**WorkforceGPS**

**Transcript of Webinar**

**National Farmworker Jobs Program Grantee, Collaboration & Partnerships**

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GARY GONZALEZ: Good afternoon or morning, depending on where you're located in the country, my name is Gary Gonzalez. I want to welcome you to today's webinar. Before we begin, a couple of housekeeping items, first and foremost, go ahead and chime into the chat at the bottom left-hand of your screen with your name, your organization and where you're located in the country, for instance, your city, your state or your region. Also, to let you know, we are recording today's event. We're going to be posting that recording to WorkforceGPS in approximately two business days.

So let's go ahead and flip over to the PowerPoint so I can introduce today's presenters. Again, welcome to today's NFJP collaboration and partnerships between NFJP grantees and state monitor advocates. So again, last call, type into the chat your name, your organization and if others are attending with you. While you're doing that, our moderator today is Steven Rietzke. He is the division chief for the Division of National Programs, Tools and Technical Assistance here at the Employment & Training Administration at the department of labor.

And then our presenters are Juan Regalado, the national monitor advocate for specialty national programs unit, also at the Employment & Training Administration. And our guest speakers are Marisela Ruiz, the senior monitor advocate for the bureau of One-Stop and program support with the division of Workforce Services at the department of economic opportunity; and Tony Roman-Perez, he's our program specialist for the Farmworker Career Development Program with the career and adult education, grants administration and compliance with the Florida Department of Education. So I'm going to recede into the background and turn things over to Steve. Steve, take it away.

STEVE RIETZKE: Thank you, Gary. Good afternoon or good morning, everyone. Happy Thursday. Thank you to Juan and Marisela and Tony for joining us as presenters today and welcome to all of you dialed in out there. It's good to be with you. And I think I was probably with some of you a couple weeks ago at the AFOP conference that happened in town here in D.C. And so it's good to be with you virtually again. So today's webinar, obviously, is about partnerships and specifically, about partnerships between NFJP programs and state monitor advocates.

And so in looking at the objectives for what we're going to cover today, Juan's going to kind of start us out and reiterate some of the vision for the One-Stop delivery system under WIOA. And I have to think that at this point, you've heard us say these things a few times by now, but it's still a good touchpoint to remind us of the big picture and kind of the larger framework that we're operating within and obviously, collaborations and partnership are really a central piece of the whole vision of WIOA and really, through a whole concept of a One-Stop delivery system.

When we talk about partnership, sometimes it's easy for us to start to sound a little wonky and maybe sometimes like a corporate mission statement when we talk about things like resource alignment or service integration and a shared client base, but really, when we're talking about these things, what we're talking about is the customer and people who need help. And they don't care if something is called Wagner-Peyser or Title I or Title II. Really, it's about making sure that these folks have a seamless experience and they get the help where they need it and from the funding stream where they need it.

And again, they don't care where the funding stream is, they just care how integrated those services are and how well they're delivered and they care what kind of customer service they get. So that's some of why collaborations and partnership are important and you certainly all know that.

I think you also all know that it's hard. You know, we have different structures in place and different processes and different parts of different organizations and that can sometimes be a really big challenge. And so where WIOA requires the state monitor advocates to have MOUs with NFJP grantees, that can sound great, but there's also some hurdles to get over in order to make that happen.

And there was a session at the AFOP Conference a couple weeks ago where we were focused on the new regulations and Greg Shaw was running through some of the high points in the regs and we actually had kind of a whole tangential conversation about this very partnership and what would be required under the MOU and just some of those logistical challenges to making it happen.

And so I'm so glad that here today we've got Juan and Marisela and Tony here to talk a little bit about what that partnership can look like, talk a little bit about some of the challenges that they had to overcome and talk about some of the things that they did in order to push through those challenges.

And so with that, I'm going to turn it over to Juan Regalado to kick us off and get into the content. Or Gary, maybe I'm turning it to you to start with this polling question.

MR. GONZALEZ: Sure. So Juan, I'm going to bring up the poll real quick. And the poll reads how many of you have partnerships with your local employers? And the options are of course, no, no, but we are working on developing partnerships with our local employers and no, need help. And if you want to participate in the poll, just mouse over and left-click the radio options to the left of the selection beneath the question. And Juan, I'll toss it over to you to remark on the results.

JUAN REGALADO: Thank you, Gary. Thank you, Steve for your great opening remarks. Welcome all of you. I see a great representation across the nation from the West Coast. I don't know if I've seen Hawaii, but from anywhere from the West Coast all the way to Puerto Rico. So welcome, everyone, great representation of NFJP grantees and state monitor advocates. The – so the information they provide us, whether it's through these polling questions or whether evaluations from our national training, evaluations from the AFOP Conference. We do really appreciate that and it's great to see that, of course, button being at the 85, 86 percent level.

So that's great. But the information like this we use to provide technical assistance as we move through our work plan and through the next coming year. So welcome, everyone and thank you for your input. It looks like we have very few and it's interesting, we wanted to kick it off with this polling question on – and we're going to be talking about collaboration and partnerships, you're going to be hearing a lot about that throughout this next hour and a half or so, but I also wanted to – Steve mentioned it is difficult, but also within our One-Stop partners, but also with other federal agencies, with other farmworker advocacy groups and with, of course, your local employer.

So that's great to see that you have this great connection. So thank you, Gary, for the polling question. So we'll move onto our first slide so I can find my button here, lost my mouse there. We start here with this – Steve mentioned we're going to talk about the Workforce Opportunity Act vision and I see – I have the link to the TEGL. But before I get started, I want to share this story with you. You know, this past weekend – and I think this is so relevant to what we're going to be talking about during today's webinar, this past weekend I watched the PBS documentary titled, The Salinas Project.

This documentary profiles the challenges and obstacles for youth of American farmworkers living in Salinas. These youth all live in a neighborhood called Alisal. Alisal is about 92 percent Latino with a per capital annual income of about $12,000. Salinas is home to an estimated 16 street gangs with at least 3,000 members and I believe most of them live in the Alisal neighborhood as well as probably about 80 percent of the farmworkers live in the Alisal neighborhood.

From about 1967 to about 2008, I lived in that neighborhood in Alisal and I just thank God that by the grace of God that I was able to raise my three sons safely and they're doing well, thank God. You know, along with many, many other crops in Salinas, about 80 percent of the nation's lettuce and artichokes are grown in Salinas. And as I watched this documentary, I thought about today's webinar and on the great opportunity and the critical role we all play in developing this great collaborative and sustainable strategy to expand and improve workforce development services to our farmworker communities, to our farmworker families, such as the youth here in this documentary.

I feel that the outreach you do to increase and provide meaningful access to our – (inaudible) –for our farmworkers is very important and you do it in so many ways already. Today's webinar will focus on one state that has come a long way in establishing a strong partnership, which really has put in place strategies to link – (inaudible) – farmworkers to the full range of employment and training services. I think if we were to – as you see here, specifically with individuals with barriers to employment, do you see this – and I urge and recommend that you do read this TEGL, because it goes into more depth on the, of course, WIOA vision.

But I think if we were to have a common vision for our farmworkers in what we do and what you all do, I think it would be something like this. And although I don't have it on the slide, I do have it here in my notes, to support a comprehensive system that seamlessly provides integrated solutions that are accessible to farmworkers and their families and to insure that such services are provided on a basis that is qualitatively equivalent and quantitatively proportionate to the services provided to all other job seekers.

Again, if you haven't read the TEGL, please do so, because it covers more in-depth the vision of WIOA. And we talk a lot about the services that the system provides, the job seekers and access to opportunities, but One-Stop partners must increase coordination of programs and resources to support that comprehensive system. You will often hear us talk about continuous improvement and I mentioned the fact that the input that you provide us through your evaluations, through these polling questions we do take a look at what you are in need of to improve on this comprehensive system, to improve the services to our farmworkers.

I'm having a little bit of difficulty here with my slides, I apologize. These three bullets here, basically, again, from that vision, we basically talk about having that continuous improvement and we support that continuous improvement through active engagement with employers, the evaluation, accountability, identification of best practices and of course, the data driven decision making. And as we move through this transition in WIOA, we hear a lot about the new reporting system, we hear a lot about the services that we continue to provide to our customers through the One-Stop.

So a very important issue here with our vision. This next slide in this next language from – I took from a report titled, "What Works in Job Training; A Synthesis of the Evidence." And I have the link here if you want to go ahead and read this report, also, very informative and it talks about collaboration. In the next couple of slides we talk about collaboration and again, as Steve mentioned, we're going to be talking about collaboration, partnerships and we're going to be hearing from Marisela and Tony here in a few minutes regarding that collaboration between the state monitor advocate the NFJP grantee.

But it's all about collaboration among many agencies, not just with the One-Stop partners. So again, this is a great report that I – (inaudible) – and recommend that you also read this one. As a part of that continuous support and improvement that I mentioned, we must, on a continuous basis, also need to identify which strategies work better for our different populations. As you see here in this slide, the – I know some of you already do some of these evaluations and – but I think we need to take a look at how we can continue to improve our services to our migrant and seasonal farmworkers.

Partnerships, and again, still part of the – from the report and we talk about partnerships with employers. We're all part of this workforce system, which supports strong regional economies and plays an active role in community and workforce development. And I know most of you, if not all of you, have great connection and partnerships with your local employers and this is just not with ag employers, but also with non-ag employers, the state monitor advocates, when they conduct their outreach. When you go out there, the NFJP grantees, I know that you have great connections with your agricultural employer community and the non-agricultural employers.

The next couple of slides deal mostly with the WIOA collaboration of – and what it talks about in the act itself regarding collaboration. I know most of you, on the NFJP site, have the connection, as I mentioned, with your agricultural employers, but also have active employer advisory councils that provide the opportunity to target your service to your local employers and of course, to serve your customers better and some states, on the state workforce agency, also have very active employer advisory councils. Some of the state monitor advocates are very active, also, in these employer advisory councils.

And we'll be hearing more about that from Florida. Again, this continues for the collaboration. And I included this slide specifically, because we talk about promoting the philosophy of reaching out to individuals with disabilities. When we talk about collaboration, it's not just between the NFJP grantees and state monitor advocates, it should be with all agencies, as I mentioned earlier, that serve our farmworkers.

And I often remind our state monitor advocates our farmworkers, our youth, our people with disabilities, older workers and we even have some MSFWs that are veterans. So you need to reach out to all the One-Stop partners, including, for instance, the – when it comes to assisting farmworkers that are veterans, reaching out to your local veterans, – (inaudible) – representatives in your local areas.

This reminds me. Two years ago I worked with one of the NFJP grantees and the state monitor advocate in putting together the curriculum for vocational rehabilitation, and you'll hear more a little bit about that here when I present Tony and Marisela, in assisting and providing the curriculum for the case managers in assisting the farmworkers with disabilities. So we have that already in place that we can also share with you, because it's so important, because we know that farmworkers have also – are people with disabilities. So the next polling question, if I could – if we could put it up, Gary. Thank you.

And this one is how many of you have formal agreements with your local agencies, such as maybe with the state monitor advocates or any other agency that you work with? Again, we're up in the 80s in the of course area and I'm glad to always hear that. And as we move through – and later on when Gary asks you for your evaluations and your input, make sure that if you – for those that did not have them or you might still need help or you're working with your state monitor advocate, just let us know what kind of assistance we might provide here at the national office and from your regional monitor advocates and federal project officers.

Thank you, Gary. And this, as we mentioned, we talked about the requirements that are now at 20 CFR 653.108(l) about the requirement of the state monitor advocate having the MOU in place with the state – with the NFJP grantees and state monitor advocates. And this is just a list of their requirements, as we mentioned at AFOP, as we mentioned at the national training. We really didn't want to make it that specific in the regulations, but as you see, and thank you, Gary for uploading the sample of Florida's MOU.

As you will see, once you take a look at Florida's MOU, and as you'll see from their presentation, they basically cover all areas that are – the few areas that are in the regulations plus other areas that are really pertinent to the service area in, again, serving the farm migrant and seasonal farmworkers.

But basically, what the state monitor must – and I'm glad, I see quite a few of the state monitor advocates in this webinar, must meet with NFJP grantees on at least a quarterly basis, of course, more frequently is better, and basically, to receive complaints, assist in the referrals of alleged violations to enforcement agencies, receive input on improving coordination of employment services offices or improving the coordination of services to migrant and seasonal farmworkers.

These meetings may be also be used to assist the state workforce agencies, the local One-Stops, the NFJP collaboration and measure each party's success in achieving the shared vision and to review the MOU, not just to review the MOU, but I might want to also recommend that you – the state monitor advocates and I hope that all of you, the NFJP grantees had an opportunity also to review the agricultural outreach plans. So it's another opportunity for the state monitor advocates to come together. The state monitor advocates and NFJP grantees must actively insure that there are open lines of communication.

And I know in some of your areas you already have that great communication in place. This also reminds me of a story that when we talk about complaints, especially on the state monitor advocate site, this is one of my pet peeves, we have two areas here, the outreach and also the complaints, we just have a – we're mandated to have an outreach program or an outreach plan. We're mandated to have a complaint system, but on the complaint system side, we have these One-Stop posters – the complaint posters that must be displayed at all of our One-Stops.

So earlier this year we were in California and we were visiting a housing project and great, brand new homes for farmworkers, only for farmworkers, and they have this resource center in this complex and as I was talking to the manager, the state monitor advocate was with me – as I was talking to the manager, I said, I looked around and she had this informational board and I said, we have this poster, would – could you please post it and then display it on your bulletin board? And she agreed. And I saw the state monitor advocate walk out, went to her car, came back with a poster.

And by the time we left, that was it, the poster was up in the resource center. So that kind of networking, the collaboration with other agencies to make sure that our farmworkers are aware of all the full range of employment and training services. And on the state monitor advocate side, you'll often hear me say – and probably some of the NFJP grantees have heard me also say the – an outreach, it's not just about – because I've heard this many times, it's not just about numbers and getting numbers and outreach contacts.

But I always tell folks here at the national office or any group that I'm speaking to the fact that you, the state monitor advocates, you, the NFJP grantees reach out to over 300,000 farmworkers on an annual basis. So this is good information. This is information that we share with OSHA, with wage and hour when you help them out and to distribute, for instance, the heat initiative information or the pesticide information. So these are my two pet peeves here. So I'll stop here. So I use this slide here, because I took it from this year's – Florida's 2016 annual staff development conference.

Marisela had been inviting me for the last three or four years and I was finally able to make it this year. I was the keynote speaker and I had a workshop – I presented a workshop. So it was great to be there and it reminded me the fact that again – and you'll hear – and I won't steal any of your thunder, Marisela or Tony, you'll hear about what they went to, because I remember when I first started with the national monitor advocate in 2008 how it used to be in Florida and how it is now. So without further ado, I would like to introduce to you Marisela Ruiz and Tony Roman-Perez.

Before I do that, let me tell you a little bit about Marisela. Marisela has been with the Florida Department of Economic Opportunity, DEO, for more than six years as a State Monitor Advocate, the SMA. She monitors and reviews local workforce development boards and career centers for compliance with MSFW services under Wagner-Peyser regulations and state policy. Through her leadership and innovative strategies, the Florida Wagner-Peyser MSFW outreach program has become more unified and nourishes different partnerships, such as with NFJP, employers and enforcement agencies.

Prior to joining DEO, Marisela worked for the Miami-Dade County NFJP local provider as a case manager for both NFJP and the vocational rehabilitation MSFW Grant. You heard me talk about voc rehab and I'm glad that Marisela also has that background with one of our Title IV partners in WIOA. And before I turn it over, again, to both of you, Tony has worked as a Program Specialist, PS, for Florida Department of Education's Farmworker Career Development Program for the past five years.

As a program specialist, Tony implements projects administered by the adult migrant program and services section and serves as liaison with the bureau of grants management, provides technical assistance and training, interprets and writes policy, monitors local providers, builds partnerships, manages federal grants and with Marisela is the department's annual conference coordinator, this staff development conference that they have been putting on for the last few years.

Prior to working with the department, Tony was the assistant manager and supervisor of the education department with Florida Department of Corrections where he assisted qualifying inmates to take vocational certification exams, the PGD and GD exams and the tests for adult basic education. Again, thank you very much, Marisela and Tony for agreeing to share your story and I'll turn it over to both of you. Thank you.

MARISELA RUIZ: Thank you, Juan.

TONY ROMAN-PEREZ: Thank you, Juan.

MS. RUIZ: Okay. So as Juan had mentioned, prior to becoming the SMA I was a local case manager for the Florida NFJP. And I remember back when I began as the SMA and even before that when I was an NFJP case manager, I recall that there were some misconceptions that we had of each other and basically was due to the lack of understanding of each other's roles.

I remember as an NFJP case manager that we lacked the knowledge of what the SMA role really was. We knew the SMA, who the person was, but there just wasn't enough knowledge of each other's programs at the time and what was the role of the Wagner-Peyser outreach workers as well.

You know, we weren't familiar with what the outreach worker was doing other than what it seemed to be, the opposite of what we were doing. We were placing farmworkers outside of the fields in other non-agricultural jobs and to us, we had the misconception that the outreach worker was doing the exact opposite in putting farmworkers back into the field. Of course, we now know that that is not the case. But a lot of these misconceptions were due to lack of communication and lack of education on our programs from both sides.

MR. GONZALEZ: Marisela, could you speak just a little bit louder? I'm getting some feedback from our audience that they're having some difficulty hearing.

MS. RUIZ: Okay. I will, thank you. So as I was saying, there was a misconception as well that maybe one day the state workforce agency might take over the NFJP program and other misconceptions similar to that. So of course, this was due to, again, lack of knowledge and lack of communication on both sides. So we work together to kind of eliminate those misconceptions by educating all of our staff across the state but also added to those challenges was our complex structures. The Florida Department of Economic Opportunity serves as the state's workforce agency, but our workforce system is actually privatized here in Florida.

We partner with 24 different local workforce development boards, which are all private. Some of these LWDBs have then contracted out with different service providers to operate the local career centers and a couple of our local workforce boards actually have multiple service providers within their region. So these complexities added onto some of those challenges that we experienced earlier on. And I'll hand it over to Tony to talk about his structure.

MR. ROMAN-PEREZ: Hello, everyone. Thank you for doing this today. I'm excited to be here with you today. Just a little bit of background from who we are and how we got here is we, in the last few years, have joined forces with the DEO to do train our staff and I think that has managed to bring us closer together to be able to work in a better environment to help the farmworker. Of the approximate 150,000 migrant and seasonal farmworkers that live here in Florida, I would say close to 2,000 of these workers are currently served by the Florida Farmworker Career Development Program.

And what we call the FCDP program is part of the Florida Department of Education, which makes it unique in its format, because the rest of the NFJP programs are independent. So we are unique in our format. And it's with the Florida Department of Education – it's also part of the career and adult education division, which is also kind of different is that we are located here in Tampa and not in Tallahassee where the rest of the department of education is located. We're centrally located, because that's where we're able to reach out to our sites, which tend to be more centered around Central and South Florida.

And also, we work very, very closely with the – and we are partners with the state workforce investment system. Marisela. One of the biggest challenges that we do encounter is – and have encountered has to do with not being able to find, out there, the opportunity to work with other agencies and other organizations to reach out and provide as many services as we can for the farmworkers. And early on we had some difficulty identifying some of these local organizations, which we were going to eventually become partners with.

And that's why working with DEO has really made a big difference in what we're working with now. Marisela, can you take it?

MS. RUIZ: Sure will. So what we did early on was we made sure we established communication right away. I was invited early on, when I began as the SMA, to present at the FCDP local coordinators quarterly meeting and there I was provided the opportunity to explain what the SMA role was and what our local outreach program did in the fields and how we were able to partner with the FCDP programs across the state. I was also invited to their annual staff conference and from there kind of spurred the idea for us to do a joint conference, because we had already initiated an annual training for our Wagner-Peyser outreach staff in 2011, I believe.

So this gave us the idea to kind of join forces and do a joint conference, which we started in 2012. And Tony can explain a little more about that.

MR. ROMAN-PEREZ: Yeah. The idea that at the point of – was to bring together, during our annual staff development, all these different players that could contribute to what we felt were the necessary trainings and knowledge that would make our staff be more or readily prepared and providing the farmworker and the different participants coming to them – (inaudible) – help with not only how to provide a training – well, identify different trainings that the farmworker could then continue and go into study, but also helping them find jobs.

Early on the intent was to let's help the farmworkers that come to us find jobs and then from there, then provide some kind of training for them and then from there, that they will be eventually – hopefully become self-sufficient. Well, we found, early on, that we have some obstacles and the idea of the conferences was to identify these obstacles, be able to find not only solutions to them, but how to improve them and in doing so, how to improve our staff. You know, providing them with different information that – we've brought people, for example, to our conferences from the federal end.

For – Connie – (inaudible) – was invited to present to us her – and give us her knowledge dealing with the national programs. And then we were also working with local presenters who were doing case management, for example, and other areas of work for us. The first couple of conferences were located in the near region here close to Tampa and we were very much looking for ways in which to coalesce. How do we bring together the right folks to give us that which we needed the most, which was good, professional – and training and help us with – to create a stronger and better program for our participants.

So basically, what we did in conjunction with the Florida Department of Economic Opportunity bureau of the One-Stop, and the program support hosted for these past five years, they joined annual staff development conference for frontline staff for both agencies, not only do this frontline staff for – both agencies have managed to – which managed to relate the WIOA program, which we all now know that we all have to work with in creating these partnerships, but also, they often work with – you know, since we often work with the same clients, the idea of partnering, let's say, with the DEO is extremely important, because one of the things we are trying to avoid is duplicating work, for example.

The staff development conferences, up to this point, even to this last one where Juan Regalado was the main speaker, it has continued to expand both in scope and in breadth and have extremely been effective in upscaling both our staff, the FCDP and the career resource staff and really, the most important thing is that it has really served to cement and enhance our collaboration. And it is there, this collaboration, between both agencies that we are – feel that our strongest entity and our future really lies.

And this is, again, all for the participants – the recipients of our services, for their benefit. And even at the beginning, we were doing – you know, we were interested in providing the farmworker with a job and be able to help them work and – but we found out that that wasn't enough. Just getting them a job was not all there was to it.

There's more to it, as we found out later on through other conferences, that we also had to provide them with not just something to provide them with money, but provide them with a future, the future of providing them the right training, doing the right assessments to find what are the right trainings, finding the right partnerships with local agencies that will provide them with this training, whether it was doing apprenticeships, whether it is training them in welding or any other training that will provide them with not just something, like salaries, but something that will give them a foundation for a true self-sufficient status and become true participants in the American Dream and be good providers of their families.

And with that, to be able to grow and increase their knowledge and help the society at large.

MS. RUIZ: And as Tony said, these conferences have really evolved and they're growing every year. We began, in the beginning when we began partnering with the FCDP annual staff development conference, just inviting and focusing on Wagner-Peyser and the MSFW requirements under Wagner-Peyser and most of our training attendees were the MSFW outreach workers, maybe their significant center career manager and the program manager for Wagner-Peyser. But since then, we've realized the need to involve WIOA staff as well and other partner programs in our planning, in our training.

So this past conference really encompassed other partner agencies within our One-Stop career center system. We were fortunate to have WIOA staff from the different local workforce development boards attend and it really truly supported this integrated network that we were working towards and in establishing a better partnership not just with the WP folks, but also with the WIOA adult dislocated worker staff. And as part of our conference, we have joint sessions where we focus on encouraging collaboration and partnerships between the FCDP and the DEO and local career center staff and then we do breakout tracks that focus on program specifics.

So we'll have FCDP breakout tracks that focus on NFJP requirements and policies and then we will have breakout staffs from DEO, which focus on our Wagner-Peyser requirements. In addition to that, we also have a vendor fair where we invite different agencies to participate as a vendor and provide information and materials for our outreach staff and our career center and FCDP staff to take back and share with the farmworkers.

So we've invited – and we've had participation from different agencies, such as wage and hour division, OSHA, Equal Employment Opportunity Commission, the Title I Migrant Education program and other agencies and organizations that provide educational services for farmworkers or other services that farmworkers could benefit from, such as supportive services. And some of these agencies were also invited to present workshops. So we've had a lot of enforcement agency training for our staff and it's always open and welcome to FCDP staff as well.

And FCDP, during their tracks, have guest speakers as well from those educational programs that their staff members can benefit from.

MR. ROMAN-PEREZ: Absolutely. One of the things that is unique, let's say, to our – to us here at the farmworkers career development program here in Florida is that we are – we have – the state manages the grant that comes from department of labor, but the grant then – is then offered an RFA to the – to subgrantees and right now we have 11 subgrantees throughout Florida. And this is unique in that where they're located, like I had mentioned earlier us being here in Tampa, that a lot of the subgrantees are located central and south, but they are not all located, for example, in significant outreach areas for the SMA.

And that, in itself, is challenging, because it's great for us to work in partnership with the state monitor advocate and their outreach group and their local One-Stops, but we also have some of our subgrantees in areas where they're not – don't have this benefit.

So what we've been trying to do with the conference is to invite – also to the participants – I mean, the invitation goes out to the whole state, to all the workforce regions in the state, but this year we were really wanting to tap into those areas that we knew that didn't – don't have the outreach or the significant areas, for them to come in and explore and find out what it is that we are doing and what a great work this partnership is that has been developing.

And so that they could take this back and when they get farmworkers coming into their One-Stops, that they will be aware that there are other programs out there in the state that will benefit this individual, not just their One-Stops and that, in itself, has turned out to be something really positive for us out a situation that it itself is not all that positive. So it is working with these significant One-Stops that has really turned our program around to where our conference has worked – seriously has worked great and has produced some excellent breakout sessions.

But the topics are of concern to all of us, both sides and to all these other organizations that eventually will come in from the workforce hopefully and learn more about us, because we are a small organization compared to all these large organizations here in Florida, the farmworkers is just a small entity. But we are really sounding our drum. We're really getting our name out there and people are realizing that the farmworker is a group that needs their attention and is a group that needs their support and their benefits.

And we are hoping to tie in with other organizations that are providing services to all the other groups in the state and for them to realize we as farmworkers – we also have support and we also have benefits that can help offset some of your costs when you are working, let's say, with a farmworker. So this identity needs to shine. They need to realize that a farmworker is as important as anyone else that comes through that door, but they are also special, because we are here as an organization to give them extra support.

And this has turned into a – an extremely beneficial setting for both the One-Stops and for us. Marisela.

MR. RIETZKE: Actually, this is Steve. Thank you, Marisela and Tony. I'm wondering if I can just jump in and ask a quick question. You know, in hearing you all talk about the activities that you're doing, I'm wondering if you have sort of – for the folks on the line, what's the key takeaway from what you've been describing that you might give them advice on? You know, is it the fact that you have this conference that happens regularly? And so you have a structured way of kind of continuing the communication between your different groups or is it something else about this that you would pass on to folks that might be helpful in their own areas?

MS. RUIZ: I think it's both the conference and another initiative that we're going to touch upon in just a moment, which are – were these onsite meetings. So moving onto the next slide, I wanted to talk about some of the initiatives that we did here at DEO to increase participation and partnership with the FCDP. During our annual onsite monitoring visits of significant career centers – and for those of you that are not familiar, state monitor advocates are required to do onsite monitoring visits of all significant career centers in their state on an annual basis.

So during those onsite visits, I looked closely at the collaboration efforts with the career center and FCDP to insure that they were working together, for one, and that they had communication and were making referrals – that referrals were coming and going on both ends for migrant/seasonal farmworkers who were seeking training or who were seeking employment. Also, an important thing was reviewing the board makeup for NFJP representation on the workforce board side and this, of course, was prior to the new requirements under the Workforce Investment Act, there was a requirement for all mandatory partners to be represented on the board.

So that was an important part of the review as well. And then I provided technical assistance to staff to educate them about the FCDP program and how the career center could work with them to complement services and maximize the benefits provided to the migrant/seasonal farmworkers. So that education part was key. Now, the monitoring was more of a reactive approach to addressing the gaps in our partnerships at the time.

However, earlier this year – or last year, actually, Tony came up with an excellent idea that would take a more proactive approach that we could also use. So Tony, do you want to talk about how we initiated these meetings?

MR. ROMAN-PEREZ: Absolutely. Early on in the – just give me a second here. All right. Early on in the – in our – going to sites, let's say, we went to one of our local sites where Marisela was going to do her monitoring and I tagged along just to see what it was that they were doing and how we could make things work better, if possible. So what we came across was that – let's see, where is it? Just give me one second, I have a couple of notes I just wanted to work with in here. One second.

Anyway, well, what happened was that we went to the site and at the site, what we found out was that they were working together already, our organization, FCDP, and the outreach person for that particular region – was working already. They had a great relationship. They were doing co-enrollments, they were going out to the camps, they were helping each other out almost on a weekly basis and this was an extremely important thing for me to realize and for us to realize that this organization already was doing things that we wanted everybody else in the state hopefully to be doing by that time, and they were not.

And in the conversation, something – it came up that was – of importance, because they found the FC Development Program person – the Farmworker Career Development Program person was found that they were having some difficulty with some exchange that they were doing with the local One-Stop. They were sending some of the participants that were registered with our organization over to the ones up to register there and to sign up for training and for – so that the – they could have different benefits as well in these trainings and benefit from the funds that the workforce had – the Career Source had.

And sending these people they were – all the sudden they were disappearing. In other words, they were not coming back and they were lost. They were lost at both agencies. So the one thing that we took from the meeting was that even though they were working so well together, there was a lack of communication still between both agencies and coming up with a plan or coming up with some kind of document that was going to help them and not lose these farmworkers.

So they came up with a referral form and this referral form was created with the intent of giving it to the participant and making sure that a participant hand-delivered the referral to the other agency, have it signed and then bring it back. In other words, what we wanted to make sure was that that participant did not get lost. In other words, goes to – let's say, to the workforce, signs up, finds out that they are being put on a list, because the funds might not be there readily to help them train, that that's going to take maybe a month or so before the funds came in.

And instead of coming back to us so we could take and help them start their training, they will disappear, but no, what we're wanting now is for them to come back so we could then start working with them and making sure that we – at least we initiated the process, getting them into school, getting them into whatever training was necessary and then later on the Career Source or the One-Stops will pick up and help with the training and the funds.

MS. RUIZ: Okay, Tony. So just to take a step back really quick, I want to talk about who was in those meetings. And these meetings that Tony described, we did them in every significant area where I went onsite, again, to insure that we hit every area where there was a partnership to be established or strengthened. And in those meetings, we had participation from the – of course, the career center outreach worker and the supervisor of the center, but we also insured that there was WIOA program representation in those meetings.

So program managers for WIOA adult dislocated worker and even youth programs participated with – in these meetings with the local FCDP coordinator, because we wanted to make sure that everyone was onboard and that nothing was falling through the cracks, because as Tony said, there was – you know, we had a good – we established already a good partnership between the Wagner-Peyser MSFW program and the FCDP since the beginning, but where we were lacking was with the partnership with the WIOA programs in our career centers.

So we turned the focus more towards co-enrollments in WIOA programs, especially the youth programs since the FCDP, a majority of their participants, where actually – they could actually fall under the youth category.

MR. REGALADO: Marisela?

MS. RUIZ: Yes.

MR. REGALADO: If I may, this is Juan, great to hear regarding the referral process that you have and I get that. And it really takes us back to that vision – to the WIOA vision where we have the One-Stop centers reflecting – (inaudible) – and effective service – (inaudible) –. The – using an integrated and – (inaudible) – process for all customers entering the One-Stop center, what you're doing there is basically looking at what the vision talks about and the referral of our customers, because there's been, ever since I can remember for the last 35 years, where we refer somebody to another agency and then they get lost.

So I'm glad that you have this system in place and I was really glad to see it incorporated within your MOU. So thank you.

MS. RUIZ: Yes. And during these meetings, we really got into the trenches and just tried to work out all of the logistics, including that referral process, especially. As Tony mentioned, we turned it into more of a psychological tool even though referrals were being provided and both the FCDP and the career center had this understanding that they were referring participants or cross-referring participants, but then again, sometimes it was the farmworker or the FCDP participant that didn't follow through.

So we established a system to where the – they created a referral form – a physical form to use, but also established that follow up communication to not just issue the referral and that be it, but to follow up and call the other – the partner program entity and let them know we're referring this individual to you, so please be on the lookout, they will be visiting your office soon. And then it also encourages responsibility on the participants' end, giving them a physical form that they had to take to the partner agency.

So it created also a sense of responsibility for them. And then – you wanted to add something, Tony?

MR. ROMAN-PEREZ: I wanted to extend that to include that our unique situation here centers on that we have different sites that we work with. We have technical colleges as our site provider, we have county school districts, we have also the state colleges program and we have programs and we have our representatives in these – our subgrantees are in these locations.

And one of the things, at one location, happened, which was kind of interesting is that there – it is a – it's the technical school – college, in other words and they work very closely with their Career Source, but they work so closely that Career Source has a person at the college – at this technical college on a regular basis.

It makes it so much easier for the farmworker and for Career Source to work together with the participants, because they're there. But on top of that, what also has come out of that kind of situation is that our organization, the FCDP, also has a day that they do a – at the Career Source, they do a farmworker day and that is like usually on a Friday and this is to tap into a particular source.

A lot of farmworkers do not go out to Career Source and – to sign up or to see what benefits Career Source or the One-Stops offer, but if we – since this idea is to – for us to jointly have a day at the Career Source for farmworkers, a lot of the people there usually will come to the technical college to sign up now are going to Career Source on this particular Friday, for example.

And then they're – and that is helping, because it's expanding not only the benefits that they're getting from us, but they're learning about all these other programs, the Career Source and benefits of Career Source is offering as well. That's a unique situation that we have that is working really, really well.

One other thing that we're doing is the local advisory councils and every month – and we've noticing that our participants – or not our – our sites are developing these local advisory councils, and working with them and joining these local advisory councils, and the people that are coming onboard, and how they are contributing to the benefits.

Marisela, do you want to talk a little bit on that?

MS. RUIZ: Yeah. We also have encouraged cross-trainings amongst staff and I know we began that a few years ago, actually, with some of our local workforce development boards. We'll invite the FCDP staff to their trainings so that they can learn about career center programs and vice versa. So that's worked really well as well. And another important thing that we strongly encourage during these meetings and on a regular basis is that the FCDP local project staff and the career centers maintain open communication on a regular basis.

So our outreach workers actually visit the FCDP program office, if not on a weekly, at least on a biweekly schedule and vice versa. So that's another important thing that we have been pushing strongly is that they maintain that regular communication and they continue to meet onsite with the career center staff, including WIOA folks, not just this one-time meeting that we did during our onsite monitoring, but to make that a regular thing.

MR. ROMAN-PEREZ: Okay. Can we move onto the next slide?

MS. RUIZ: Yeah. So we had an idea back in the early – 2012, I want to say, to create a state-level MOU. The FCDP local providers all had an MOU with the local workforce boards, but there was nothing really at the state level, again, due to our unique structures. I know the FCDP – or the NFJP requires that every grantee has an MOU with their local workforce development board, but again, since FCDP here in Florida is kind of structured a little differently, there wasn't any – there was no MOU requirement at the time between the department of education and our state workforce agency.

So we took it upon ourselves to work towards building that state-level MOU and we wanted it to provide a framework for the local MOUs as well to unify services across the state. For example, we wanted to bring both partners closer to work together and encourage co-enrollments to avoid duplication of services and also to facilitate data sharing. We also wanted FCDP staff to have access to job searching and other career center services. So that MOU includes a lot of different aspects that now are required under the new WIOA regulations and some additional aspects, as Juan had mentioned earlier.

We had established a requirement several years ago for all FCDP participants to be enrolled in our state labor exchange system, which is called Employee Florida Marketplace and that enrollment actually created a co-enrollment with the Wagner-Peyser program. However, we also encourage other co-enrollments in our MOU. We outlined co-enrollments in, as I mentioned, WIOA adult dislocated worker, youth programs, SNAP programs, any program where the migrant or seasonal farmworker can benefit from and could qualify.

The MOU also talks about coordinating outreach between the MSFW outreach worker and FCDP staff, which is something that we had been doing informally for several years now, but we now have that down in writing. It also included information sharing to make sure that we are sharing that information on customers that are shared that are co-enrolled in our programs so that, again, duplication of service is eliminated.

We have language in there that outlines FCDP staff to report apparent violations and refer complaints back to us so that we can resolve those complaints and then other collaboration on special projects, such as our annual training, presentations to other groups. If I'm invited to do a presentation or the FCDP staff is invited to do a presentation, let's say, for the Title I migrant education program, they'll usually invite me to come and co-present and vice versa. So we do a lot of co-presentations across the state for other programs as well.

And then we also touched upon coordinating emergency assistance, because we've had several situations here in Florida with our farmworkers being stranded or having emergency needs for housing or transportation and we've been able to coordinate not just with FCDP, but also with other programs and other states as well. I know we had an issue a couple years ago where Alabama NFJP was actually a big help to us in finding emergency assistance. Anything you want to add to that, Tony?

MR. ROMAN-PEREZ: Well, the thing with the emergency assistance, that is one of our – the way our structure is – it's one of our subgrantees where the way we have done it here in Florida is that every site has – when they have emergency assistance needs, they all deal with a central office and all the funds that come out of there are funds that will go to serve these special needs for these farmworkers' emergency needs and that really has worked out very, very well for us, the fact that it's in one central location and all the documentations and –

It's minimized and is controlled through this one particular office and it helps tremendously. The thing with the – just going back on the MOU very quickly is that there is – and we're really happy with the state MOU that finally has come into existence. You have an example of it there for you to copy, everyone can see it. It's that from that MOU, we have encouraged all our project coordinators and our site coordinators to look at the particular MOU and to take from it the gist of it, what are the most important points and come up with their own MOU that really makes their collaboration with their local Career Sources to be more detailed, but curtail to their own needs.

And it's really working out fine and it's – as we progress, the – this MOU is what it is is that contract that really delineates what are the responsibilities and who's responsible for what pertaining to the services given and being provided by the participants. Just to move from the MOU, we – can move onto the next thing, which is the EFM? Marisela, do you want to – you want me to go into that real quickly?

MS. RUIZ: Go ahead, Tony.

MR. ROMAN-PEREZ: All right. Just to give you a – where we are today as the FCDP here in Florida, working very closely with the department of – because we work with the department of education, our bureau chief has worked diligently with DOE representatives to create for us a platform for which we are now going to be providing excellent benefits to our participants. For the longest time, we were working with a data system that was called the customer records database system, which was developed by Teleman.

And last year this system, through Teleman, is closing out and actually, it closed out at the – in June, 2016. At this point, it was agreed that the decision makers, like I said before, from both agencies, DOE and DEO management, to bring us, FCDP, into the DEO data system, which is the employee for the marketplace. And this has become now the new farmworkers career development database system. It just happened October 3rd. In other words, we are, right now, in the beginning and middle of this transition from the old database system into the new database system with the Employee Florida Marketplace.

Guess what? Employee Florida Marketplace, as DEO, is what is being used by the state's job workforce Career Sources. So for us to be part of that, it's going to make things even better. It really is now – we're now onboard and for us, this partnership promises to fulfill and go beyond all our needs and expectations. This strong partnership already has – which is in development between us and the SMA and the outreach programs and the local workforce development boards are able to support hopefully and to advance all the needs of the Florida farmworkers who want to enter into the high-skilled, high-wages career tracks.

And these tracks we need to make sure that they know and they realize that these high-skilled, high-wages careers are available to them. They need to be educated in this track to – so they could have a mindset change that they don't have to shoot for something that is just the low-income, that they can shoot for higher income and better opportunities. And we need to provide this and EFM is going to help us do it.

MS. RUIZ: Yes. And an important point to make is that in addition to it being our state job bank system or labor exchange system, our WIOA programs are – and our trade – our TAA program are also in the EFM system. So it does provide for a more seamless – process of seamless services to the participants, because staff will be able to actually view the services that are provided through those other programs and to view case notes that are entered by other staff. So it really enhances the ability to share data on a live basis and also co-enroll those individuals.

FCDP will now be able to actually enroll their participants in Wagner-Peyser services. So that is just one of the many benefits in unifying our systems.

MR. ROMAN-PEREZ: And we're really happy about it.

MS. RUIZ: Yeah. And as Tony stated, this is launch week. So we haven't heard anything negative, we've heard only positive things from staff up to now. And with that, before we end, I just wanted to touch on a couple other partnerships that we failed to mention earlier. We also have a statewide focus group for farmworkers, which initially was created among state agencies that had some type of farm labor program dealing with enforcement or services, such as housing, farm labor contractor registration and enforcement, worker's comp.

And to that group, we – we've recently invited FCD Program to join that focus group and that's another group that's been growing with more partners, such as not – from the non-profit sector and it's also included wage and hour and some other federal agencies. And so through that initiative, we have a statewide helpline number for farmworkers where they can call to get information or report any violation or file a complaint.

And through that focus group, we also came up with the idea, and this is actually an idea that FCDP also wanted to pursue, was a statewide farmworker directory, a directory that would provide reference to all the local and statewide support services, educational services, training, health, all the services that we – that our local staff can use when needed for farmworkers and also for those emergency assistance instances. So that's another initiative that we have been working on. And another partnership that we have closely embraced is with human trafficking coalition.

So that's something you also may want to look into. Every – in our state, we have several human traffic coalitions or taskforces where – and in Florida, we've had several labor trafficking cases in agriculture. So that's why we found it important to partner with those taskforces and coalitions. And that's all I have for today, Tony, unless you want to add anything else.

MR. ROMAN-PEREZ: No. I just want to –

MR. REGALADO: Thank you, Marisela, thank you, Tony. Great information. I don't want to spend too much on this next slide, but we do have – and please, any questions that you have, type them into the chat room. We have a question from Martha Gera [ph]. It says, "Do you provide UI wage records across" – I'm sorry, "Do you provide UI wage records access to NFJP staff in order to complete follow ups or assist in obtaining income verification for eligibility?" And I think that'd be for Marisela.

MS. RUIZ: Yes. So with FCDP now being in our system, they will have access to a lot of that data. The wage records, I believe there's something in our data sharing agreement, Tony; is that correct? But I know that our – some of that information feeds into our system for that entered employment – for those entered employments for participants and which, of course, FCDP will have access to.

MR. REGALADO: Thank you. And remember, I think some of you will remember that we used to have, under WIA – we used to mention that we had the local MOU with your boards the cooperative agreement between the SMA and the NFJP grantees. And then the agreement with Wagner-Peyser – and this is basically what Marisela and Tony are talking about here is that agreement between your Wagner-Peyser labor exchange system and you – us, the NFJP grantees. So that's great news. And also, we will continue to focus on some of the challenges. I know it's not an easy task.

I think we're all at the different levels of this collaboration, but to get back, I think, to one of you – states, you mentioned the takeaways, as an outsider, what I found in your transition over the last few years from –in Florida, I think the initiative of both the state monitor advocates and the NFJP grantee leadership of making it work and keeping those – as I mentioned earlier, keeping those communication lines in place, and sustaining it, and making it come alive, and taking really the ownership of this whole process.

And it goes back to what I mentioned earlier as far as the vision is the time to increase access to and opportunities for the employment and education training and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. I mean, you're doing it all and you cover all bases. So thank you.

MS. RUIZ: Yes, Juan. Thank you. And I believe the most important part was that personal relationship that you establish with any partner. It's – sometimes it's not enough to reach out to them via email or telephone, you just need to go down there and meet in person and get everyone locally to come together in person as well.

MR. RIETZKE: Definitely. And this is Steve, I just wanted to throw in a question too. I think, Marisela, you talked early on about sort of early days of this relationship and you mentioned that you had kind of showed up at a meeting to help describe the role of the SMA and kind of sell other folks on what their relationship could be. I'm just wondering was there a moment when that clicked? Did you have a certain elevator speech that kind of cemented itself in people's minds? You know, as other folks are starting to have similar kinds of conversations where the relationship may not be as developed, are there certain insights you can give them into sort of how to sell that?

MS. RUIZ: Yeah. I think the moment that it clicked was from the very first presentation that I did for the coordinators. I tried to target that presentation to describe not just our role as the SMA, but how can we help FCDP, how can we help the NFJP programs and participants? And what services can we provide that are complimentary, not duplicative or not – you know, that are not relative? But how do we complement each other?

And I think that's where it kind of clicked in everyone's mind and that's where we realized that it was going to be important to educate everyone on our programs, on our services and how we could better work together.

Male: If I can tag on that, early on we found that when we were at the table together, both sides, one of the things that came out early on was that they – both sides were willing to share the information they already had. Remember, we had it, this time, two different systems. So we didn't know who had which participants. And the fact that they were willing to – both sides were willing to share this information, that really brought them, I think, together to the point of wanting to work together.

MR. RIETZKE: Great. Thank you. You know, another question that's coming to mind, not seeing any others in the chat windows – and please, if other folks have questions, definitely feel free to chime in over the chat, but this is a little bit more of a specific question and maybe it gets to kind of particular processes, but I was curious, you mentioned that coordinated outreach and coordinated emergency assistance were a couple of the things that are discussed in your MOU and I just wondered if you could describe a little bit about how that looks, how that works on the ground and how you treat things like eligibility determinations and stuff like that.

MS. RUIZ: Definitely. Well, I mentioned our cross-training. So we do provide training on a regular, ongoing basis to our career center staff and many times they invite the FCDP folks along to attend that training and learn about our Wagner-Peyser requirements or they'll do it locally. And our outreach workers also get invited or are trained one-on-one on FCDP requirements for the NFJP program to insure that they are able to make better referrals.

And when we began talking about outreach collaboration, we stressed the importance of insuring that our outreach workers go on outreach visits with the FCDP staff as well, that they go out there together in person, whether it's door-to-door or going to the farms and some of our outreach staff have an – when they do a large outreach presentation at a farm or they're doing a mass registration, they'll invite FCDP staff over to present as well on the program. Also, some of the FCDP projects have provided heat stress safety training or pesticide safety training along with the outreach and that was very successful.

That's ongoing. We also insure that they are coordinating outreach even when they're not going out together. Our outreach folks always provide information on their partner FCDP programs. They carry around their flyers, their brochures with them and vice versa, FCDP, when they go out there, we ask them to provide our information on the career center services so that regardless if they're going together or they're going separately, that farmworker is getting information from both ends.

MR. REGALADO: That's great. You know, it reminds me of the coordinated outreach, Marisela. And some of the challenges that, again, will continue throughout this discussion among ourselves here at the national office and with your FPOs and state monitor advocate and regional monitor advocates, but it reminds me of one of the challenges that some of the states have where the states vehicles are – if an outreach worker is driving a state vehicle, they can't come – they can't – nobody else can ride with them.

But a couple of the states that encountered that challenged worked around it and maybe they can share that kind of information with us also. So thank you.

MR. RIETZKE: Thank you, all. One other question that kind of popped up in the room here, speaking of challenges, you mentioned that one of the reasons you were able to get started and really gain some traction is that folks on both sides of the table were pretty willing to share data. I'm wondering are there – is there any advice you might give to folks on the phone where they're running into challenges, where they – they're not seeing the same kind of willingness to share data and maybe if there's a certain degree of fear involved and whatever other constraints there might be? Do you have any thoughts on that?

MS. RUIZ: Well, my thoughts is when we came across a situation where we experienced some – I'm sorry, the word just left – when we experienced some challenges with some of the locals not wanting to cooperate or to communicate with each other, at the local level, we kind of took it from a higher end up and we reached out to the workforce board itself or to the FCDP project coordinator to express concerns and try to clarify some of those issues so that they would then – so that that information would come down to the local staff.

So sometimes we would start bottom and go up and sometimes we would start at the top and go down, but we always stress that both parties would benefit from this partnership from the co-enrollments, because we get to share the outcomes. And the great thing about the NFJP is your performance outcomes are usually very high and I know in our state, they're higher than most of our local board performance rates. So that was definitely a plus. I know that opened some of their eyes when we talked about percentage rates and placements.

So that got them to say, you guys can help us, you're not – you know, the program is not going to hurt us in any way. If anything, we're both going to benefit, especially on those outcomes.

MR. REGALADO: You reminded me about a story, Marisela. Back in – this was back in 1988, even before this One-Stop concept was about, we had – we wanted to get our staff coordinated in an out station. So basically, we – one of my staff said, Juan, you guys can talk about whatever you want to talk about, but we're going to make it work in the local area. So it's great to hear that you can start from the local bottom – all the way from the bottom, then go up or you can go from the leadership to go down.

One more from Lynn (sp), "When will we get a response about the AOP that was" – is that for me? Okay. I'll send you a response. I'll respond separately to that.

MR. RIETZKE: Great. Well, I think we're just about at our time now and I don't see any other immediate questions, although, someone is typing. So as Jorge is typing, I'm just going to put a general plug out there that we – we're certainly working on quite a bit of guidance here in the national office and across ETA to help guide the implementation of the new regs. And so today we've been talking about partnerships between the state monitor advocates and the NFJP grantees where we're working on figuring out what that guidance is going to look like.

Well, we're also working on guidance more generally about One-Stop operations and the development of MOUs at the local level and also, the infrastructure funding agreements that's kind of the other side of that coin. And so as we're working on all of these pieces, we certainly would love to hear from any of you that have examples of where things are working well or examples of challenges that you're encountering or the questions that you have, whether they're big broad questions or very specific questions.

I know I can say that we're definitely making every effort to have the guidance that we're putting out about One-Stop issues, reflect the issues that are particular to national programs like this and make sure that we're addressing some of the issues that we know are bubbling up through NFJP and monitor advocate work. So stay tuned for that. I don't have exact dates yet, of course, but we're working diligently to get that stuff out as soon as we can. So I see one other question, Juana and I don't know if that's something you would be able to answer.

MR. REGALADO: I will also take that, Steve, separately after the webinar. Thank you.

MR. RIETZKE: All right. Well, in that case, we're right at 2:31. So I want to thank Juan, Marisela and Tony and Gary Gonzalez for all the work you put into this webinar and thank all of you for attending. I think we had a good discussion today and I hope you learned a lot. So thank you and have a good afternoon.

MR. REGALADO: Thank you. And we'll turn it over to Gary.

MS. RUIZ: Thank you.

MR. GONZALEZ: Thanks, Juan.

MR. REGALADO: Thank you, everyone.

MR. GONZALEZ: Thanks, Tony.

(END)