

Child Welfare IT Managers' Webinar Series
*“The SACWIS Assessment Review Report (SARR) Action Plan Development
and Tracking Webinar”*
November 22, 2013

Presenters: **Joe Castro**, ICF International
 Dian Carroll, ICF International
 Pete Howe, Children’s Bureau Division of States Systems

Coordinator: And welcome and thank you for standing by. At this time all participants are
 in a listen-only mode.

 During the question and answer session, please press Star 1 on your touch-
 tone phone. Today’s conference is being recorded. If you have any objections
 you may disconnect at this time.

 Now I would like to turn the call over to your speaker to Elizabeth Mertenko.
 You may begin.

Elizabeth Mertenko: Great. Thank you so much Tonya. Good afternoon and welcome to
 today’s Webinar, “Action Plan Development and Tracking” sponsored by the
 Children’s Bureau Division of State Systems.

 I’m Elizabeth Mertenko, your host for today’s Webinar.

 Today’s Webinar is the first in DSS’s series of monthly Webinars for fiscal
 year 2014. These Webinars are intended not just for child welfare IT systems
 managers but also for all the staff involved in getting and keeping child
 welfare IT systems up and running.

We encourage participants - participation from both newer and more experienced staff recognizing that even the most experienced among us have something new to learn or may need a refresher on the basics.

Some of you may have participated in our Back to Basics series that ran from April to September 2013. We look forward to continuing our discussions in 2014.

All of our past Webinars are recorded and are available online as reference materials for you and your staff.

Our next Webinar after today will be in December be watching the SACWIS managers Listserv for information about that Webinar.

For today attendees are encouraged to participate in our Webinar with questions and comments. All of our participant lines are muted now but we will open them at the end of the presentation for questions and discussion.

You can also submit questions through the GoTo Webinar chat feature though we also will save those until the formal presentation is completed.

We are fortunate today to as staff from the Division of State Systems presenting this Webinar today. At this time I'd like to introduce our Federal presenters from the Division of State Systems Pete Howe and Dian Carroll. Our third presenter today is Joe Castro with ICF International. And he is a consultant to the Children's Bureau Division of State Systems.

Before we begin, we'd like to learn a little bit more about our audience today. So I'm going to put up a few polls and gather some information about you.

For those of you who have participated in the past you'll recognize our first question which is that we would like to ask who is attending today's Webinar? And I'll just give you all a few minutes to go ahead and cast your votes.

And with about 70% about 80% of our audience having voted we have our results in. And I'll just leave those posted for a moment for you all to look at that.

For a second poll we'd like to know if you or your state have gone through a full five day SACWIS assessment review if you could select the best answer from those that are showing?

And again with about 70% having voted 57% my state has gone through a SACWIS review and I participated, 19% my state has gone through a review but I did not participate, 24% my state has not gone through a SACWIS assessment review.

I'll go ahead and post those so you all can have a look for just a minute. This is excellent. It looks like quite a few of you have some SACWIS review experience.

For our third poll if your state has not had a full SACWIS assessment review do you anticipate having one within the next two years?

And it looks like over half of you had had one and had participated in it. So we'll see if the rest of you have something to tell us here.

And it looks like 65% my state has already had a full SACWIS assessment review and the remaining 35% my state anticipates having a review in the next two years.

And our final poll for today what is your states status on action plans? My state is developing an action plan and we have an open SARR, my state has an improved action plan and ACF approved closed the SARR, my state has completed his action plan?

Okay. And it looks like 60% my state is developing an action plan and we have an open SARR, 27% my state has an approved action plan and ACF approved/closed the SARR, 13% my state has completed its action plan.

Thank you all for participating in today's polls. And at this time I'm going to go ahead and turn things over to our speaker for the day, Joe Castro.

Joe Castro: Thank you Elizabeth. Good afternoon everyone. Can you show the next slide Elizabeth please? Thank you.

The purpose of today's presentation really is to build upon the guidance that we initially set forth in the SACWIS Technical Bulletin Number 1 - Action Plans Guidance and Examples that was issued in December of 2005.

Since that time based upon the action plans that have been submitted to DSS we believe that there can be some benefits to doing some additional guidance. And that's hopefully what we plan to accomplish today.

Okay... can we move to the next slide? The goal of this presentation is to do a number of things. One is to provide some direction on how to construct an action plan.

We want to go over some of the pitfalls that we've seen some states experience in developing their action plans to - we also want to identify some of the benefits of the action plans. And the process of creating an action plan.

And then at the end we'll talk about how we track the process for action plans.

Although an action plan provides an overall approach to compliance with a SACWIS requirement it should never be viewed as simply a means of getting federal approval in closing the SARR.

Unfortunately we have seen some action plans that appear to be that way. That really is simply is kind of like we're just going to get this done.

And we understand that there are competing priorities for states and it's difficult. But it should never just be simply an approach to get approval and be done with it.

And it should be thought of as a corrective action plan. Something in terms of being able to document how you're going to do the work that you're going to do as a project the work that's going to be done to get project in compliance with the federal SACWIS requirements.

Elizabeth? An action plan is an opportunity. It's an opportunity for a state to really look at how their application meets a requirement or meets a set of requirements both Windows wise and process.

And that it's an opportunity to look at that - look at that process in that - in those screens and improve the experience for the users which ultimately at the end is a benefit to our clients. And really that's the goal here. I mean that's the whole purpose of all this.

So, it really is if you can take a step back and again understanding that you have competing priorities look at what opportunities this presents to you. It's a great approach to it.

Elizabeth? And I'm going to give an example here. Nebraska had to come up with an action plan to become compliant with Requirements 63 which it involved tracking trust fund accounts.

They simply could've taken an approach of building a few screens to do but what they decided to do was a project was really look at and consult with office workers, supervisors, program staff, fiscal staff and look at what made sense in terms of the functionality what they wanted to see and what would meet their needs.

Elizabeth? Out of that analysis what they found was there was a number of different problems. But one caseworker's could not see if there was a trust account for a child and they had to contact the fiscal staff to find out.

Then what they found out was that most often that required a second contact by the caseworker the request funds.

And then for a number of different reasons those request for funds were often overlooked by the fiscal staff.

I - because of this the Nebraska SACWIS team saw opportunity to automate the process and again ultimately help the child.

Elizabeth? By taking this approach of taking a step back a really looking at the opportunity to improve the functionality and make it a better experience for their users and their client they - some functionality was created.

They created the process for fiscal staff to maintain the trust accounts. Workers, caseworkers, could see the trust accounts they had read access.

They could automate a request for expense funds, track the progress of those requests, and it just became including the alerts and creation actions and creation and issuance.

They also had some other additional benefits. Okay they were able to create direct deposits of SSA, SSI and IV-D funds and family donations.

Elizabeth? They expanded the interface between IV-D and IV-E to transfer excess child support funds from IV-D to IV-E.

They automated the reconciliation of the SACWIS online accounts with bank accounts. And they created reports which eliminated spreadsheets for fiscal staff and workers.

And how many times have we heard ancillary systems and how many times have we gone out to states and seen people using Excel spreadsheets and access database to track their work?

So they were able to accomplish a number of things and correct a number of deficiencies in their application in this process.

Next slide Elizabeth. I'm going to switch over to some of the pitfalls that we've seen in submissions to us of action plans.

And the first one really is it stands out is the lack of analysis. Too often we have seen the solution just being a restatement of our findings.

We know what our finding is and we have identified an issue. But that doesn't really speak to what's causing the issue or what the root cause of the problem is. So analysis really is critical here. It really is, drives everything else in the action plan.

The other part the other pitfall that we've seen is inadequate resources. Often, you know, we've seen from some states that the plan is assigned to a worker who has more bandwidth that they believe they can be doing it.

And there's no input from program staff or technical input. And it really relies on one or two people to develop the plan.

Elizabeth? That kind of leads into the next pitfall which is inadequate expertise; The staff assigned don't understand what action plans are, they don't understand the SACWIS requirements. They may not be unfamiliar with the system functionality or even the business practice. So it becomes really difficult for them to come up with a really sound action plan to address the need.

The other pitfall is that the plan stands by itself. It's not incorporated into the overall project plan. And it's just on the side and really difficult to attend to and maintain because it's not part of that whole process or plan for the maintenance of your application.

And the last thing that we've seen is really is a lack of a schedule. There's an implementation date but there's no milestones or dates associated to milestones or tasks so that the progress towards completion can be tracked.

And that's critical for us. We need to know how you're progressing and if there's slippage to be able to see where it is and as soon as it happens.

Simply having an implementation date doesn't give us that ability and doesn't give the project that ability either.

Elizabeth? The consequence is which I've mentioned some already of those pitfalls is and first and foremost it fails to move the project towards SACWIS compliance.

It fails to meet the business needs and user's needs. Again you have something being implemented that doesn't address the issue. And it just doesn't meet anyone's needs.

And most often what's going to happen with that is DSS, the Division of Safe Systems, is going to ask the project to retry drafting a plan which means that you've lost time and resources in your initial effort.

Based upon the plans that we've received and some of these pitfalls we believe the best practice is to assemble a team of consisting of users, program staff, technical staff to analyze the problem and come up with a solution.

Much like you have in the JAD session where you have both program people, users, and technical people this is what the approach you want to take so that you don't go down a path that you cannot do, either program wise or technical wise.

And think of it as the similar in the approach that you would take to a change request, the analysis, the identification of what needs to be done, who's going to be doing it, and the level of effort to get it done.

When you compose the action plan you need to include and be very descriptive of all the proposed changes, all the steps that need to address the issue, and including all those things that are part of the change not only screen changes, but code value changes, data model changes, and report changes. Most often these changes don't just hit one thing.

Next slide please. When you get as part of this preparation what you want to do is make sure that you review the action plan to make sure that it is complete. That it has all the things and we're going to talk a little bit in a few minutes about the contents.

And that it's written in a manner that's clear and apparent to the reader what the solution is and who's going to be doing what and when.

And don't assume that someone understands it's easy for all of us we all do this we fall into this trap of we're so familiar with our systems that we tend to forget that people looking at it may not know all the little things about it. So you need to be really attentive to that kind of detail.

Next slide, okay the content the how analysis. And again I analysis is critical to all of this. And you - I have a couple of bullet points here about how critical it is in terms of being able to identify the solution.

And you can't you cannot identify the solution unless you really truly analyze the issue and know what the root causes are.

Next slide. Okay the solution should be able to clearly say what the issue is? What is the cause of it? And answer these questions what is happening, what is the effect of this, can it be fixed, how will the solution satisfy the SACWIS requirements, and lastly and really very important how does this support the user's business needs and practice?

We should be able to in our review of the action plan be able to see that you've answered all of those questions.

Next slide, and again as part of answering those questions you need to be very descriptive again I'm going back to the bullet point that I mentioned earlier

about all of the changes included not only the screen changes but database changes, reports changes, all of that is very critical.

Next slide, and this is an important part. The solution doesn't necessarily always involve a change to functionality.

It can be simply additional training. We have seen action plans where an issue may be let's say intake where the issue is that people are not entering the intake in real time. They're writing down stuff and then reentering it into the system.

And we've seen the states in their analysis realize that the functionality is there but people were unaware of it and needed to be retrained. They had not done as thorough a job in training that they needed to do.

It may also involve some more technical assistance being able to put out more how to guides or those kinds of supporting documentation to help people get through things and do it. So it isn't simply always a system change or a function change.

And again you may also when you have those function change want to include whatever additional training or technical support you're going to do because if you're making major changes you're going to need to be doing some training and some support.

Next slide, the why, the rationale. This is where we have the Division of State Systems will get an understanding that you really have approached this and have done a thorough job of analyzing the - the issue.

You should describe what the process was for identifying the solution. It could be as we talked about a focus group of intake workers, policy staff, and programmers to analyze a navigation issue with intake.

And really for us demonstrates and illustrates that the project did a thorough analysis of the issue and truly understands what they're trying to do and what they're trying to fix.

The why the rationale should answer the following questions why was it selected? What makes it the best option in meeting the SACWIS requirement?

And again very important how does this support the case practice model and the user's needs? It really should stand out that this was our best option or your best option.

And then the schedule the -what when and who? The schedule really makes the proposed solution real and measurable.

It gives that it defines it when is it going to happen and how is it going to happen? It sets a timeframe for the implementation.

And it should and again I've said this a couple of different times it should be incorporated in your overall project plan.

You cannot I think it would be really hard to identify realistically identify resources and time frames for the solution if you're not incorporating if it's not part of your project plan. And again if it stands up by itself it's much harder to get accomplished.

Next slide, the scheduled should include the task and milestones things like requirement gathering, design documentation, development phase, testing.

And if you can even breaking testing down to something like system testing and user acceptance testing and then any training that might be implemented afterwards.

It should include due dates for each of those tasks and milestones. And again so that we can track and you can track your progress towards completion. And we can see if there's any slippage.

It should identify who is doing the work whether it's state personnel, contractors, or a combination of the two and whether it's technical or business staff that are working on?

It should also include the purchase of servers, software, those kinds of things because it can affect the schedule. And we need to see where they're at.

In addition to the action plan you can provide us with supporting documentation, change requests that have been done, design documentation, and of course the updated project plan that includes the action plan itself.

We also with any plan there's also potential risks. You should identify those risks and your mitigation plan for it.

And then if there's any potential qualifiers or conditions that may delay or derail the implementation of the plan.

If you're waiting for funding to be approved by the legislature or something along those lines it's critical to include that too so that we have a realistic picture.

The benefits and there are a number of benefits to the action plan and the action plan process as we've outlined.

First of all you get we believe that you get users buy in to the project because they're part of the process of identifying the solution as opposed to having something imposed upon them.

And we all know that it's better if you're part of something you take ownership of it as opposed to having someone say this is what you need to do.

And it creates also an understanding for both the system users and for your federal partners about what's possible for the project to do.

There may be constraints upon your either technical, resource, or funding that we or the users are unaware of that helps us both understand why you chose a certain path and why you can't do other options.

Next slide, it saves money, time and energy. A poorly developed plan has a higher risk of failure which means you're going to have to do it again. It's a waste of time and resources.

And even developing the plan if you aren't able to do - get it approved the first time it means doing it over again and again a waste of time and resources.

It promotes state and federal partnership because we're able to see that you really have made a focused and dedicated effort to improving your system and addressing the needs.

And it lets it shows us the department and Division of Safe Systems that you have a real understanding of what needs to be done to help your workers and ultimately again help your clients.

(Unintelligible) it provides a method of tracking progress towards SACWIS compliance. I know for some states I know Nebraska for one was one that said they used it and how close they are getting too SACWIS compliance. It really helped them in that process.

And it gives you an idea of where you stand at any moment. It as we've talked about the project plan, we've talked about planning, and the approach and all it allows for an accurate and realistic project management moving the project forward.

And again because you're using a team approach and a number of people are involved it facilitates coordination between all of those different teams that you have to work with both program policy and technical.

And lastly again one of the most important parts of the benefits involved is that it gives you that opportunity to make your system better for its users and ultimately better for service provider to your clients.

And really that's what this is all about. And I really I stress that a lot. I think it's very important to keep in mind again given all the competing priorities that you have.

Next slide, the plan review DSS will assess an excess - sorry about that will review and action plan to make sure that it's the narrative the project plan and supporting documentation are complete. That it conforms with the SACWIS requirements and that it will be implemented in a timely manner.

We can't have action plans that are seven, eight years out. We really need, you know, that you're focused and committed to this.

Next slide, we will review the proposed action plans through an open SARR. And in some states what we've actually done it had them submit drafts of action plans which we've commented on. And give it back to them with some guidance so that we can work through it before they formally submitted.

DSS will then review and monitor approved action plans through the Advance Planning Document process.

APD updates and operational APDs must have a section in there that comments on the status of the approved action plans so that we can track your progress.

These are some references resources that were used in developing this Webinar. The first one though is obviously the technical bulletin that we issued.

And you should go back if you have the opportunity to look at its very helpful. And then there's some other resources and Web sites that in terms of writing an action plan or a corrective action plan that may be of service to you.

I apologize. I think that was probably a little quick going through but that's our presentation for now. And I guess (Elizabeth) questions?

Elizabeth Mertenko: Sure. (Tonya) actually is our operator. I'm going to turn it over to her. If you could give instructions to folks about how they can line up on the phone to ask questions.

Coordinator: Thank you. We will now begin the question and answer session. If you would like to ask a question please press Star then 1.

To withdraw your question press Star then 2. Once again to ask a question on the phone line please press Star than 1. One moment please for the first question.

Elizabeth Mertenko: I'm going to put one to the group. And Joe it doesn't have to be you that answers I know that we've made you talk for a long time at one clip.

I think the Nebraska example was really a wonderful one. And I'm wondering if there's one that you, or Pete, or Dian another one that maybe you could share what a find in would be and then you talked about how states need to not restate the finding but really indicate that there's been some analysis behind it.

And so I'm wondering if there's another example that you could share. You don't necessarily need to name the state where you all made a finding?

And then what you saw in action plan that indicated to you that the state had really done that kind of thorough analysis that they need to do when you look at the action plan?

Pete Howe: Elizabeth this is Pete. I'll take that.

Elizabeth Mertenko: Okay.

Pete Howe: I'll take that question for you.

Elizabeth Mertenko: I knew I didn't stump you guys.

Pete Howe: No a lot of times what we'll see for an example we always say that the SACWIS system should freeze an intake upon completion of that intake.

And a lot of times we'll see that a lot of - that that intake is frozen at an inappropriate time within a state according to the states policy on freezing an intake.

So what we like to see in the action plan is how the state is gone about addressing when that intake will be frozen and how they determined that that is the best time to freeze an intake.

Elizabeth Mertenko: Okay.

Pete Howe: And so that, you know, that's just one of the examples. We could probably go on...

Elizabeth Mertenko: Okay.

Pete Howe: ...for the rest of the call but...

Joe Castro: Actually (Elizabeth) I recently I looked at one that initially the action plan submitted by the state restated it wasn't intake and that intake workers were not entering information directly into the application.

And that's all they said in the first action plan. And then when they submitted redid it and did showed the analysis what they realize in their analysis was that a couple of things.

One was that they navigation through the intake screens was rigid. They had to follow a certain pattern.

And that often the caller wasn't following that pattern. So workers couldn't put in the information following the screen as the caller was giving it to them. So they ended up writing it all down on paper to key in later.

The other part that they realized in their analysis was that there was several fields that were no longer relevant and didn't need to be on the screen and the information didn't need to be captured.

And just were a burden to the intake worker in terms of getting through the screen to get to the other information.

So they - what they're in their analysis they realized that they needed to eliminate some screens change the navigation to make a lot more flexibility to build the put information so that the caller could give them the information in a way that they felt.

And that's an example I think of when states kind of looks at the analysis and looks at the issue and identifies okay what do we need to change to meet that requirement as opposed to just restating the findings?

Elizabeth Mertenko: I think it really speaks to what you talked about too about that really being then an opportunity for the state to make changes to the system so it really supported the needs of the users much better.

Joe Castro: And I'll use another example. And when I was working for Massachusetts the process was not only to look at what we needed to do to address the requirement but we used Remedy at that point to track all of our bugs. And we would call for Remedy report of all the issues that had been identified for a certain process.

And we would look at them. And meet as a team. And go through them and eliminate the ones that work in conflict with each other and look at the ones that were that made sense to improve the users experience along with improving the requirements.

And Tommy will probably kill me for doing this but Tommy Abraham was the one who kept saying to me take it let's fix it once and let's be done with it.

I'm sure all of our listeners know that the more often you touch screens or touch a process the more often the greater probability of breaking something occurs.

So and in terms of efficiency and use of resources and time you want to go in and touch something wants not multiple times.

So again that was a process that we used to address something and take the opportunity to improve something.

Elizabeth Mertenko: I have some I actually have one question through the chat box but it has multiple parts. How quickly is the SARR due after the review?

Pete Howe: I'm sorry Elizabeth, this is Pete. Could you restate the question please?

Elizabeth Mertenko: Sure. What the person has asked is how quickly is the SARR due after the review?

Joe Castro: I think Pete what we're being asked is how soon can they expect our report after we've been out to a state?

Elizabeth Mertenko: Okay.

Pete Howe: Okay. That timeline will vary depending of course on what we find out in the state. Generally you can expect to receive the report from our SACWIS assessment no later than six months after we've been out there.

Elizabeth Mertenko: Okay. And after an action plan is approved does ACF come back on site to complete continued reviews to monitor the completion of the action steps?

Pete Howe: According to our APD regulations we have the authority to come and look at a system at any time. And even after we have closed your system we would expect the state to be maintaining that system as a SACWIS compliant system because you are receiving a favorable cost allocation for the operation of that system.

And so yes we do reserve the right even after we've closed you out to come out and to look at your system again.

And which means - it's a good question because that also means that if we find that the state has failed to maintain the system as a SACWIS compliant system we can open that up again and we can have additional findings which would mean that you would have additional action plans to bring it back into conformance.

Elizabeth Mertenko: Okay. And to the person who asked if that didn't answer feel free to push Star 1 to ask on the phone or chat - type back in the chat box.

Tonya do have any callers lined up for - to ask questions on the phone?

Coordinator: At this time we have no questions on the phone line. If you'd like to ask a question please press Star then 1.

Elizabeth Mertenko: Okay. I do have another online question. How soon is the corrective action due after the ACF review document is sent to the state?

Pete Howe: Do you want me to take that one again? We work with the state. We will work with the state. There is no set timeline to say that you have to have something back to us in, you know, X amount of time.

We generally work with the state to make sure that we get good action plans. And it's just a matter of timing and how much we're working with you. And we always give you plenty of time to do it.

It's not something let me put it this way it's not something that you're going to be able to do in a week, or a month, or even two months.

A lot of times we see states that may take them up to six months to get the action plans done. And so the time will vary.

There is no set time although I won't let them go out for two or three years and not have action, you know, approvable action plans.

Elizabeth Mertenko: So when Joe mentioned ones they go six, seven years that was hypothetical? That's not really anything you really...

Pete Howe: That's not acceptable, no.

Elizabeth Mertenko: Okay.

Joe Castro: I think that was my point.

Dian Carroll: But this is Dian. I - can you hear me?

Elizabeth Mertenko: Yes.

Dian Carroll: Okay. I think the point you also were trying to make earlier Joe was that even if you have your action plan in within like three or four months if your implementation date is eight years out...

Joe Castro: Right.

Dian Carroll: ...that could be a problem.

Joe Castro: Yes.

Dian Carroll: I think he was talking about something quite a little different.

Joe Castro: Yes.

Elizabeth Mertenko: Oh sorry about that.

Joe Castro: I think that there's two parts to this. Pete's correct about, you know, we want to see something within a certain reasonable amount of time in terms and we do expect that it will take some time to develop the action plan.

I mean if we're asking you to do a thorough analysis you need to do and that will take some time.

My point about the seven or eight years was that an action plan that projects implementation out seven or years from now would not be acceptable. That is to be a reasonable time.

And again that's critical because again we - things can change in this environment. In just they need to get their system up and running.

Elizabeth Mertenko: And since we're on the references and resources page I'm wondering, you know, Pete you had said that CV staffers certainly available to work with states.

And I'm wondering, you know, what other supports and resources are available to states as their developing their action plans if their struggling maybe to do some of the analysis or is it something that they can call for help with? What kinds of things are you all available to help them do as they're working on this?

Pete Howe: Well we have technical bulletins out there on our Web sites that you can - they can always go out and look at.

And there is actually AP action plan guide out there as well in that they can go out and look at that. And just, you know, and they can always be in contact with us.

Elizabeth Mertenko: Excellent okay. (Tonya) do we have other questions on the line?

Coordinator: At this time we have no questions on the phone line.

Elizabeth Mertenko: So I'll turn it back to our presenters. I didn't know if there were - if there was other information you wanted to share any other comments or thoughts?

Joe Castro: I would like to reinforce that we have found really helpful the process of having states submit draft action plans to us for us to review and discuss with them before they formally submit them that we find that that process works much better in terms of getting to a plan that can be approved and satisfy the requirements. And that we're available to do that.

Elizabeth Mertenko: Wonderful. Dian and Pete any closing comments or thoughts from you all?

Pete Howe: I would like to say thank you for people who have joined our Webinar today and our participation your participation is greatly appreciated.

And I'd also like to say, you know, keep in touch with your federal analyst especially if you were in the middle of doing action plans because we are we would be available to help any way we can.

Elizabeth Mertenko: Okay. Dian any last words?

Dian Carroll: No.

Elizabeth Mertenko: That didn't come out right.

Dian Carroll: Well no. No I mean, you know, I've been a SACWIS manager for ten years. I've lived on the other side of this too so I encourage you to work with your analyst.

That was my example that we gave because I'm from Nebraska. And, you know, the fact that we took the time to talk to our users I can't stress that enough that we turned it into something that truly helped from a what could have been a very simple functionality just to get the requirement done ended up being something that truly helped both the fiscal and case management staff.

So take your time and see what you can do with it to really make a difference with your system and if you got the time to do it.

Elizabeth Mertenko: Thanks a lot. All right (Tonya) one last check to see if anyone's online?

Coordinator: At this time with no further questions.

Elizabeth Mertenko: Okay wonderful. Well I would just like to remind our audience that today's presentation has been recorded and the recording along with the PowerPoint slides will be made available on the Children's Bureau Web site.

It generally takes us about ten days to post those materials because we need to make those 508 compliant. So that takes us a little bit of time.

Our next Webinar will be the start of a series that we're going to do on procurement and project management. So keep an eye on the SACWIS managers' Listserv for more information about that. And the first Webinar in that series will be in December.

So I would also like to thank our audience for joining us especially on a Friday afternoon. And I look forward to talking to all of you again in December. Thanks very much.

Coordinator: Thank you. And thank you for joining today's conference. You may disconnect at this time.

END