**WorkforceGPS**

**Transcript of Webinar**

**We Are WIOA Partners: Now What?**

**Wednesday, February 22, 2017**

*Transcript by*

*Noble Transcription Services*

*Murrieta, CA*

JENNIFER JACOBS: Now I'd like to turn things over to our moderator today, Frank Stluka. He is the director for the office of state systems at the U.S. Department of Labor Employment and Training Administration. Frank?

FRANK STLUKA: Thank you, Jen. I wanted to start us off with an opening thought that I think captures the essence of WIOA and certainly the intent of the One-Stop or American Job Center Network. In the long history of humankind, those who have learned to collaborate and improvise most effectively have prevailed. So let's talk about some of those – introduce some of those people who have learned to collaborate.

If we could go to the next slide, we have three facilitators today. Myself; as well as Cheryl Keenan from the U.S. Department of Education, Office of Career, Technical and Adult Education; and Chris Pope from the U.S. Department of Education, Office of Special Education and Rehabilitative Services, Rehabilitation Services Administration. So they will be helping us to present some of this material, and we'll have a lot of discussion with panelists who are really making that collaboration happen.

So if we can go the next slide please, we have a total of nine panelists representing three different local areas. Baltimore County Partnership is represented by Sharon Klots and LiLi Taylor of the Baltimore County Department of Economic and Workforce Development. They have joining them Matt Jackson from the Maryland Department of Education, Division of Rehabilitation Services.

From Southern Oklahoma we have Kerry Manning from the Southern Workforce Board, Jeane Burruss from the Oklahoma Office of Workforce Development, and Lance Allee from Oklahoma's Department of Career and Technical Education Lifelong Learning Division.

And then finally from the western part of our country, the Spokane Partnership, we have Mark Mattke from the Spokane Area Workforce Development Council and Louisa Erickson from the Washington Department of Social and Health Services.

So we've tried to get a variety of local partners represented on our panel. No one's perfect. They're still struggling with some issues. But we think they've done some great things with their partnerships. They've made some great progress where they are still struggling with things. We think they have a good view of what the issue is and what should work. So we're going to later on tap them for their experience. If we can go to the next slide, we'll talk about our objectives today.

So we'll review the vision for WIOA partnership in American Job Centers. Then we will hit pieces of the joint guidance on One-Stop partner roles and responsibilities. After we summarize a little segment of that guidance, we'll hear from the partnerships who have accomplished quite a bit, how they have addressed that themselves. I skipped a piece in there, and that is before we have the presenters speak, we'll have a poll asking for that topic, what has been your biggest challenge.

And we'll ask our presenters to kind of tailor their responses to that. So we're going to make it as interactive as we can in that way, as well as in the less structured discussion at the end. Finally, after that discussion, we'll wrap up by identifying tools and upcoming TA related to roles and responsibilities within WIOA partnerships in American Job Centers.

There may be some confusion because this was originally scheduled to be an hour long webinar. However nearly all the presenters and panelists will be available to stay for an extra half hour after that to continue the discussion. So if you're able to join us for an hour and a half, that would be great. And if not able or if you've gotten your questions answered already, we certainly understand if you leave us early. So if we can go to the next slide to today's agenda, which I think we've really kind of already covered, but we'll hit the vision and guidance related to partnerships and AJCs, we'll have the interactive discussion, and we'll address the next steps.

Having said all that, if we could start off with the WIOA vision, the next slide please. You already saw this on the webinar two weeks ago. We've used this in several other places. So I just wanted to flash it up there to bring back your recollection of it. This is the vision for WIOA as a whole, the kind of big picture view. I'm going to turn things over to Cheryl to take us a little more specifically to the vision of WIOA partnerships in American Job Centers. So could we have the next slide, and Cheryl Keenan.

MS. KEENAN: Thank you, Frank. It's great to be here this afternoon with you. So building on the vision, today we will explore three more points that help portray a vision based on the important partnerships in the American Job Centers. First, connecting all customers to a full range of services emphasizes that the One-Stop partnerships should add value to the customers. That is the services of the One-Stop should be greater than those given by any individual partner program.

Second, the quality of those services should reflect the principles of seamlessness and customer focus. The services a customer receives should be integrated so that each individual service received is relevant to the customer's needs. So for example, education services should be relevant to sector strategy and the career pathway that a participant is pursuing. And customers should be able to access those services more readily than if the partnership did not exist.

The third point emphasizes that the workforce system serves both employers and job seekers, which is a dual customer base. The needs of both sets of customers is interrelated and partners must always keep in mind the needs of both sets of customers when designing the American Job Center services. The third point also emphasizes that the ultimate end goal is positive employment outcomes. Examples of these outcomes include obtaining credentials, improving skills, and increasing wages, all of which are performance indicators under WIOA. The next slide?

So we know that by now you probably have a pretty good understanding of who our partners are. And our recent joint guidance on the One-Stop operation reminds you of who the core partners and the other required partners are. The next slide illustrates some other partners. These other partners are required if they provide services in the local area.

If a partner does not carry out its programs or activities in the local area, the requirements related to a required One-Stop partner are not applicable to that partner program. But I think you'll agree that this slide very nicely portrays the range of partners that we do have in the American Job Center. Next slide?

Who else can be partners? So WIOA gives states and local areas discretion to determine other partners that may be included as American Job Center partners. We encourage everyone to consider the needs of job seekers and businesses in their local area, and the expertise and the resources potential partners may bring to the table as they consider who they will engage as additional partners.

So comes to the fun part on the next slide. We're going to do a little bit of polling. This polling question reflects our interest in understanding what your biggest challenges are related to partners and partnerships. So if you can just take a moment to respond to one of these three challenges that best reflects those that you or your group has experienced.

And we've picked three things that we think would give you a good range. Press one if you think your biggest challenge is actually getting the partners to share a vision and step out of their silos to accomplish it. Or whether perhaps getting other required partners to engage in a meaningful way that emphasizes the benefits of partnering over mere compliance. Or perhaps it's identifying which additional partners to engage and then engaging them.

So I see folks are busy with their polling. And right now we see that getting other required partners to engage seems to be getting the largest number of responses. Going, going. This is great. Thank you. We have 41 folks out there who are saying that identifying with additional partners to engage and engaging the additional partner piece is the biggest challenge.

But we are still topped by the second choice which is getting the other required partners to engage in a meaningful way, at 215, 18, 22, by far the largest challenge being recorded, with the second being the core programs with a much, much lower percentage than the 66 of the required partners. So Frank was just giving you some great information to segue into the panel.

MR. STLUKA: So if we can move on to the panel. And I want to pose to the panel, two thirds of our participants today told us that their bigger challenge here is getting the other required partners to engage with them in a meaningful way, emphasizing the benefits of partnering over mere compliance. So if you could address your comments, kind of tailor your comments to that, but also take this opportunity to introduce yourself. So could we start with the Baltimore County Partnership?

SHARON KLOTS: Yes. We can. Hi everyone. This is Sharon Klots. I'm the deputy director for the Baltimore County Department of Economic and Workforce Development. And I'm here with my partners LiLi Taylor and Matt Jackson. I wanted to just give you just a little bit of a snapshot of what Baltimore County is like because I think it informs a lot of the ways that our partners work together. We're a very large jurisdiction, about 825,000 people, and we extend all the way from south of the city of Baltimore up to Pennsylvania.

We're very diverse geographically and economically diverse. We have a wide variety of large and small employers from General Motors, McCormick and Company, T. Rowe Price, Becton Dickinson, to small mom and pop shops, in everything from manufacturing to high tech to agriculture. And we're happy to say that that range of economic activity is well-represented on our board.

I will I think jump in then and just take a shot at answering and please join me here. But I think that the question that everyone has voted on is a really excellent one, because it's easy to just check a box and say, oh yeah, we had a meeting and we're partnering, and have it not really go beyond that. I think we're not at all where we want to be, but I think we have found some approaches that we think might be worth sharing with everyone on the call about how we've gone about trying to make it a more meaningful partnership.

And one piece of that is that when we first started out, we gathered all of our partners together early last year. We really started by going around and allowing each partner to present a profile of who they were, and what resources they offer, where they get their money, not assuming that everybody who is a required partner really understood as much as they needed to about who the other partners were.

And we found quickly that by sharing this information, and we did like a big white board session where everybody went around and took turns, you could hear people kind of going, oh I didn't know you did that, I didn't know you did that, oh we could take advantage of that, or we should work together. So we found that by having that be the first thing that we did out of the box, it really allowed all of our partners to see, oh there's actually a benefit in there for our customers, for the people we serve, if we really participate in this network and coordinate with the other folks around the table.

LILI TAYLOR: So I'll just jump in, this is LiLi Taylor. So that first meeting took place with all the partners. And then a month later, I think the important thing was even though in Baltimore County we had good working relationships between the partners before this, there was still a sense of silos. Everybody held hands and played nicely, but I don't think we were truly integrated.

So the next month we brought all the partners back and we actually went through an activity where we developed a vision and mission statement, and we created a volunteer consortium of the partners in our local area that we called the career team. And I think that really put everybody on the same page going forward.

That was actually before we launched work developing our local plan. And it was incredibly helpful to be on that same page as we started that monumental task. Because it laid a framework for the rest of our work throughout the summer. And Matt, did you want to jump in?

MATT JACKSON: Sure. Hi, everyone. This is Matt Jackson, regional director with the public vocational rehabilitation services here in Maryland. And just as a descriptor, in Maryland public VR falls under state department of education. And just to give you a feel for – in the field we have five field regions. We also have a separate division within the agency for office of blindness and vision services. And we actually also have a separate department for the disability termination services that do SSI and SSDI claims. And in my region which is mid-Maryland, we've defined that by five counties, and I have four different workforce areas, Baltimore County being one of them.

And my comment I wanted to make on this topic was, from a core partner perspective with public VR in Maryland, it was easy to have buy in for us because our approach, and we have a long history, for example is if voc rehab wanted to move an office, the understanding was we'd pick up the phone and ask our workforce partners, hey can we talk about colocation. And also for me personally in one of my other areas, we have a fully 100 percent colocation that's been there for about 10 years, and I supervised in there for about eight years. So for me it's been easy.

And the one thing I would add and I guess lessons learned, LiLi brought up the word silo, and I think one of the important things was for us to recognize with all our partners, and I don't mind saying this, we do still have little silos. It's just that now there's a bunch of windows and a bunch of doors. Now we all have front porches and people that come on up there and sip tea with us.

What I've learned is it all comes back to the human element, and developing personal working relationships, and finding ways to do that. Now last thing I'll say is, for example, although I don't know all of my Baltimore County workforce partners, one thing that we did which is a first for me, Baltimore County came to me to voc rehab and said, we want you guys to do an ADA accessibility walk through at one of our AJCs. And I had to take a step back because I was surprised to hear that.

But in the end what happened with that activity is we were able, because that's our area of expertise, to provide a non-threatening ADA walk through to help them, but also provide the information. Sort of like working with employers, that touchy subject of accommodations in the worksite, doing it in a non-threatening way. And I'll end there. Thank you.

MR. STLUKA: Thank you so much, Matt, Sharon and LiLi. If we could move to the Southern Oklahoma Partnership, what can you tell us about your experience and what you've learned in getting other required partners to engage?

JEANE BURRUSS: This is Jeane Burruss. My title is workforce system coordinator for the state of Oklahoma. When we first started this initiative, we started center versus system. We decided that a center was a brick and mortar, which is great, which is wonderful, but there's a lot of other physical locations that need to be addressed and need to understand that our governor's council for workforce and economic development, which is our state board, put together a task force that says you will design us a utopian system to serve your clients.

So when they did that, they put one of the councilmembers in charge that had had a bad experience at one of our workforce centers and could not find a job. She was so impressed with the personnel that was there, she decided she wanted us to make sure that our system accommodated the customer.

The GCWED was concerned that the community's perception in the state was that there's no difference between workforce development centers or system. But guys, there really is. There really is – all your partners serve clients. It doesn't make a difference where they're housed. And this is the way we engaged the other partners to let them know that we are actually using that no wrong door approach. For when you go in, they will at least know where to tell you to get the service that you need.

We sit down and we put together a framework using this task force, guiding us, telling us what the framework would be, we have been developing standards and measures, and we've done self-assessments, we've done SWOTs, we've done process mapping, service mapping, we've put together quite an initiative.

And believe it or not, we've got some pretty good partners here. They wanted to sit at the table. They still want to sit at the table. And we're very proud of the partnership that we do have. I'm not saying we don't have glitches, because we really do. There's lots of glitches because there are a lot of – siloing is so easy to do because you think you have glitches in your silo. But you know what, you can always overcome that to serve your customer.

So Oklahoma is very proud of what they've done. And would really like for you to hear from these locals that are here because they have put together a stellar project. And Kerry Manning, go ahead.

KERRY MANNING: Hi. Thank you for allowing us to be here. This Southern Workforce Board is made up of a 17 county region that is in the southeast part of Oklahoma. It has rural areas. Whenever Jeane was talking about what we call a system certification process, we happened to see that our chair of our board was actually the lead or one of the leads on this project. So whenever the state requested a pilot, we of course – she kind of elbowed us and said, you all are going to do – be one of the pilots, right? And we were like, right.

But we had been very, very lucky. We've had good partnerships at the local level, but we felt like that at the local level they did not have the authority to make any decisions. So we did the system certification probably three or four years ago, maybe longer. It was like when WIOA came out, it was like, oh my goodness; this is exactly what system certification we've been working on. So we thought we have met with partners.

There has been since then some additional pilot projects where we're actually engaging state level people. And this is who we think needs to be at the table as well. Because the locals want to partner, they want to collaborate, but there's hardship sometimes with policies with the state office. So going directly to the top has really helped us out.

MS. BURRUSS: They've all volunteered. I mean they have been at the table. The CFOs, you name it, they've been there.

MS. MANNING: Lance, do you want to add anything?

LANCE ALLEE: Sure. This is Lance Allee and I'm with the Oklahoma Department of Career Tech. And I work with the adult basic ed program. And kind of like what Matt was saying, this seems to be in my opinion a fairly easy concept for us to grasp, especially at – (inaudible). I'm not saying that we have everything figured out by any means, I'm just saying that we can easily accept the idea of partnering with other state agencies. And mostly because we're out there and we attend the meetings with other state employees, federal employees. We go to the conferences. We see each other. So for me this seems kind of like an easy concept to grasp.

Now in adult basic ed it's a little different for my local programs. Because now we're trying to remove them from their silos or their office, and share their students, or share their student information. And it's kind of scary for them. But as a state employee, I feel like this is a pretty easy concept for us to grasp. And we've always encouraged our local partners to work with the surrounding partners, but it seems like sometimes it takes a little nudge. So far we haven't had to shove anyone, just a little nudge from time to time.

So it's been great. And here within the last few years in Oklahoma, we've done a very – (inaudible) – but bringing all of our partners to the table and sitting down. And if it's one of those meetings where you walk out of the meeting and you feel like not very much has been accomplished, it's not true, because we were able to bring our partners together, and we were able to sit around the table and talk.

And we meet so much in Oklahoma that we know each other on a personal basis. We know each other very well. A lot of us are Facebook friends. We see each other out in the streets. We know each other. We run into each other when we're out in public. So it's just been great that we can sit down and do that. Like I said, even though you walk out and you don't feel like something was accomplished, it really was. And once the programs realize that they have a voice in this partnership, it just goes to a new level at that point. They're more likely to attend the meetings and take ownership on what we're really trying to do.

MR. STLUKA: OK. Thank you so much, Lance, and Jeane, and Kerry. Some great points you made there particularly about the partnership between state and local, and to these not just at one level or the other. If we can turn it over to our Spokane partnership, what would you tell us about your experience with the other required partners engaging in a meaningful way.

MATT MATTKE: Sure. Thanks, Frank. This is Mark Mattke and I'm the CEO of the Spokane area workforce development council in Spokane, Washington. Thanks for the chance to be here today and discuss this. I'm the CEO of the local WEC here. And our workforce area context, it's a single county in eastern Washington. We're not Seattle, we're not the rainy side, we're the dry side of the mountains. And Spokane is the largest city between Seattle and Minneapolis across the northern plains. So we act as a metro hub for a large rural area spanning three different states.

It's kind of unique in our area in that I also serve as the chief workforce officer for a local community college district. So I have a unique role that I'm solidly connecting both our post-secondary ed system to the workforce system by having my role overseeing kind of elements of both of those. And that supports a lot of our joint planning and the service delivery throughout our region.

Regarding the question about the challenges engaging partners, it's really been a local process here where our board has worked over the past few years to create a very inclusive planning and procurement process that includes all the workforce system partners as they're called out in WIOA, as well as a few others in our area that we link to such as the regional library system, and our worker's compensation program, and other economic development organizations.

This very inclusive approach to our strategic planning has led to the setting of different goals that are held in common by a very wide array of our partners already, so we have that foundation. And the alignment of the workforce to our community has also supported I think an environment of good working relations and agreement to collaborate as we design and implement this next iteration of our local system.

So one of the elements of this is that our system really has to offer a clear value proposition to our partners. And to support that, we have to recognize that we share many, many common customers. And whether we call them clients, or participants, or students, they're all the same folks coming into our different front doors, and that the resources to serve all these customers are shrinking. We haven't seen an increase in federal appropriations or state monies in quite some time. So none of us can really afford to provide all the services necessary to skill up every job seeker or meet every business need. And so we have to better leverage the assets that we have to reach these shared goals.

And this has also lead, as a side not I guess, to successfully pursuing other grant resources that add to WIOA and other funding with other partners that we use to enhance services to our many customers. But under WIOA, I think it's presented us with a new opportunity to redefine how we all work together. And we want to be sure we take advantage of this to really realize the vision that is in the new act.

So our process so far has been to invite as many of our title partners, required partners, and other community partners, to the table. And I think it's, I've heard this from the other folks talking as well, to development this common understanding of what the role of the local board is, what the law and regs require of the partners, but also I think very importantly what our local system is working to accomplish this process.

We need to engage our stakeholders to ensure that it is indeed a community wide process and not just one that's driven by the board, and written in the law, but rather in the spirit of what we're trying to achieve. And so we've been fortunate so far, we've had representatives from all the Titles I, II, III and IV, from TANF, from unemployment compensation, from Trade Act, from CDBG, as well as Perkins and Youth Build, and a few other partners, come to this table and take part in these meetings to learn more about the MOU and what that means, as well as the new term, the IFA, that folks are trying to get their heads around, and provide their input into this design, as well as inform the other partners about the different programs and services, to take that opportunity to talk about what it is that you do as a community partner, the folks that you serve through your programs, where your funding comes from, what your program goals are, so we can make sure we're aligning under the MOU with what your program's needs are.

And our overarching goal really is to bring in as many partners to the workforce system as we can, and through the framework of the MOU to design and deliver better end services for our community.

LOUISA ERICKSON: Hi, this is Louisa Erickson with the Washington state department of social and health services. And I actually work at the state level leading WIOA efforts out of our economic services administration, but to also liaise with the local areas and help to ensure that we're coming off as a strong partner there. And I guess I kind of want to address this from the flip side perspective of being a required partner, which is TANF, and what's been successful in engaging us from the workforce development side of the house, as well as what we've needed to do in order to get beyond thinking about just those bare minimums or how we respond to requirements, and go beyond and think about true integration, partnership and collaboration.

So in the Spokane area, as Mark mentioned, they've had a very collaborative and inclusive process. And it's helped to engage us, our local leadership, and on the broader [inaudible] level as well, that they did create a seat on their actual board for TANF representing individuals. So with the workforce development councils where we've seen that a seat on the board has been provided, it helps engage our leadership around TANF, bringing us beyond that role of maybe just being a friendly advisor, to being a part of the actual work.

Additionally Mark's process of inviting multiple partners and having true open inclusive discussion around finding an implementation, as opposed to kind of spelling out a vision and then asking people to hop aboard that train, has made it a lot more rich and meaningful for us as a partner to think about what as a program and as an agency that serves individuals with barriers, to accessing quality employment and training opportunities, what's in it for us, and what we can bring to that table as well.

At the state level we also have been fortunate to be a part of our state workforce board, having a seat there at that table, and having our participation truly valued, and our feedback that we've brought into the planning and beginning stages of implementation incorporated into our state plan. TANF in Washington state, we did come in to the combined plan to try to be a more inclusive partner.

And I guess internally what we needed to do to get past that perspective of thinking about just meeting the minimum requirements of the law, was to ask ourselves how does WIOA and the goals and outcomes that are associated with it really align with our mission, vision and values, as a department and as a TANF administering agency, and what we want for our clients, and start to really mindfully and intentionally align those things, and then start to work internally to have culture shift around how we are considering the implementation of TANF, while still meeting the requirements that we have to under TANF to incorporate those broader WIOA elements that will allow our clients to be more successful.

So we've had kind of a dual approach, both internal work and our external work with our partners as a required partner under WIOA. And we really are looking forward to growing this partnership and thinking about how we can leverage our expertise in serving the client population that we do in the workforce development system, to bring that expertise to bear, and make our workforce development system partners more successful when they serve TANF customers, as well as what does the workforce development system bring to us that's going to allow us to do a better job with our folks as well.

MR. STLUKA: Thank you so much, Louisa and Mark. Some great points there about leveraging resources to provide the full range of services to the people we serve, the role of the MOU which we'll get into later in more depth, and the various roles and assets that the state brings, both as advisor and as part of the work. So I appreciate all that you've added to our discussion here. Now I'd like to turn things over to Chris Pope from the rehabilitation services administration, to talk about partner roles regarding access and use of resources. And if we could move to the next slide please.

CHRIS POPE: Hey, thanks a lot, Frank. And on behalf of RSA we're all so happy to be participating in this webinar. On this slide you'll note that partners in the One-Stop center are required to provide access to their programs or activities. And they're able to do that through three different modes of providing access. The first is having a partner program staff physically present in the AJC. The second and the third option for providing access also offer a range of possibilities to One-Stop partners, but they're not without their boundaries.

The second option here, having appropriately trained partner staff physically present at the AJC, does not simply mean that WIOA Title I staff member just refers an individual to the adult ed, or VR, or another program. It's supposed to be more than that. This will require varying levels of assistance depending on the programs and the customer's needs. Staff physically present at the One-Stop need to be able to talk with the individual about the various programs' eligibility requirements, the scope of their services, and other expectations. Ultimately this type of arrangement for access may result in a referral to the actual program. But it shouldn't be just that.

The third option here can take many forms as well, having a direct linkage through technology to program staff who can provide meaningful information or services. It cannot simply be access to that program's website or their online services. Nor should it be simply giving the customer a phone number at which to reach the staff member for another program. It must be the availability of a direct real time connection to a program staff member, whether that's through phone or through real time web based communication. However we just want to note to keep in mind that not all One-Stop customer interactions will require that direct linkage. But it must be made available so that it can be used when needed.

So those are the three options for providing access to partner program activities and services in the AJC network. And we'll move on now to another partner role, on the next slide, which is the use of funds. So when we talk about funds, we're also referring to other resources like staff and time. The joint WIOA final rule requires the provision of career services through the AJC network. And this is to support and empower One-Stop customers in making informed decisions based on local and regional economic demand, and also using informed decisions in achieving their personal employment and education related goals.

Career services are provided by partner programs consistent with each program's authorizing statute or legislation. Any partner program that's uncertain about what is authorized in their respective statute should reach out to their federal or state contacts. Once partners agree to the career services they are each providing, these agreements should be documented in the memorandum of understanding, which we'll talk about in a few minutes. So you'll see here that there are three types of career services, basic, individualized and follow-up. Basic career services could include things like outreach, eligibility determination, initial assessments, labor exchange services, or referrals to other programs and services.

Individualized career services include things like assessments, development of individual education or employment plans, career planning and career counseling, as well as some forms of work based learning and basic skill development. The distinction between basic and individualized career services is not intended to signal that there is a required sequence of these services, because that was eliminated under WIOA. But rather it's to clarify that basic services are available to all participants, while individualized services are available to participants after One-Stop center staff determines they are needed to obtain or retain their job or employment.

The last bullet on this slide gets to the sharing of infrastructure cost in support the One-Stop service delivery system. We had provided joint technical assistance on this topic in a previous webinar, and we're scheduled to discuss this topic in another upcoming webinar in May. So we'll defer this conversation until then regarding the establishing and maintenance of the One-Stop service delivery system through infrastructure costs. We did see a question pop up here. Someone on the panel alluded to the ISA. That stands for infrastructure funding agreement. And you'll learn much more about that in upcoming technical assistance events.

So moving to the next poll on the next slide, we're going to ask participants another question. Which of the following is your biggest challenge in coordinating career services across partner programs? You have four options here. The first is keeping track of which customers are eligible to receive services from which program. Sharing information to determine eligibility for each program and providing unified case management to make it seamless.

There's an option here that each program uses its own vocabulary. For example, on the job training and employability mean different things to different programs. And finally there's an option here about the blending and braiding of funding streams in a way that makes the management of each program and auditors and monitors comfortable with.

So we're seeing the most traction here on the second option, which is how partner programs share information to determine eligibility for different types of programs, and how they unify their case management system to make that a seamless process. The vast majority of folks are voting for that, just over 70 percent right now. The second most is the last option here with the blending and braiding of funding streams in a way that auditors and monitors are comfortable with and that works with each program. So thank you for voting here. And I think we'll tee that up to Frank.

MR. STLUKA: OK. Thank you, Chris. I'll tell you all, we tested this internally among us feds, and we did not guess well what you thought these would be. So having said that, I'm going to turn this back to our panel and ask them to focus their answers on sharing information to determine eligibility, and for shared case management, and keeping that all seamless with the customers. So could we have someone from southern Oklahoma start us off, please?

MS. BURRUSS: OK. As far as keeping track of which customers are eligible to receive services from which program, we are in the process, and I know this is a utopian piece, but we are in the process of putting out an RFP for a common intake portal, which we think will take care of this. It should have a piece of it that will be an eligibility piece. But I will let southern share with you what they've already done. They've done a stellar job in putting together a process to do that.

MS. MANNING: Some of the things that we did during our system certification process was the service mapping and the business service mapping, which was very, very important to identify which partners delivered which services. We outlined each one, mapped those, did a process map, and identified gaps. For example, one gap that we found in our 17-county region was testing sites for the high school equivalency. In addition, what we implemented a couple of years ago was a software system that we purchased, the board actually purchased, that would do case management, and services, and intake between the partners.

We had our department of human services, and our department of rehabilitation services, our Title I, adult dislocated worker, and our Wager-Peyser which is the Oklahoma employment security commission, all that bought into this system and said that we will utilize this on a local level for each center, even in their prospective offices that they have. But we can see which actual services have been delivered. Now this isn't, like we said, utopia yet, but it was that we were talking to each other. And the main goal was to reduce duplication. With the limited resources that we have, each partner identified with this. No money, we're losing money, specifically these last couple of years in Oklahoma.

So they were all for it. And we identified three things for certain that we wanted to do. We wanted to have a robust job referral system. We wanted to reduce the duplication of the assessments. Because we identified through a process that all of the assessments that each one of the local partners were required to get. And then we got buy in that says, OK, if Title I, adult dislocated worker and youth did the [inaudible] test, would that have to be duplicated if they walked into a department of rehabilitation services, or department of human services, or even to our career techs.

So we identified those, and then also was our adult – or our IEP employment plan. Everybody does that. That's also what was required by each partner. So we identified these three things that we're going to share. Unfortunately we've had a little bit of setback, so we're glad to hear that the state has talked about it and is ready to put out an RFP for a portal, because we determined through accessibility that the software program we were using is not accessible to all. So we are access to all in Oklahoma. We have very strong department of rehabilitation services partners. And so we adhere to that and will not be utilizing the same system that we've currently used.

MR. STLUKA: OK. Thank you so much, Oklahoma. Some really good points there. In the interest of time I'm not going to recap, but I'm going to turn things over to Matt or Louisa representing our Spokane partnership.

MARK MATTKE: Sure. This is Mark. And I'll just quick answer this too. We've taken on this challenge by working to implement an integrated service delivery strategy within our One-Stop, where our staff from different partner agencies and funding streams are arranged in functional teams, that allows them to serve both their funding source and meet their program goals, all being part of our universal customer flow model within the center.

And we started by training folks up in the principles of human center design and asked our customers what they wanted. And they didn't say they wanted Titles I and IV to work together more efficiently. They said they wanted an easy to navigate system that connects them to career development, and businesses wanted improved access to talent.

So this integrated service delivery is the new model that we're rolling out to bring everyone together around this. And a core component of it is co-enrollment between Titles I and III, so that every customer who walks into the One-Stop is eligible for both WIOA Title I, as well as Wagner-Peyser, and can receive a full array of career services that are funded by those two funding streams, and delivered by staff whose funding can come from a variety of different sources.

And we're also working with our partners in vocational rehabilitation, and TANF, and adult basic ed, to determine where within this customer flow model they can plug their staff in or resources to support job seekers and business customers. We recognize every fund source has some limitations in what they can deliver and we respect those boundaries. But we also want to be sure to live up to the spirit of WIOA that encourages and supports flexible models of service delivery to all these shared customers, and break down those silos where we can to serve in the most streamlined manner possible.

And the last piece is just regarding the fiscal processes in trying to track this behind the scenes. We haven't cracked that nut yet and have a unified accounting system. But that's underway, so that we can tie all the resources together behind the scenes, and track and report to each funding stream, and meet the auditing requirements for each one, but have that be essentially opaque to the customers who don't know when a certain fund source is paying for something. They're just getting the service or the resource that they need.

LOUISA ERICKSON: And then on a state level, we also have worked to create some seamlessness around agreements with core partners and required partners around data sharing and accountability. We have a standing cross-agency subcommittee that is working on that for WIOA implementation and guidance in order to better help the local areas as they go down this road. And then we also have a standing common intake subcommittee that's looking at how we can start to think about eligibility information, and sharing, and reduce redundancy, both at the customer level and at the worker level.

And we are examining an existing web based application that we have in Washington state called Washington Connection, and how it may also support common application for services. Right now customers can go in and apply for department of social and health services programs and some other programs as well. And we're looking at the possibility of incorporating WIOA funded services as well, or creating some level of tickler for programs around eligibility.

MR. STLUKA: OK. Thank you so much, Mark and Louisa. Baltimore, Sharon, LiLi or Matt, do you have anything to add?

MS. TAYLOR: Hi, everyone. This is LiLi Taylor. I think that what we have to add here is that WIOA represented a really dramatic change from a different way of doing business. So we took time on the front end to really understand the nitty gritty of what the different partners, what the different customer service processes were at the different partner organizations. And we actually added a tool that should be downloadable, that's a questionnaire that we distributed to all of our partners.

And we got some really interesting information from that. It covers what was mentioned before, the different assessments, it reveals redundancies to us. But it also, it's the basis for how we're going to develop an intake an referral process that is more universal and provides a foundation for creating a more integrated system.

The other thing that we did related to frontline staff that also should be downloadable, is we created these partner snapshots. One day I was in one of the AJCs. And one of the staff there said, I just wish I knew what everybody does. So we thought maybe we could create a job base here that provides the thumbnail sketch for what each partner does in a utilitarian way that's easy to use as a job base. So we created those partner snapshots to help the frontline staff do a better job of knowing what services were offered by the different partners. And then did you want to talk about –

MS. KLOTS: I was just going to build on that to say, it helps people understand what the differing eligibility requirements are and performance metrics, because those are the things that each partner needs to pay attention to. So if we're going to work together, we kind of need to understand those things. So anyway, the partner snapshot was a great tool.

And the last thing that I'll add is that we are working with our state partners to pilot an effort to allow all of our partner organizations under WIOA to share at least view access to the Maryland workforce exchange, which is our state database for Title I and Title III. And we're hopeful that we will be able to establish that. Because right now we have – a number of us are using that, and then we have others that are using various private software. And it is a huge challenge to figure out how to make it all work together.

MS. JACKSON: And this is Matt Jackson, just briefly, just a couple last brief comments. Just with Baltimore County and my other workforce areas, and I would say Maryland in general, some of the activities that we're really focused on right now, and we've already heard many of these, just cross-training on services and eligibility across the board, creating a common referral, common release, and the whole customer flow piece. And in terms of tracking, for me the big elephant in the room is are we going to be able to get a common IT platform to share information electronically down the road.

I was on the phone with our head IT guy in voc rehab in Maryland who serves on the national steering committee for that, I think there's about 20 folks or so on that, that had just started working this month. So I'm sending my good mojo feelings out to that group because that's what's really going to turn the tide for us in the trenches. Thanks.

MR. STLUKA: OK. Thank you so much. We had a question asking about the tool LiLi was talking about. And I just want to remind everyone that we have several example tools from Baltimore County available for download if you go to the file share portion of your screen. The PowerPoint and some of these tools are there.

So having said that, I want to thank all our panelists and turn it over to Cheryl Keenan to talk a little bit about the MOU, while at the same time pointing out to everyone that we do have a webinar focused on the MOU coming up. Cheryl?

MS. KEENAN: Yeah. Thanks, Frank. It's been a great conversation. So we did talk a lot about roles up until now. And this slide is an attempt to get a little deeper into the partner roles related to entering into the memorandum of understanding. And so far we talked about providing access to programs in one of the three ways. And we talked about providing access to the career services.

And I think our panelists have been doing a great job talking about referral and the integrated case management system. Judging from the questions that are coming across the screen, there is an intense interest in understanding a little bit more deeply exactly how that was done. And so we're really happy that our panelists are really hitting home with the pertinent conversation that you're really interested in.

The MOU has to contain other critical elements other than the ones that we just talked about. And one of those is that the MOU must include provisions that actually specify the duration and the procedures for amending the MOU. So this must include assurances that the MOU will be reviewed. And if substantial changes have occurred, it has to be renewed. So the MOU must be renewed not less than once every three years. If the One-Stop partner appeals to the tate regarding infrastructure costs, and that results in a change to their infrastructure cost contribution, the MOU must be modified to reflect this.

Another point on this slide is about the One-Stop operating budget. And that budget must address the cost of services provided through the One-Stop system and the operating cost of the system including infrastructure costs. These topics will be addressed in a separate WIOA Wednesday webinar on May 31st of 2017. So I urge you all to tune into that one because I know you have so many more questions.

I think the last point on this slide is that the MOU must contain signatures of the CEO, the local workforce board director, and authorized representatives of each partner program. So more to come on this important slide on the MOUs. But do note that this is an important role that every AJC partner has to enter into the MOU.

So turning to our next poll, we have a polling question here about what progress you have made and your local partners have made in developing your MOU. This is a question that's a lot of interest to us. We have five choices on this one, but I can see people just jamming right in there. And this one looks to be a much closer tie than some of other ones that have clear leaders. And right now it looks as though people are making progress, but the cost sharing part is the piece that folks are still working on.

And clearly that one is taking the lead now with close to 40 percent of our respondents. We have about 27, 28 percent of the people who are out there that are saying that they're just starting the process. And another 20 percent that are waiting for more guidance from the state or federal entities. But it does look as though good progress, still working on the cost sharing part, is the leader of this poll with 81 folks responding to the poll.

MR. STLUKA: And that's actually good news to my ears, Cheryl, because we have two webinars coming up on the infrastructure sharing agreement. And we'll get to specifics about those at the end of this PowerPoint. So I think this is a good point to turn it over to our local folks. Spokane can we start off with you?

MR. MATTKE: Sure. I would say, yeah, we made good progress as well in our area. And the cost sharing part is kind of the thorny issue. And we started by defining all the infrastructure costs within our centers that count within our system. We have a comprehensive center and affiliated sites, and really defining what goes into those costs. And those are laid out in terms of facilities, and rent, and utilities, and equipment, and things such as that, the hard fixed costs of operating a center or centers in our system.

And then we're also working to define the career services cost component of this, which is a requirement of the law, and what comprises those, which services are meaningful to all the different partners. So kind of pointing back to that relevance component of why are partners taking part in the system, what's the value proposition for them.

We want to make sure that the types of services that are delivered through One-Stop are ones that they find to be of use to them and serve their customers. And these are things such as outreach, intake, orientation, providing labor market info about careers that are in demand, and jobs that are out there currently going vacant, also labor exchange services and workshops we provide as a matter of course.

So really getting down to brass tacks as to what those costs are within our center so that we can agree upon those and that those seem fair to everyone. And then we need to work on our cost allocation methodology, which is something that I think that more guidance would be helpful around that. There isn't any single way to come at that to determine proportional share and relative benefit.

But we're starting to work on getting our arms around what it looks like for every program, how many customers walk in the door from voc rehab, how many come in from adult basic ed, etc., and just get a better idea of what the volume is and the throughput from each of our partners to see what value they have in the system and what their share of that cost might be.

MR. STLUKA: OK. Thank you so much, Mark. If Louisa doesn't have anything to add, we'll turn this over to Baltimore. Baltimore, can you talk about the MOU?

MS. JACKSON: Sure, I'll go first. Matt Jackson with voc rehab. So our last thing left is the resource sharing agreement. We've made good progress on everything prior, so we're really just getting started with that.

One of the things I wanted to share was in terms of when we developed a local plan for the core partners there, one of the frustrating things for regional directors in Maryland was, the state did a good job about giving us hard deadlines, and for us to help either complete our part or give the information, we almost had a revolt, if you will. In our agency, we really need a template to work with and we can customize it on a local level. I guess they heeded those words and we did not have a revolt and it was very successful.

MS. TAYLOR: So what I would like to add to this conversation is the lessons learned. We included as another tool this huge document that we created, that basically for those of you in the DOL world, we drew lots from – (inaudible) – 3-15. Because we wanted to identify, OK, what is every single service that has to be delivered in the AJC under the legislation, who is delivering that service, where are they delivering it, and how are they delivering it. So we created this big table. And we sent it out to all the partners thinking, we are so smart. And then everybody responded.

And when we got the results, we realized that there was a failure to communicate. Because not everybody uses the terms that DOL uses. The other partners have their own lexicon that they use. And Matt, who's here with us, said he understood about 70 percent – about 70 percent of what was on that list. So the lesson learned was that really that conversation needs to take place in a one on one way so that we can give clarity, we can kind of gauge the partner on what they do and don't understand about what the services that we're looking to provide. So that was pretty much my lesson learned.

MS. KLOTS: We have one other lesson learned too, I think, which was that some of our partners thought if they delivered a service anywhere, that it counted. And we had to go back and clarify that for the purposes of this MOU, it really is services that are delivered in one of our three AJCs. So that was just another lesson.

MR. STLUKA: OK. And a good lesson to learn. Oklahoma, do you have anything to add, Lance, Kerry or Jeane?

MS. BURRUSS: Yes. Actually we do. We established one rule when we started discussing MOUs, and sitting down, and cost sharing. And that was leave your TLAs at home. That's three letter acronyms. If we left those at home, then we could understand what each other was addressing. We have had some problems. But again we went back to our pilot situation. We do have a pilot situation going on right now preparing for the MOU guidance. And that would be Kerry Manning from the southern area. So I'll let her tell you about that.

MS. MANNING: Yes. With the – (inaudible) – which has been very, very helpful and instrumental to actually get the other partners, their state contacts at the table, we have put together a pilot project where we have a committee that is working on the infrastructure cost and in addition the cost sharing pieces, such as the receptionist and the resource room. In addition, which I know Frank you want to go into too much detail with our One-Stop operator, but what we would like to do in the southern area is have a neutral party as a One-Stop operator, that all of the partners share in the cost. And that way they're not biased to any one Title I, or Title II, or Title III, or Title IV program.

So one of the key things that we've done for the pilot is that we've actually engaged the CFOs, the chief financial officers, from these state agencies. And in fact on the cost sharing piece, the department of rehabilitation CFO is actually the lead on it.

MR. STLUKA: That's great. Anything to add, Lance?

MR. ALLEE: I really don't have anything to add. I know that sounds kind of unprofessional, but Kerry and Jeane pretty much covered everything. They're more involved in this process here than I am. I'm involved in it, but not to the level that they are. So I don't have anything to add.

MR. STLUKA: And that's a great sign of a good partnership when you're comfortable with them speaking and you don't need to add anything. So I'd like to turn things over now to Chris to walk us through some things about participation and business services. And then we'll go into our more open ended Q&A discussion. Chris?

MR. POPE: Thanks, Frank. So on the next slide here we'll talk about some other requirements for partners in the American Job Center. And those are around participation. The first is that partners should participate in the operation of the American Job Center network consistent with the terms that are laid out in the MOU. And Cheryl described some of the things that must go into the MOU. We'd also like to note that in addition to providing services consistent with the MOU, of course partner programs should work within their own authorizing laws and regulations. They should adhere to the federal cost principles and a variety of the other applicable legal requirements.

Another participation requirement is providing representation on state and local workforce development boards as required. And in going along with that, participating in state or local board committee meetings or committee work as needed. So whether or not One-Stop partners provide a representative on the state or local boards, they may be asked to participate in committee meetings. We wanted to spend a couple minutes talking about the second bullet here. In the preamble to the DOL only final rule, DOL responded to a lot of comments related to state board membership requirements. And we thought that'd be a good idea to review some of that with you this afternoon.

So in the preamble, DOL discussed how it really is the governor in the state who is responsible for ensuring adequate representation of the core programs on the board. The core program state board representative has not only primary responsibility for the program, but should also have the expertise to actively and meaningful contribute to the board's understanding of the program's role in the wider public workforce system. This is particularly important for strategic planning and in the development and implementation of the unified or combined state plan because the state board has a big role in that.

So wanted to note that for Title I and Wagner-Peyser Act programs, a single lead state official with primary responsibility for those programs may represent more than one of those programs. The adult ed and VR programs however must have their own unique representative on the state board. So these provisions are intended to ensure that all of the core programs have meaningful input on the board. And at the risk of overkill, I want to repeat that it's particular important that states actively and meaningfully help the board understand their partner program's roles in the system, because that'll help shape the substance of the state and how it's implemented across the state.

So on the next slide we'll talk about one final partner role in the American Job Center network, and that's around business services. So these are to support area employers and industry sectors effectively. AJC stuff must do a variety of things, and you'll see some of them listed here, clearly understanding industry skill needs, and so forth. We wanted to note here that not every partner program's authorizing legislation permits business services as they might be commonly understood to some other programs. But every partner program should be able to ensure that their approach to career services and the other things that they provide reflect the needs of businesses in the regional economy, and that these services align with sector strategies and career pathways as they are addressed in the unified or combined state plan.

This could include things like providing customers career counseling that emphasizes in demand occupations, that local employers need to fill, and that are emphasized throughout the state, and that are laid out in local or regional plans. It might mean providing education, training and other services designed to prepare customers for those specific careers. So thereby partner programs meet business needs and satisfy that dual customer approach which WIOA in general promotes. I'll now hand it over to Frank to facilitate open questions. Frank?

MR. STLUKA: Thank you so much, Chris. And we've had a lot of questions coming in. First thing, I just wanted to make a comment here because we've had a number of questions about can people share sample MOUs or that kind of thing. And certainly we'll do our best to upload good ones that we find to the ION website and places like that. And we'll have the URL for that on a later slide here. We're also working within the federal agencies to develop a sample MOU. I can't promise that it will be out clearly, because as you know these things are tricky – I mean that it will be out soon, because these things do get tricky. And we want to make sure it's right. But we are working as quickly as we can to get a good sample out that that we can share with you all.

Another aspect that hasn't really come up yet in what we've talked about, but we've had some questions, is about how everyone's addressing the WIOA performance, which is very different than work participation requirements required by TANF. And Louisa, I think you could probably share some good insight into that.

MS. ERICKSON: Yes. It's really important to note that WIOA doesn't change anything regarding work participation rate. And so what we're doing in Washington is we're maintaining our current structure around tracking WPR with our workforce development partners. In Washington state we have a common system, it's called E-Jazz (ph). And all of our partners that interact with our work first, which is our TANF work program, customers do track and input information regarding WPR.

That being said, what we're also trying to do then is to look at the WIOA related outcomes that are not in alignment with current TANF requirements or WPR, and establish ways to track those as well, and to think about how we can impact those while still addressing WPR. And there is some conflict there.

But one of the great things that happened in our partnership in Washington state as well, and with TANF coming into the combined plan, was that the core partners all when they indicated their commitment around the Washington state combined plan and submitted letters to our state level workforce board, indicated that they would with us coming into the combined plan and working to really integrate TANF services as opposed to just meeting basic requirements around access, that they would also pledge to support us in any way they could in being able to track WPR.

So that level of commitment is going to help us as we go forward and have to think about how we continue to do that with more broad accessibility that our customers may have to the WIOA funded services.

MR. STLUKA: OK. Thank you so much. We've also had a lot of questions about where can we get system certification documents and things like that. In fact we've had a lot of questions for specifics like that about Oklahoma system certification. Jeane, I think you have all that available on website, don't you? Can you share that URL with us?

MS. BURRUSS: Yes. We do. It's www.oklahomaworks.gov/system. We had the opportunity – the DOL helped us put together a giant beautiful toolkit on how to start from the very beginning and have a system ready to go.

MR. STLUKA: OK. Thank you, Jeane. And that was one of our prouder moments when we were able to partner with you and help get some of that done.

MS. BURRUSS: Yes. And we would certainly like to continue that.

MR. STLUKA: OK. Thank you, Oklahoma. I'd like to put Baltimore County on the spot for just a moment here. We've had a question, how are things monitored to ensure participants are receiving services and that the services have been rendered in an efficient and timely manner, particularly in light of information sharing limitations? Baltimore, can you address that?

MS. KLOTS: This is Sharon. In all honesty, I think I would have to say that that's still a work in progress for us. We are doing our best to kind of informally share information right now. But we haven't really developed a system that I would tell you is ready for sharing, I guess, at this point, in order to describe how we do that. We're still very much in the discussion phase.

MR. STLUKA: Well thank you. Is there anything else any of our other partners would want to add about how they monitor to ensure their participants are receiving services, and that the services are done well and efficiently? OK. Then I'll move on. We've had a number of questions about involving, engaging with Youth Build, with Job Corps, with our national farmworker jobs programs, with senior community service employment programs, or CSEP. These are all what in ETA we call our national programs. They're structured a little differently than what we call our formula programs, where the funding goes to the state, and then from the state to the local areas.

I'll tell you we are working really hard on getting guidance out and real specifics, both guidance and technical assistance, to those national grantees. So I think over time that will become easier for you. But do any of our local partnerships have a winning strategy that they might recommend to others? OK. I take silence as you're still waiting for us to get our act – to finish up the TA and guidance we're going to be providing.

So we've also had a question about a free standing adult education program, and the expectation that they move into American Job Centers. Cheryl, can you address that for us?

MS. KEENAN: Sure. I could address it briefly. But what I would do is refer you back to the slide in our show where we talked about there are three ways to provide access. The requirement as a partner program is to provide access to your services through the One-Stop. And that slide tells you that there are three ways that you can do that. And I'm looking for that slide right now. And one way is certainly by directly providing staff in the center in the actual One-Stop center.

But then there are two other ways on the slide that you may fulfill that obligation. And one is by having a partner program staff who is present in the American Job Center to be appropriately trained to provide access to your services and information for your program, or through something that is called direct linkage, which would mean that there was a meaningful connection through technology to program staff who would be able to provide such information.

I would urge you to go into the joint final rules that we published in June. And in the narrative portion of that, of those rules, you will find a lengthy discussion on the topic of what access means in the One-Stop center. Probably way more than I can spend time talking about right now. But we are noting that this is a pertinent question and we will try to provide additional technical assistance to the adult education programs, to further explain what access means. But it's a great question. Thank you.

MR. STLUKA: OK. Thank you, Cheryl. I believe it was Matt in Baltimore that talked a little about their accessibility walk through. Could you elaborate a little about what all that included, including did it address communication access?

MS. JACKSON: Sure. So our primary request from my partners here was the first half of that. They wanted to look at physical access of the AJC that I think is considered the comprehensive AJC. So we literally took our facilities fellow and somebody else from headquarters and did I would call an informal walk through, with informal recommendations for the staff there, if that helps. The second piece is a critical element in terms of programmatic access. But we have not tackled that one per se yet, but we know that's something we need to do.

Well the only other comment on that, and actually this may be run over to resource sharing agreement. One of the things, again for our agency, is I have to request – you need to make sure you define what infrastructure costs are and what we can do. But one neat example, and maybe I'll challenge anybody else out there that's in the voc rehab realm, is one of the things we want to do in Maryland is help our AJCs tackle the situation when somebody walks into the door unannounced that just happens to be deaf, how can we communicate with them on the spot.

In Maryland there's a video relay interpreting system that we can help our AJCs get linked into. And perhaps one of the things we want to explore is in terms of infrastructure, can voc rehab help maybe with purchase of a tablet, so that frontline receptionist at the front door that has to experience that can resolve that in a dignified way. Thank you.

MR. STLUKA: OK. Thank you so much, Matt. And I know those types of considerations were part of the system certification that our folks in Oklahoma talked about. We've had some other questions asking can you explain more about what a system certification is? Kerry or Jeane, can you address that?

MS. MANNING: Well it really started as a state vision and a governor's council vision, is that they didn't want to certify just the center, because the workforce development realm is much, much bigger than just the center and those partners collocated there in the center. It is more of a system. Particularly the resources available come from the system for workforce development.

And it's just limited if you focus on the center itself. It's a process that the state received a grant I think from the Department of Labor and hired a facilitator. And there was three pilots throughout the state of Oklahoma. And there was a small pilot, a bigger urban like the Oklahoma City area, and then a medium size. And from there, Jeane, you want to add –

MS. BURRUSS: All I can say is system is the way to go. I mean I hope we can move towards that again. We already have our framework done. DOL was marvelous. They gave us some really good direction on it. The framework is marvelous. I can't wait for you guys to see this out on our website because we have – we are ready to implement that if we get past the center certification which the law requires, then we're going to move back into our system certification. And we really base that on the old no wrong door approach. It doesn't matter where you go in, you're at least going to get some help, you're at least going to get your needs met by telling you what you need to do and who you need to talk to.

MS. MANNING: And what you will find very helpful is a self-assessment that they have developed to kind of see where you and your partners, your system partners are in the process, how well you're working together, what you all still need to work on. And that's something that we will utilize.

MS. BURRUSS: Yes. And the process mapping documents are there, the service mapping, the gap analysis, that is all there. We even have the surveys out there that we did to find out where the gaps really were with our customers.

MR. STLUKA: So those sound like some great tools that we can access and maybe help us take a comprehensive and big picture approach. So thank you. We're just about out of time here. So I know we haven't gotten to all the questions, but we've done our best. And we will certainly take the others under advisement as things that we need to get answers out there on.

Having said that, I want to turn this over to Jen, who's going to talk a little about upcoming TA, and wrap up our webinar for us today. Jen?

MS. JACOBS: OK. No problem.

(END)