**WorkforceGPS**

**Transcript of Webinar**

**American Job Center Branding For the Next Generation Workforce System**

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LAURA CASERTANO: And now I'm going to turn things over to your moderator today, Wendy Havenstrite. She's a workforce analyst for the Employment and Training Administration, U.S. Department of Labor. Wendy?

WENDY HAVENSTRITE: Thank you, Laura, and thanks to everybody who's joining us today. Yes, this is Wendy Havenstrite.

I'm joined today by Kim Vitelli, who's our deputy administrator at the Office of Workforce Investment, Employment and Training Administration, Washington, D.C.; Katie Mueller, who's a policy analyst and communications liaison for the Wisconsin Department of Workforce Development; and John Dipko, communications director for Wisconsin Department of Workforce Development. We are so pleased to have them here today talking about the challenges and successes that they have had. Next slide.

Thanks to all of you who have taken your valuable time to join us from across the country. It's really great. We hope to expand your knowledge about branding – what we know about it – but we also hope to hear from you about challenges or questions you may have or solutions that you can share with your peers.

Today's objective – which I won't read all of – high-level overview of common identifier, you'll hear us call it co-branding; requirements for its use; the opportunity to establish a recognizable national brand, what that's important; some resources; and some branding successes. Again, thanks for taking the time to join us.

It is now my pleasure to hand this portion of the webinar over to Kim Vitelli, deputy administrator for the Employment and Training Administration's Office of Workforce Investment. Take it away, Kim.

KIM VITELLI: Thanks, Wendy. Hi, everyone. I'm really excited to here, and I'll just explain to you first what you're looking at.

This slide about guidance tells you and explains where the statutory authority for the branding comes from and why we have an American Job Center common identifier. The statute asks us to create such an identifier, and we did that through consultation with the public and published it in the final rule. We've also issued guidance about this in the form of Training and Employment Guidance Letter 36-11, and we've also answered some frequently asked questions. Those resources are available to you here on this slide and they're in the resources section of this webinar as well.

So thinking big picture, though, about why we have American Job Centers and an American Job Center brand, if you've been listening to ETA and Department of Labor and our partners we've been talking for a little while about the three critical hallmarks of excellence in the workforce investment system, and those include the needs of businesses and workers driving workforce solutions, that American Job Centers provide excellent customer service, and that together the workforce system supports strong regional economies.

So in order for us to be able to make sure that everybody knows that American Job Centers provide excellent customer service, it's important that we use similar language across the country so that job seekers and businesses know how to find us and know what we do.

We're just going to take a moment here to see our polling question about has your state or local system moved forward with implementing the common identifier? Those choices were that we do have a clear plan; that we're working on an implementation plan; or that we're hoping it would go away.

The counts are in and most people are working on an implementation plan, although there's a healthy number of states or local areas that also have a clear plan and are really underway in their implementation, which is exciting. It looks like we're getting a few more votes here, and the proportion is roughly staying the same. More people are working on it than are finished, but most people are in one of those top two categories, which is obviously exactly what we were hoping for, so thank you for that.

So let's talk a little bit about what the common identifier is for the One-Stop system. I mentioned before that the American Job Center System, the American Job Center Network, needs a common name. It's referred to as One-Stop centers in the statute and regs, and of course, you hear people talk about the One-Stop system and One-Stop operations. The American Job Centers and American Job Center Network is our way of branding nationwide the kinds of services and the actual physical locations that we provide through the workforce investment system.

The American Job Center Network includes the six core programs and other required and additional partners, all of whom together have a shared client base of businesses and job seekers. When we have a network of services we can convey that through the American Job Center brand. And being able to convey all of the services that are available within the American Job Center Network is part of what's built into the brand.

By having this brand and having this network of American Job Centers we're able to convey that people can access multiple employment and training resources; that we have integrated and aligned business services that you can get to through an American Job Center network rather than through multiple different programs.

Having a strong brand really helps us expand community and industry outreach. Transitioning service members leaving military service sit through a transition assistance program and learn that they should go home and look up an American Job Center. And when everybody has that brand it's easier for people to find us.

A business that has been very successful in working with one American Job Center or local workforce board in one area and wants to be able to do that again in other parts of the country where their business might be located are better able to find us if we're using a common identifier like the American Job Center Network. And it's required, is another benefit of adopting the brand.

You can see here that American Job Center Network and the American Job Center brand has started to be introduced across the country as the regulation required. Local areas and states were required to first adapt this and adopt the brand on electronic resources, and then to move into branding and identifying physical locations. You can see some here of what that looks like in Puerto Rico. And we're going to hear a lot more about how the state of Wisconsin adopted the brand and how they rolled it out in their state.

So I want to (flag ?) for you that we've gotten a lot of questions, and so we've compiled a set of frequently asked questions. The answers to all of these are in an FAQ document that both appear in the resources section of this webinar but are also online at www.doleta.gov/WIOA.

So I'm not going to go through and extensively answer each of these questions. We want you to know that these questions have been asked and answered, but to just sort of give you the broad scope here. What is the common identifier? That's the American Job Center Network. That social media is an electronic resource and what kinds of common identifiers or co-branding needs to be in social media.

And as you'll see in the answers to our frequently asked questions, we really tried to provide a certain amount of flexibility for states and local areas; that we ask that on main electronic resources, that the brand is used. We don't plan on regulating each individual tweet; that's not where we want to go and that's not where you want to be. So the FAQs give a fair amount of flexibility in how the brand can be used in physical and electronic locations.

Next. And some of the other FAQs that we've answered are about who has to add the logos. The short answer is that we especially want them to be on bricks-and-mortar American Job Centers comprehensive and affiliate. Where there are other partners that also have physical structures, partner programs that might have standalone offices or additional offices, they're welcome to use the brand. It's required, though, for the comprehensive and affiliate centers.

You can also read the longer answer on our website about the business cards, but the short answer is that we're not going to set rules about the size of the logo. It is important that it's on print materials, but how you implement that, we're trying to give a fair amount of flexibility, whether it's on, say, the front or the back of the business card and the size.

You can also be asking questions in the question and answer section of the webinar, but we want to just let you know that those questions have been asked, that there's resources available. We want to find out what additional questions you might need answered so that we can continue to populate those FAQs, but really we want to spend most of our time today hearing from the state of Wisconsin on how they took on the charge of implementing the brand and how they made it work.

So I'm excited to – oh, sorry. I see this is actually an "any questions" part of the webinar. So let me just check for those first.

If you've looking for where FAQs are online – one of the questions is about where to find it on the website – it's www.doleta.gov/WIOA. And when you get to that page one of the menu bars across the top is "resources." Within that resources menu are FAQs. And we can probably, before the end of the webinar, make sure to put in the resources' deep link to where you can find the FAQs.

It looks like most of the other questions are general ones. Keep asking questions because we've got time for Q&A at the end as well.

So let me now turn to and welcome to our webinar Katie Mueller and John Dipko from the Wisconsin Department of Workforce Development. Thank you so much for being with us.

KATIE MUELLER: Thank you for having us here. Unfortunately John Dipko had to step away. Apparently that is one of the duties of the director of communications, is that you can get called away at any moment. He had to step away for a moment.

I'm Katie Mueller. I'm with the Department of Workforce Development. I'm in the division of workforce development that has been dealing with the WIOA regulation.

The Department of Workforce Development in Wisconsin is made up of a variety of different divisions, including employment and training, where we oversee the WIOA implementation and workforce board monitoring. We also have unemployment insurance, workmen's comp, and vocational rehabilitation.

In Wisconsin we have the Job Center of Wisconsin that we use to brand our job centers, and the agency itself also has its own distinct branding that make up the whole department covering all of our different divisions.

So when Wisconsin started to take a look at implementing the WIOA American Job Center Network branding, we started taking a look at our agency and we realized our agency as a whole had some parts of it that's part of the One-Stop and other parts that are not a part of the One-Stop. We decided, though, to take a broader approach.

Instead of trying to dig through every single webpage and every single piece of material to determine is it part or is it not part of the One-Stop, we took a broader approach as an agency when we were looking at our different materials. We looked at ourselves as an agency and then we also provided guidance to our workforce boards. That was mostly here's what DOL's requiring as part of the American Job Center Network; we want to continue to use the Job Center of Wisconsin brand because that brand is known in Wisconsin.

Then we also provided some guidance to our Title II partners through our executive committee and let them know they should share with their members that they too are supposed to be co-branding their online materials as part of the American Job Center Network co-branding requirement.

So the department started taking a look in July of 2006 (sic) at what we needed to do internal in DWD. We were waiting a little bit to hear back from DOL before we made some final decisions, but at the same time we were already trying to figure out where we would all need to add this co-branding material. We started with our department website.

So like I said, the department of workforce development had some pieces that are part of the One-Stop and some that are not. But we took this broad approach and every page of our department website has the "a proud partner of the American Job Center Network" co-branding on the bottom of it. So that's kind of where we started knowing that. As a department we didn't want to miss anything so we took that broader approach and put the co-branding on every single page of our website.

There's also some questions about social media. We decided to incorporate the co-branding in our imagery on our social media page so that it was always on our different pieces of social media. This is a photo of – I think this is our Facebook page that has the image of the Job Centers of Wisconsin, which is our state brand for our job centers, our One-Stops, with the co-branding of our partner of America's Job Center Network underneath it.

DWD has agency Facebook, Twitter, and YouTube pages that we incorporated the co-branding; and then our Job Center of Wisconsin brand itself has separate pages that we also incorporated the co-branding.

We then started updating our materials because a lot of our materials are online, so we considered them online resources as we were complying with the first wave of the American Job Center Network co-branding requirements. A lot of materials are PDFs online for people to download. We have a lot of materials on our department's website, and so we started to take this approach to try to narrow down to meet the requirement. What do we all need to update?

We took a look at any of our materials that had the Job Center of Wisconsin logo on it, that those materials needed to have the co-branding because we knew those materials were used as part of the One-Stop. So we went through all of our materials on our website and took a look to see who had Job Center of Wisconsin co-branding and we co-branded each of those pieces with the "proud partner of the American Job Center Network." This piece you see is one of our Office of Veterans Services pieces. It was updated to have the co-branding.

We also have started – our agency has started looking at a new publications procedure, so this was a good change for us to go through and start that procedure. As an agency, this had another benefit for us, was for us to actually use that new procedure and see how that policy was working for updating publications.

Another thing that we updated is that we have a lot of online applications that maybe to the public or regular user look just like a website or webpage; but to us there are additional IT fixes in the back that actually update these. It was an additional cost for us. It was not as easy to update some of our applications as it was to add a footer to our website.

For instance, our Job Center of Wisconsin online labor exchange, that is an application that requires IT developers to add the co-branding to that page. We have several other applications that function that way, too; so we had to make updates to those besides just our static webpages, and that took a little bit more time and planning because we had to work them into our current IT processes.

This is a screenshot of our division of vocational rehabilitation. They have an online referral application. This was updated to have the co-branding on it as well.

So we've come this far but there are always – this is a continuing process in Wisconsin. We're continuing to work through meeting these requirements and what it means for Wisconsin. So keeping it consistent isn't easy even just within the state. I understand what Kim was saying about how we wanted to – how they from a national level are trying to keep this consistent brand so everyone knows that they're going to the same location when they see that American Job Center co-branding.

We have a brand in Wisconsin, the Job Center of Wisconsin, but boards may decide to brand in a different way. They can, so we have different branding throughout Wisconsin from our different boards. So when we issued our guidance we were hoping our boards would also use Job Center of Wisconsin and the co-branding; but they're not required to use Job Center of Wisconsin, just the co-branding piece.

So that's something that we continue to work together, to try to expand the use of Job Center of Wisconsin. But the use of the co-branding, "a proud partner of America's Job Center Network," does help provide that tie together between all of the different logos or branding that might be throughout the state.

So like I said, we're a work in progress. We're still working on fully implementing the co-branding in Wisconsin. A lot of times we get this question, "Does this material – poster, website – need to have the co-branding, the American Job Center Network logo?" That's something we still get questions on.

I think that when we originally started putting out guidance, especially to our job service staff that work for DWD, we had kind of used the anecdote (sic), if you're going to use the Job Center of Wisconsin logo, then you need to use the American Job Center Network co-branding. Well, we're coming to find out that there's a lot of materials produced in our One-Stops that don't have any logos on it that still need to have the co-branding. Just because we didn't use the Job Center of Wisconsin logo doesn't mean that we don't use the "proud partner of America's Job Center Network" co-branding.

So I think still working that out, that we do need to have that indicator on all materials that are out of the One-Stop, is something we're still working on, trying to define, and make sure everyone's on the same page, which I think is a struggle no matter what. With so many different partners and staff throughout the state it's hard to keep everybody in the loop and on the same page.

We also have questions of what is – is this part of the One-Stop delivery system? What exactly does that mean? That's something we still get questions about and are still trying to explain. We in Wisconsin would like to use the "proud partner of America's Job Center Network" and co-brand that with our Job Center of Wisconsin logo; but then we also have questions about the use of the American Job Center-Wisconsin logo, which is a little bit different, that we're still working through with our partners.

Again, I talked about educating everyone and getting everyone on the same page is still a work in progress for us. And we still have some cost considerations that we're working out, especially with overall marketing of JCW and then the co-branding and the next bit of exterior signage, those requirements coming up soon that have to be done in July; where who's paying for what and what's going to be done where are still questions that we are working out as a state.

So thank you for having me. This is just a little bit of what's happening in Wisconsin and how we've incorporated the co-branding piece. If there are any questions we can answer those.

MS. VITELLI: Thank you so much, Katie. And also thanks to John as well because I know he had a lot to do with putting this in place.

We're actually – I don't know if you'll be able to see them – we're looking through some of the questions that have come in online to see if any are questions specifically for Wisconsin about how Wisconsin implemented anything. We don't see any right this second but we're going to keep looking for those, and I want to encourage people to be able to, as you're writing your questions in, if you have questions for ETA feel free to do that.

If you've got a question specifically that you want to ask Wisconsin, feel free to go ahead and do that, too, and maybe even say as you're typing, this one's for Wisconsin. I'm going to give everybody just like 30 seconds to type in their questions so that we can make sure we're addressing those. (Pause.)

MS. CASERTANO: All right. And while we wait for those questions to come in, I just want to remind everyone that you can find the recording of today's webinar as well as the transcript and PowerPoint on WorkforceGPS in about two business days. But now, just continue typing in your questions. (Pause.)

MS. VITELLI: So we have a couple of questions and I can start answering some of those.

One question was, "Does the brand need to be added to our logo on giveaway items for our job fairs?" Probably, especially if you're handing out papers or half-sheets or things that you are printing. Those would be print materials that would be covered by the regulation and you would need to add the brand.

We can imagine a scenario in which you're handing out maybe very small products or tchotchkes or little tiny pieces of candy or pencils and where your space might be so limited that it would be hard to do both, and I think that we can all just live with that when there's limited space.

On something where you could sort of go either way, we would really encourage you to try to add the American Job Center brand or co-brand to materials that can hold it. The caveat here, of course, is that we recognize that plenty of local areas and states might have materials that they printed before this requirement was in effect, and you should continue to use those. There's no need to waste those. Feel free to use those.

But as you're buying new supplies with brands on them, please do co-brand. You must co-brand written materials, and we encourage you to do so for tiny things that you are printing brands on, if that makes sense.

Another person asked whether they can use the whole phrase, "proud partner of America's Job Center Network" on their materials or just American Job Center. Thank you for asking because I should have clarified that when we were sort of running through the more detailed FAQs. States and local areas have the option to use the American Job Center logo or the tagline, "A proud partner of America's Job Center Network;" and that the brand can either be the only brand or – of course, as Wisconsin was describing – co-branding where the public can understand both the local resource that's available to them and understand that it's part of a broader network of services.

One person asked whether boards' logos need to have the American Job Center tagline under them. I think it sort of depends on the context in which the board's logo is being presented or what it's on. If the board is meeting and you have an agenda and the board logo is on it, I don't think that you need the tagline underneath.

But if somehow the board logo is being attached instead of – the service delivery mechanism is what – if the board logo is being attached to products that describe services that you get at an American Job Center, yes, you would need to attach the American Job Center logo or that tagline, "a proud partner."

So we recognize that the board is acting as the board in writing policies and writing agendas; you wouldn't need to add branding to that function. But where the board logo is being attached to services, then those services should be identified as a "proud partner of America's Job Center Network."

Let's see. Let's take a moment and see if there's other questions. (Pause.)

So here's a question for Wisconsin, Katie, if you want to answer about – "In Wisconsin, did the board logos need to have the American Job Center tagline, too"?

MS. MUELLER: Great. I think the answer to that is the same as the one you just responded to; that if the boards are producing any type of material that has something to do with the One-Stop delivery system or services delivered or a program or product that's part of the One-Stop, then yes, the board logo has to have that co-branding piece as part of it.

I think we've encouraged, especially for websites, to take that broader approach. Your website may have things that are part of the One-Stop and some things that aren't, but it's sometimes easier just to put that co-branding in the footer or the header of the webpage, and then that way you're not trying to sort through which pages deal with the One-Stop and which don't.

But I think it goes back to the question you just answered. Any time that the board is producing some sort of material that has to do with the services provided at an American Job Center or a One-Stop delivery, it does need to have the co-branding.

MS. VITELLI: Thank you. One of the questions is whether branding has to be on internal documents like policies and applications. No, it doesn't. The purpose of our branding is really to let the public understand what services are available and where they can find those services. So there's not a need to brand something internal.

And someone else asked whether all states are using the same Spanish translation for the job center brand. We have not created – there's a translation that we're putting into the Spanish language versions of our website but we have not mandated a certain Spanish translation. So I wouldn't say that all states are using it, but I don't know how many states are in their branding actually doing a translation other than Puerto Rico. Although if you know of one, let us know because that's interesting.

You know, one of the questions – and Katie, I don't know if you are able to answer it, but there was a question on how to avoid clutter where there might be multiple layers of branding – the American Job Center brand, a state brand; and then some local areas also have brands, and sometimes they're also part of larger regional networks. Was there anything Wisconsin did to provide any guidance to local areas about that kind of usage?

MS. MUELLER: You know, that's a good question because that is something we still – is a work in progress, I'll say, because a lot of times we end up with flyers or materials that have DWD as a brand, the job center as a brand, the local board, maybe a tech college, and the American Job Center Network co-branding.

So it is something that kind of take as a case-by-case basis. We want to allow ourselves to be able to maneuver those logos in the best way possible. So it is something that we're still working through. I don't know that I have a guidance for best practice. I think just trying to be flexible and be able to have each logo individual so you can move it around in a way that will work best for whatever you're working on.

But yeah, I think that sometimes gets to be a struggle because we end up sometimes with a lot of logos on materials that we're producing.

MS. VITELLI: OK. And we have some additional questions about – different grantees asking if their adoption of the tagline is sufficient. Yes, and in fact the partner programs, when they're operating as a partner program and they're operating outside the One-Stop, outside the American Job Center, the branding is terrific so that it's clear to the public that they're part of the American Job Center Network.

The requirements for the brand most especially applies to affiliate and comprehensive American Job Centers, affiliate and comprehensive One-Stops. There are many, as you know, partner programs that provide services or provide access to their services through the American Job Centers and that also have additional physical locations and deliver additional services, some of which sort of make sense in a One-Stop setting and others of which are quite different.

The brand requirement is about the comprehensive and affiliate job centers. Additional partners using the brand in other instances outside the American Job Center Network is great, but the requirement in the regulation is about the affiliate and comprehensive centers and materials that are associated with that.

We'll take another look, too, at the end for any additional questions, but let me show you a few resources that we have available. (Inaudible.) So I'll talk verbally about them first. The terms of use and the graphics guide, which includes the logos in a couple different formats and fonts, are all on our website.

I'll say it slowly and we'll make sure that you can find it in the webinar resource room as well. It's www.dol.gov/ajc. That's where you can find the terms of use. The brand actually is copyrighted, so in order to get to the file with logos, you have to accept the terms of use. You can do that at the website that I just mentioned.

We also have resources online on ION. If you're not familiar with ION I encourage you to go there. It's ion.workforcegps.org. And of course, WorkforceGPS is the best you are on right now. Innovation and Opportunity Network, or ION, is a community of practice where we highlight resources to implement WIOA.

In addition to those resources that are online we have a couple technical assistance events, including webinars, that I want to highlight for you that have to do with One-Stop implementation and American Job Centers.

On April 12th we have a webinar on American Job Center certification where we'll talk about different emerging practices and how different states are approaching evaluating the different factors in American Job Center certification, like effectiveness and accessibility and continuous improvement. That webinar is April 12th at 3:00 p.m.

I understand that some people – or maybe all of you – couldn't hear us for a little while there while we were talking. So we were recorded. Rather than restate some of the questions because we're not entirely sure where you stopped being able to hear us answer those questions, they are recorded and we'll make sure to – we were listening and looking at the questions, and so where something needs clarification that we actually need to add something to our FAQs document we can do that as well. This is partly why we run these webinars, just so we can find out what information people need.

So let me just tell you that – and if you already heard it, sorry for the repeat – one of the resources that's online is the terms of use and the graphics guide so that you can access the logos and the formats and the fonts. That is at www.dol.gov/ajc. Because the brand is copyrighted, you'll read, of course, the terms of use before you click OK, and then you'll be able to pull down the graphics guide. You will have to scroll all the way through the terms of use before you click OK. And read it like you would read any terms of use. There's no surprises or secrets in there, but you will want to read them.

The other thing that we were covering was upcoming technical assistance webinars, one on April 12th at 3:00 p.m. on American Job Center certification; another on April 26th at 3:00 p.m. on memorandums of understanding. We'll do more than one webinar on MOUs. The first one, which is on April 26th, is "MOUs part 1, overview and development of MOUs."

We'll also have a second MOU webinar to talk specifically about local versus state funding mechanisms for the infrastructure cost agreements on May 31st at 3:00 p.m.

We'll have a webinar on May 17th, "Increasing Opportunities for Shared Customers, Integrated Service Delivery for the American Job Center Network." And we're also planning a webinar in the future – we haven't scheduled the date yet; it'll be May or after – on the competitive selection of One-Stop operators.

There's been guidance put out on all of those topics. So hopefully you can see the schedule now on your screen about those webinars and also that calendar of webinars and how you can register and sign up for those, are all on ION, the Innovation and Opportunity Network at ion.workforcegps.org. And past webinars, too, as well as ones in the future are also available on ION. (Pause.)

OK. So it looks like we've got a little bit of time left before everybody has to disappear, so we'll look at additional questions that may have come in. You can type those in; I think that we were able to recover some of those. And if you have specific questions for Katie in Wisconsin you can ask for that as well.

One of the questions came in is whether or not the logo has to be on buildings and signs and doors. The American Job Center does need to have the logo on its signage. We recognize that that might take time to do and that you might have a logo that you wish appeared in multiple places.

You do need to have somewhere on your signage American Job Center or that tagline, "a proud partner of the American Job Center Network." That has to be somewhere on your signage. There is – in addition to the electronic and paper resources, there is a requirement that you brand the actual building.

Some people asked about funding for branding activities. States have a couple different resources – nobody has unlimited resources. We've tried to make the branding requirements ones that states could see coming a long ways away to be able to plan for those expenditures. Different states have found different ways of implementing their branding and low-cost ways.

We are glad to share resources like that about low-cost ways, but the different funding sources that can be used for branding is the grant that all states and local areas receive for WIOA. There's administrative funds associated with those, an administrative cost limit. These could be an administrative cost.

Additionally you'll remember that states had the ability to use up to 2 percent of some of their grant funding in the formula funds for WIOA implementation, and that dislocated worker funding allotment that went out in 2014 – 2015, now – was also available for implementation of WIOA. So where we were able to we tried to provide states with a lot of flexibility on how to use funds that they had and try to make additional funds available when we could for WIOA implementation. Branding is one of the costs of those.

Someone has asked, "Can this simply be a sticker on your glass entry door?" Yes, it can. You don't have to build a new building – not that you were planning on that. But yes, absolutely, a sticker in a glass window is something that can meet the requirements for signage.

OK. Looks like the questions have sort of petered out. So let's finish up here. We're glad to entertain additional questions as people have them; that's why our regional offices and the federal project officers out in our regional offices exist, is to help our grantees implement. So feel free to continue to share questions either in this chat or direct those questions to your federal project officers and we'll give you an answer to that.

And Wendy, do you remember off the top of your head the email address that we use?

MS. HAVENSTRITE: Yes. I was just going to say that. It's amerijobs – is that right? We have to validate that.

MS. VITELLI: (Chuckles.) Direct your questions to your federal project officer. I knew putting anybody on the spot to conjure up an email is hard to do. OK.

So thank you for all of your questions. Thank you for your attention and your actions. And if you have additional questions, Wendy has pulled up the email address. OK. Amerjobctrs@dol.gov. That's our inbox for entertaining questions about the American Job Center branding. And your regional office and federal project officers are also good resources.

So we really are ending this time, and thank you for joining us and thank you for your attention.

MS. HAVENSTRITE: And thank you so much to Wisconsin. We really appreciate you guys going out on a limb telling us about your successes and your struggles.

MS. VITELLI: Thanks, everyone.

MS. MUELLER: Thank you for having us.

(END)