "transformational."

SAMANTHA: "Transformational" from Ruthie, and we have the word "Yet."

RUTHIE: Oh, nice!

SAMANTHA: Which we heard from West Virginia. Okay, well, it looks like... I don't want to stop people who are thinking about the year. Looks like we might have gotten all the words. Oh, "prosperous" is another one. That's a hopes-and-dreams sort of family that you work with.

RUTHIE: Yeah.

SAMANTHA: "Motivating." Everybody's keeping under par, I like it. Sorry, I just had to throw in another sports idiom or quip. Okay. Well, I'm going to move on to the last slide. If you continue having things you want to share, please do, but this is... "Collaboratively" from Tammy. This is our chance on behalf of the team to thank all of you for participating in the webinars and for taking a risk and being active and engaged. We really appreciate it, and we feel like these have been really wonderful learning experiences and a great way for the whole community to connect. So thank you. Access all your resources and stay in touch with each other.

TINA: Thank you, Ms. Sam.

SAMANTHA: And finally we want—

TINA: Thank you, Ms. Ruthie.

SAMANTHA: Oh, go ahead.

TINA: At this time, I will go ahead and upload that resource handout that Ms. Ruthie mentioned earlier. It's not in 508 compliance, but in case you just want to have it for your record until we get it in compliance, I will do so now. Also, I should mention, the webinar recording and accompanying slides and resources will be available via email, the IIEESS email, after the 508 review. Once you close out the webinar, please take the time to answer all the survey questions, because your feedback is very important to us. And as usual, if you have any questions about the presentation or anything, just submit them to your local coaches.

SAMANTHA: Thank you. Thank you, Ms. Tina.

RUTHIE: Bye.