An Introduction to the State Peer Leaders Network Webinar

June 2008

[Robb Sewell] Good afternoon. I want to welcome you all today to your webinar my name is Robb Sewell and on behalf of the NTAR Leadership Center. I would like to welcome you to today's webinar about the new State Peer Leaders Network. Before we begin I would like to take a few minutes to review a few pieces of important information. First this webinar has been arranged so that during the presentation the only voices that we'll hear are those of the presenters. We have a lot of time after the presentation for a Q and A session. At that time I would provide you with information about how to ask questions. For those unfamiliar with this particular webinar format the presentation slides will appear on the right side of your screen and a chat feature will appear on the left portion of the screen. The chat feature enables you to communicate with both myself and the presenters. Simply type your message and click send. On the top left portion of the screen you will see an option for full screen, clicking that will maximize the area where the presentation slides appear this will also minimize your chat window so that it appears as a small box. Please note that this webinar is being recorded. A direct link to the webinar materials including audio and web content will be available on the NTAR Leadership Center Web site by 4 p.m. today. The NTAR Web site can be accessed at www.ntarcenter.org. That is www.ntarcenter.org. At this point I would like to turn things over to the Kathy Krepcio the director of the NTAR Leadership Center. Kathy.

[Kathy Krepcio] Thank you, Robb. Good afternoon everybody and welcome to the NTAR Leadership Center's presentation on the State Peer Leaders Network. I'm Kathy Krepcio I'm the executive director for the John J. Heldrich Center for Workforce Development. I'm also the director of the National Technical Assistant Research Center Leadership Center. Today's

presenters will be Nanette Relave who is the director of the Center for Workers with Disabilities of the American Public Services Human Services Administration and Damon Terzaahi. who is a policy analyst at the Center for Workers with Disabilities at the American Public Human Services Administration. Today's objectives are as follows. One Nanette and Damon are going to provide you with an overview of the State Peer Leaders Network and the major activities that we have planned for the network. We're also going to discuss the myriad of technical assistance opportunities that are available to you and how to request technical assistance, and then finally we are going to open it up to answer any questions that you may have. First I would like to just very briefly discuss what is the NTAR Leadership Center. As many of you know the center was established in September of 2007 through a grant from the U.S. Department of labors office of Disability and Employment Policy, essentially known as ODEP. The NTAR Leadership Center is a collaboration of partners with wide expertise and workforce development, economic development, financial education, disability employment, asset building, and leadership development. The center was established for the purpose of building capacity and leadership at the federal, state, and local level to enable change across workforce development and disability-specific systems that will serve to increase the employment for adults with disabilities. Our main target audiences are state, local, and federal policy makers and practitioners. The major activities of the center sort of fall into four areas. Number one is a State Leaders Innovation Institute, which is what many of you know about today. As you know in January the center put out a solicitation to select three states to be part of its first ever State Leaders Innovation Institute. In April the announcement was made that we selected three states, Connecticut, Maryland, and Minnesota. However, we received applications from 13 states and the response was so phenomenal and the applications were great and it was a very difficult choice for us and as a result we decided to create the State Peer Leaders Network which is an information exchange and peer learning

network for a select group of states and local leaders many of which are on the call today and Nanette and Damon will go into more detail about that during the presentation. Another activity of the NTAR Center is knowledge development and dissemination. The center will be producing some research issue briefs and other products depending on what comes out of our discussions with both the State Leaders Innovation Institute and the State Peer Leaders Network. One course on the agenda for the research is we will be undertaking a national study of demand side practices that are going on in state and local areas across the country we hope to start that research shortly and have that product out to you by early 2009. And finally the center will be engaged in what we call knowledge exchange. As you can see from our Web site we put up a dedicated Web site to support information sharing and knowledge exchange and it's through this Web site that the State Peer Leaders Network will exchange lots of information and discussion. The NTAR Leadership Center is based on five guiding principles that have been driven by many years of Office of Disability and Employment Policy research and very briefly those of you who had participated in our solicitation will know what these goals are but number one was increasing partnerships and collaborations. Through ODEP research one of the things that they found is that leadership matters and partnerships and collaborations matter and high performing collaborations can create enormous systems change. Another principle is increasing the use of self direction and services and the integration of funding across and among systems. One of the things that ODEP found was that everybody giving restricted or stretched resources the ability to collaborate with partners and leverage various funding streams was critical to successful outcomes for adults with disabilities and to employment. A third principle is increasing economic self-sufficiency through leveraging various work incentives, providing financial indication or other strategies that promote profitable employment and assets building. In many instances ODEP has found that if you have offer employment support along with

these economic self-sufficiency strategies there is greater successful outcomes for adults with disabilities and employment. The forth guiding principle has to do with increasing the use of universal design in employment services and as a framework for employment services as well as a framework for systems building and systems change. And finally the last guiding principle was regarding the increasing the use of customized and other forms of flexible work options for adults with disabilities and other various to employment. One of the findings of the research is that many, many people are different and the different interventions and need various forms of flexible work options or customized strategies in order to facilitate their successful entry and retention in the labor market. With that I'm going to turn the next couple of slides over to Nanette Relave and to remind them to unmute their telephones. Nanette.

[Damon Terzaghi] Good afternoon everybody this is actually Damon Terzaghi not Nanette Relave with the Center for Workers with Disabilities which is one of the NTAR Leadership Center consortium partners. The Center for Workers with Disabilities is part of the National Association of State Medicaid Directors and we do a lot of work with Medicaid infrastructure grants across the states. We're going to talk to you a little bit about the State Peer Leaders Network, which you are all members of. And the State Peer Leaders Network really comes out of a lot of experience with systems change efforts where there's a lot of history of really showing some significant value for state-to-state learning, state-to-state information exchange, and really sharing strategies and promising practices. And through the State Peer Leaders Network what we're really trying to do is to create a dedicated forum for the information sharing and exchange because we know a lot of it happens on an ad hoc basis and as promising practices are identified and kind of filtered through the different channels that you all participate in but what we really wanted to do was ensure that there was a dedicated forum for you to all engage in activities that the

NTAR Leadership Center is hoping to promote in advance. Right now the membership consists of 10 states that we received applications for the State Leaders Innovation Institute and we saw a lot of value and a lot of promise in all of those applications and as was mentioned, the State Peer Leaders Network was created to offer a higher level of support for states that ultimately did not become selected for the three leaders innovation institute states but still had a lot of good works going on that we wanted to ensure was supported and promoted and advanced. We're also going to be reaching out to state and local leaders who have a strong interest in peer learning and specifically information that the NTAR Leadership Center is engaged in but who for various reasons did not end up applying for the State Leaders Innovation Institute. We've received a lot of interest from local members throughout the state as well as many Medicaid Infrastructure Grants and their partners at the state level. And so we are giving the 10 states who applied for the State Leaders Innovation Institute and unfortunately were not selected for the final three kind of the first opportunity to access the resources of the State Peer Leaders Network and Nanette will talk about some of those resources available to you in a few minutes. For states that applied to the leadership institute the team leaders who were kind of the heads of the application were asked to designate members of the team to join this institute. The ones that would be able to dedicate some time to this and also really be in a position to share some relevant information to utilize some of the strategies, promising practices, lessons learned that we provide through this information forum. If there are any people that would be interested in joining this network who were not able to make the call today or who as of yet have not been engaged but would like to join at a later date any contact information could be sent to Nanette Relave and her e-mail address is on your screen it's nrelave@aphsa.org and she will ensure that those people are added to the e-mail list and are given information to log into the NTAR Center's Web site. And the NTAR Center's Web site is currently in the final beta stages

of production and hopefully should be going live within the next several weeks. And just so that everybody is aware, there is no cost for states to join the network. We are really hoping to promote an open exchange of information from state to state and this will be recorded through the broader efforts of the NTAR Leadership Center. Primary information-sharing activities are going to mirror those that were shown to be very effective in other venues and we're going to do a lot of our work through the teleconference and interactive webinar in which today is our first attempt at. So we will really be brining some information, especially with a focus on the demand side strategies, toward the series of teleconferences and webinars to highlight some of these strategies and practices and really give some more targeted information about developing demand-side strategies to promote the employment of people with disabilities. Beginning with the third quarter of 2008 we're going to be hosting our webinars quarterly and we're really hoping to tap into the expertise of states across the union because, as I'm sure you're all aware, states are the incubators of ideas and they're usually in the best position to really share some of the promising practices and keys to success as well as some of the things that maybe didn't go so well and give people some ideas about maybe ideas that sound good but didn't work out or how the states facilitated a positive outcome when they did experience some of those challenges. This is a model that's used very widely across many technical assistance efforts and we found it to be very effective so we are going to be building upon that type of strategy. Some of the potential topics that we have been thinking about presenting on are including utilizing a sector strategy type of approach for workers with disabilities or looking at asset development and how that can be used to promote greater self-sufficiency with really an emphasis on how does this integrate with demandside strategies. As well as for the state government side how do you start to develop some of those relationships with agencies that have often been outliers such as [inaudible] agencies or workforce development or economic development agencies

that historically disability services agencies have had a little bit of difficulty engaging. And then finally for our brainstorming initially we are going to be looking at some topics around workplace flexibility and some new promising strategies there's been a lot of work done around workplace flexibility especially with an emphasis on telecommuting, alternative work schedules, and other sorts of approaches like that and we also wanted to highlight maybe some new promising strategies that haven't got as much national attention. Through the information sharing activities the Peer Leadership Network members will receive some of the first initial access to the research and promising practice develops through the NTAR Leadership Center and the three pilot sites. Some of the sites are already getting started on developing some strategies and have already begun building some collaborations with various economic and workforce development partners in their state and we are really going to be paying close attention to some of the processes, strategies, and promising practices coming out of those three states so that the SPLN members will be able to kind of work alongside the leadership institute and get some of that information as it occurs and really kind of see the process rather than just the result. The Leadership Network members will also receive dedicated news about events and other resources through the list or the web page and the webinars that we present will provide information about some other resources and topical webinars that might be of interest to you external of the one that we put on ourselves. As I mentioned there were going to be kind of drawing some sort of a link between the leadership institute members the three pilot sites and the Leadership Network members which is this web series right here because we really believe that the three pilot sites are going to be producing some tools and resources and knowledge that are going to be of significant value for you as you work towards developing strategies and collaborations within each of your own states. We're going to be facilitating some resource sharing between the pilot sites and those of you in the Leadership Network and we're going to do that through

many of the same mechanisms that we're using for the Leadership Network itself such as conference calls, webinars, presentations at conferences. And finally for the Leadership Network in terms of the broad national activities there's going to be an information exchange and inquiry system. So you will have an opportunity to submit targeted questions or inquires for the other members and so that you can advance the learning across the network as a whole based upon state responses. And once we get that cooperative inquiry system set up in July of 2008 we're anticipating about a quarterly survey where members of the Leadership Network are asked questions about some of your experiences and some of your maybe challenges and how you've gone about mitigating those challenges and that will be based upon some of the questions and themes that we see arising from the work with the Leadership Network members. So as you begin to work on some of these strategies we really would encourage you to submit questions and inquiries of things that maybe you're having a little bit of difficulty with or things that you just want to learn more about that can be sent out to your peers so you can get a little more targeted information on what some of the other states are doing based on your unique needs and goals and priorities. And with that I'm going to hand it over to Nanette Relave who's going to talk about some of the more targeted technical assistance opportunities available to the Leadership Network members.

[Nanette Relave] Hello, this is Nanette. I am the director of the Center for Workers with Disabilities here at the American Public Human Services Association and I'm really pleased to be on the call and to have so many states with us. As Kathy mentioned all the applications that we received were absolutely wonderful and we're very glad and fortunate to be able to continue to work with all the states through our State Peer Leaders Network. And before I move on to talk a little more about technical assistance opportunities I just want to jump quickly back to the cooperative inquiry system and that activity. This is based on a

project that I had done for welfare administrators which has been very successful during the time of the early time of welfare reform implementation when they were dealing with a lot of issues and challenges and the ability to ask their peers questions -- survey mechanism ended up being very fruitful and so we thought we would try that in this environment. So about once a quarter you will receive by e-mail we'll be requesting either questions or inquires that you have, we'll put those together semantically, and we'll be doing that over the course time together and then we'll send those out in a survey format so that members of the network can respond and provide your own information and strategies and then we'll share those survey responses out with the network as a whole so really trying to provide a vehicle to facilitate some learning exchange. Next I'm going to move to talk a little bit about some of the little bit more intensive technical assistance opportunities that we'll have but first I want to start with the leadership development activities that will be available through the network. Leadership development is really seen as one of the critical areas for the NTAR Leadership Center it's an idea that's supported both by ODEP leadership and by our own experiences in the field. And really one of our overall sort of theories of change is that leadership development is really very important to any type of systems change and reform and collaborations effort. Which is why we've had such an emphasis on leadership through our activities to date as well as the application that we put out. And we're very pleased to be able to offer a virtual leadership institute to members of the State Peer Leadership Network. And this will be done through a series of quarterly webinars I believe we will have four webinars in this virtual leadership institute series and they are likely to begin probably around the fall of 2008 and then run through 2009 until the end of our project. And this institute is going to be lead by the National Leadership Consortium on Developmental Disabilities at the University of Delaware this is one of our core NTAR Leadership Center consortium partners and they have developed a leadership development model which has received significant recognition

nationally and which I think people really enjoy and get a lot out of and we're really excited that they are willing to work with us to kind of frame their leadership development training into a series of virtual webinars, the webinars themselves will focus on a variety of key issues. Including things like setting active goals, enhancing your organizational performance, building partnerships, and of course helping to build and solidify your network of peers. And we'll provide more information once we are getting ready to get that webinar series up and running. We also have technical assistance opportunities that we're very pleased to be able to offer to the State Peer Leaders Network. Members of the network will be able to request technical assistance from the NTAR Leadership Center ranging from light to higher touch ranging for example from telephone and e-mail consultation with organizations that are part of the NTAR consortium to short consultancy research which would be really targeted research just a couple of pages long but that really is designed to help you advance your efforts, additionally onto onsite support. Those different ways that that onsite support could be provided for example you may want to have one of the NTAR consortium member partners present at meetings or conferences. You may look to someone for a facilitation of important workshops. Additionally, you may want someone to be available for some specialized training in topical areas that reflect to the guiding principles of the NTAR Center. And while we may not be able to fill all technical requests that we receive we will try to fulfill as many as possible and we'll be doing so with fiscal resources and as our project capacity permit us to. Additionally, really drawing from our model of state-to-state peer sharing and learning we wanted to make available some state-to-state technical assistance opportunities and this is something that those of us who our consortium partners have had some experience with in other fields and again I'll think about the welfare reform field where this is used quite successfully where states were able to provide direct technical assistance to other states and that was the model that was shown to be quite valuable. And so again resources permitting,

we may be able to facilitate and support some state-to-state technical assistance within the network or across other states. And again this technical assistance could be sort of lighter to higher touch so it could involve technical consultation with state leaders or local leaders in another state, or we could help to facilitate conference calls. Additionally, we may be able to support some actual site visits where by a small core state team visits with another state to provide them with information and auidance on one of the core areas that reflects states sort of overall mission of the NTAR Leadership Center. These are things like partnerships and building cross-system collaboration looking at demand side and very employer driven strategies, universal design, and there's a variety of others where you may feel that the best kind of technical support that you can get is from another state. Let me talk a little bit now about actually requesting technical assistance. First I'll start with what our criteria are for considering technical assistance requests. And we have several criteria. The first is the degree to which the areas of requested technical assistance relate to our guiding principles. So again we're really looking for technical assistance requests that relate to the overall mission of the NTAR Leadership Center which is building bridges and collaboration across disability employment workforce development and economic development as well as technical assistance requests that reflect the guiding principles of NTAR Leadership Center that were described earlier things like universal design, flexibility employment, leveraging of funding, building partnerships, again, these guiding principles are broad, and overreaching and so I think there are many different areas of technical assistance that can fall underneath them. Our second criteria is the degree in which technical assistance which fostered knowledge, cross systems learning, as well as information sharing. So really we're looking to provide technical assistance that has a knowledge-building component. Our third criteria is the extent to which technical assistance, TA requests demonstrate both value to the state that is requesting technical assistance as well as value for other states and

localities. So here our criteria is really whether the technical assistance will help us and other states to fill the field in some capacity. And last of course is the cost effectiveness of the TA request, naturally and availability of our resources. So in terms of cost effectiveness one thing to think about too if you're considering a request for technical assistance there maybe for example an event or workshop that you're offering on a regional basis and that I think we would look very favorably on for example because it allows us to leverage some technical assistance for multiple states but naturally it doesn't have to be only in a regional basis we're very open to TA requests from specific states and localities that do help to build knowledge and build the field. Let me just touch a little bit more specifically on how to actually request technical assistance. All requests for technical assistance from a member state of the State Peer Leaders Network will be accepted on a continuing basis between June, so starting from this month, through July of 2009. Our project actually ends in September of 2009 so we do need to have the July cutoff date to give us sufficient time to respond to requests. And members will need to complete and submit a technical assistance request form that will be available online on our Web site which as Damon mentioned will be going live very shortly and we will send an e-mail out to the whole e-mail list for the State Peer Leaders Network so everybody will know when our site is live and these resources are available to you. At the same time we really encourage states to go ahead and contact us if you're considering a technical assistance request so we can talk with you about that and discuss what you're needs are and how we may be able to help you with that request or if we think it's something that we're not going to have resources we can do some thinking about where you may be able to get some help and support from. And I welcome you to of course contact myself or Damon here at the Center for Workers with Disabilities. We are both technical assistance providers so there are times when we're on the road a lot. So if you're unable to reach us you should also feel very welcome to contact our colleagues at the

John J. Heldrich Center at Workforce Development at Rutgers the prime on this project who are also available to talk with you about technical assistance requests. We do need to ultimately have a TA request form filed because that helps us to both have some real clarity around your needs and also provide some documentation on our end on the kind of help and support that we're providing through the NTAR Leadership Center. And we will certainly do our best to accommodate requests for technical assistance in a timely fashion but we may need some lead time. So it will probably be a little challenging if you called us and said we need someone to come out next week, but I think with a little bit of lead time that should help us be able to accommodate requests. So as I mentioned we have developed a technical assistance request form, which is going to be online, but if you for some reason should find have difficulty using the online form we can of course make the TA request for available in a word document or another format that will work for you. And it's basically a short form that we're using to gather some contact information as well as looking to get some information from you about your technical assistance needs. Once we receive your request form someone from the NTAR Leadership Center will contact you within about a week to discuss your request and once everyone is able to access the request form if you have any questions or need any help with the form you are more than welcome to contact the leadership center at Rutgers or to contact myself at APHSA. We just have a couple of actual screen shots of our technical assistance request form. I know that it's a little bit small this also gives you a very first preview of our official NTAR Leadership Web site so you are the first external people to see the design for this. But basically I think we also want to show that it's a simple and easy-to-use form. The first part of the form looks to gather some general information about yourself so the person who is making the technical assistance request as well as your agency. And the second part of the form has several questions. We're going to ask for you for some general information about your specific technical assistance needs. About the nature of

the technical assistance intervention that you're requesting. So for example are you looking for a telephone consultation, for someone to come out and present, or state-to-state peer technical assistance, or several other types of technical assist. The form also asks for the primary purpose of the technical assistance intervention for example are you looking to gain some exposure to specific content or information. Are you looking for technical assistance to help you build partnerships, to improve organizational effectiveness or capacity, and again there's a variety of options here. And lastly we ask you to please indicate which of the NTAR Leaderships Centers guiding principles most closely relate to your technical assistance needs. And with that I am going to turn it back over to my colleague Robb who is going to talk a little bit about how you can submit a question during our Q and A period.

[Robb Sewell] Thanks Nanette. What we're going to do next is we're going to open this up so that we can take some questions from you and it's very simple all you need to do is in the lower left hand corner of your screen you'll see a button there that reads raise hand and just click on that and what we'll do is we'll call on you in the order that you're request came in.

[Kathy Krepcio] This is Kathy Krepcio I just want to add a couple things before we start the question and answer period. One is I want you to know that this PowerPoint and the audio will be on our NTAR Center Web site as Robb said at 4:00 o'clock today eastern standard time. I'd also like to add that in addition to technical assistance that can be provided through our NTAR Leadership Center consortium partners you might also want to go to our NTAR Center Web site right now we have in addition to the consortium partners we have established a national technical assistance advisory panel and a national research advisory panel. The list of the members is the on the Web site you can also discuss with us whether any of those individuals who are participating with us you would also like to have some technical assistance from and we would be happy to facilitate

changes with these individuals and in addition to our partners on those two panels there are also a myriad of resources from the Office of Disability and Employment Policy. And while ODEP could not be on the webinar today they are very excited about working with all of the states in the Leadership Network and also are more than willing to provide resources to the states in the network. And finally we would like the network to be much more than just sort of an exchange through the computer we would very much like to have a more personal relationship with the states so we are able to consult with you in person about your needs and we have more than welcome invited each one of the states to have a personal consultation about your technical assistance requests and needs. So please do not hesitate to call Nanette or Damon or myself or many of these have had conversations with Maria Heidkamp during the course of your application to the state leaders institute so please feel free to call any of us if indeed you would like us to come out and have a personal consultation about your needs. So with that I'd like to turn it over to you and to Robb to facilitate any questions and answers you have of us.

[Robb Sewell] Again, just press the raise hand button and we will call on you. So far we haven't had any questions but I do want to mention that several of the states that are on the webinar today told us during the proposal process that this was the first time that they were able to get their governor's office or their economic development actors to the table and we certainly hope to make the State Peer Leaders Network relevant to the teams but also relevant to those that might be new to the table so in addition to some of the topics that Nanette had mentioned, we are also available to try to find ways to fully engage those members of your team that might not traditionally have been at the table, such as your economic development agencies, we do have resources to be able to help you with that. We actually do have a question it's from Alana Goldstein. Alana, what we'll need you to do is press star and then seven on your telephone keypad and then you

can ask your question. Alana. Again, you can press star seven and that should unmute your phone so you can ask your question. Otherwise you could actually just e-mail us, send it to us via the chat feature and then we can answer it that way.

>> I know Rebecca just asked the question whether the Web site listed the 10 states in the State Peer Learning Network and right now it does not but our beta site is up but when our full site goes up hopefully next week it will list the ten states in the State Peer Learning Network. If you'd like we can certainly name those states right now, the District of Columbia, Florida, Idaho, Maine, Montana, New Jersey, Ohio, Rhode Island, Virginia, and Vermont. I got them all.

[Alana Goldstein] I disconnected us that's the problem. Nothing about, your thing is working fine I just disconnected us. I actually am very pleased to tell you that we do have DLT here and economic development and our commission on disability. And what we plan on doing because we didn't get the actual grant as we are resubmitting our Medicaid Infrastructure Grant. A lot of what we had talked about wanting to work on but we didn't have a huge amount of strategy laid out here we were looking really for some help with that. We are planning on having a work group our team would be the work group and once we get the grant, I mean my guess is we could actually start the work group this year I just don't think we're going to have time within the current mid graph to do that we have too many other things that are coming up in the fall so my guess is we really won't start the new work group until January. So when you talk right at the end of the presentation about coming out and helping us sort of do a strategic plan on what we should be doing and moving forward I think all of us really want to have a much better connection with all of the work that we've been doing with the disability navigator with the growths and independent, with economic development, and with the demand side which tends to be our [inaudible] so how we go about doing that I think is sort of what we need, we need a

strategic plan to get going. And we could maybe do that strategic plan if you could come out before January, before the new grant, but is that something that you were considering?

[Kathy Krepcio] Yes. I mean, Alana, what we could do is maybe you could either Maria or myself or Nanette we'll talk about giving you a call and talking more thoroughly about some of the things that you may want, but we can certainly help you sort of think through some of the elements of that strategic plan especially if it relates to the goals of the NTAR Center.

[Alana Goldstein] I say that's what our issue was we did pull everybody together but what we did find in the writing of the grant there very different I just want to say philosophies but mindsets that we're trying to full together, cultures that we're trying to pull together and I think we need some help doing that and once we're all on the same page I think we can really move forward. So we were hoping that that's what this would help us do.

>> Yes and I think that's a perfect example of the kinds of technical assistance help we can provide because I think that what we noticed across the board is that a lot of states pulled teams together and great teams together and people were brought on board especially the governor's office and economic development folks, probably not always wondering why they were brought on board but they know it was a good thing to do and they wanted to do it and now in order to move forward they could certainly use our help with the facilitation so we'd be happy to call you and discuss that further.

[Kathy Krepcio] Well, at this point if there aren't any other questions there certainly is enough, I know everybody it's Friday and almost the summer and we know you'd probably be more than happy to keep this to less than an hour which we like [inaudible] executive and on behalf of the consortium

members and the Office of Disability Employment Policy we can't thank you enough for being on this webinar for tolerating our brief technical assistance and also to let you know how really enthusiastic and excited we are to work with each and every one of you. And we really hope you take advantage of the technical assistance that's provided through this network, we really would love to meet all of you, we really would like to develop that peer-to-peer exchange with each and every one of you. And once again on behalf of the center thank you so much and we really look forward to having a great relationship with all of you. So at this point I'll sign off. And thank you to Robb for facilitating this.