**WorkforceGPS**

**Webinar**

**Integrating WIOA Partners into your Comprehensive American Job Center**

**Wednesday, March 28, 2018**

*Transcript by*

*Noble Transcription Services*

*Murrieta, CA*

LAURA CASERTANO: With that I'm going to turn things over to one of your moderators today, Robert Kight. He's with Adult Services and Workforce Systems with the Employment and Training Administration for the U.S. Department of Labor. Robert, take it away.

ROBERT KIGHT: OK. Thanks, Laura. Good afternoon and good morning to some. I'm quite some place in the world out in our audience you're either experiencing the afternoon or the morning hours.

Welcome to today's WIOA Wednesday session on integrating WIOA partners into your comprehensive American Job Center. As identified on the previous slide, today's session is being presented jointly by the Department of Labor and the Department of Education. I'm happy to be here with my colleague Lekesha.

The Workforce Innovation and Opportunity Act of 2014 or WIOA, as we like to affectionately refer to it, places a strong emphasis on integrated service delivery. This integrated service delivery system is offered to our business and jobseeker customers primarily through the American Job Center network, a network of approximately 2400 comprehensive and affiliate centers.

And as we all know, WIOA's intention is to ensure that we're not all knocking on the same employer's door, and we're definitely not working with our jobseekers in isolation. We're entering the fourth year since the passage of WIOA and recognize that you have been working diligently towards successful implementation of program integration. We also realize that many local areas are at different stages of integrating the American Job Centers. And with that I'll turn it to my colleague Lekesha.

LEKESHA CAMPBELL: Good afternoon, everyone. I'm Lekesha Campbell from the Office of Career, Technical, and Adult Education within the U.S. Department of Education. So today we're fortunate to present three local areas who have successfully integrated the core programs into their comprehensive American Job Centers.

You will hear from them on how they were able to navigate the integration process, and you will also have the opportunity to ask questions directly to them regarding challenges you may be currently facing and suggestions they might have. But before we meet the representatives from the three local areas, we want to take a moment for a brief poll just to get an idea of your level of integration.

So the first question is, how integrated is your comprehensive AJC? One, all of our core partners are physically co-located in the comprehensive AJC, two, most of the core partners are physically co-located, and we are working to obtain the others, three, only Title I and III programs are physically co-located in the comprehensive AJC, or four, none of the above?

So go ahead and type that in your chat there. Give it another second or two. So it looks like for most of you you're saying that most of your core programs are physically co-located in the comprehensive. So that's good. You guys are working towards getting to that point.

So we have another part of that question is, how integrated is your comprehensive AJC? One, all of the required partners provide access to their programs through the comprehensive AJC, two, most of the required partners provide access to their programs through the comprehensive AJC, and we are working to obtain the others, or three, we are still struggling with partner integration?

So this question's a little different, and we just want to get a sense of how you guys are providing access. And I just want to remind everyone that providing access must occur through one of three optional methods.

One is having a program staff member physically present at the AJC, two, having a staff member from a different partner program physically present and appropriately trained to provide information to customers about the activities available through all partner programs, or three, making available a direct linkage through technology to a program staff member who can provide meaningful information or services. Give that another few seconds. And again, it looks like most of the required One-Stop partners provide access through the AJC, and you're still working to obtain the others.

We'll move on to our third question. How integrated is your comprehensive AJC? One, we have a signed MOU and Infrastructure Funding Agreement in place that reflects all of the partners, two, we have a signed MOU and IFA in place that reflects most of the partners, and we are working to obtain the others, or three, neither of the above?

So it looks like the majority of you do have a signed MOU in place and an IFA that reflects all the partners. So that's good, and I know – and there's about 20 percent who are still working to obtain the others.

So just want to say thank you for participating in the polls, and as we previously mentioned, we recognize that many of you are at different levels of integration. So hopefully, today's webinar will encourage you as you continue on this journey of integration. Now, I'll turn it over to Robert to review the objectives for today's meeting.

MR. KIGHT: Thank you, Lekesha. In designing today's session we have three primary objectives that we thought would be meaningful to the audience. One, we wanted to provide you with an opportunity to meet with members of three local areas who have successfully integrated their comprehensive AJCs.

Number two, we want to hear of the challenge – we wanted you to hear of the challenges faced and strategies implemented by them to establish the integrated service delivery system envisioned by WIOA. And I'm certain most of us will – would agree from where we started four years ago – almost four years ago, we've come a long way.

And number three, we want to gain practical integration insight from our participants today regarding facility selection, MOUs, and IFAs, working to make staffing work, the implementation of customer-centered design, and making use of common identifiers.

Our featured American Job Centers for today are the American Job Center, Clarksville, Tennessee, which is led by John Watz, director of the North Tennessee Workforce Board, SC Works Charleston Center, Charleston, South Carolina led by Sharon Goss, workforce development director, and the North Shore Career Center of Salem, Salem, Massachusetts led by Mark Whitmore, executive director, the North Shore Career Center.

So to begin our discussion today, our first team is the American Job Center, Clarksville, Tennessee, and John Watz will introduce his team.

JOHN WATZ: Thank you, Robert. Appreciate it, and welcome, everybody, to this webinar. And I'm joined by my tag team partners, John Alexander from Title III Wagner-Peyser and Vets. Unfortunately, he came down with pneumonia yesterday, and if anybody has any questions for his group, we'll try to cover as best as we can. Marla Rye, our Title I and Title II partner, Freda Herndon who's our One-Stop operator from July of this year and is doing an excellent job, and Natalie McLimore who is our TANF partner in all of our nine county areas. Next slide, please.

You'll notice that local workforce area eight, Clarksville, is the purple area in the northern side of Nashville. We cover nine counties to the north and west of Nashville on the Kentucky border and also border Fort Campbell. So we have a lot of soldiers coming through our local workforce area. We have two comprehensive centers, seven affiliates, and our county mayors being fiscally responsible for WIOA. Wanted to make sure we had offices in all of our counties. We have a population of about 795,000 people. Next slide.

You can see that we have a full array of partners within the career center. All of these partners listed are in our Montgomery center, our main comprehensive center across the board, and then we refer on out to our other affiliates due to a referral process that we've set up via the MOU. And our Title II adult ed folks also provide HiSET or GED type testing in our Montgomery County Career Center. Next slide, please.

We've been on this process in Tennessee from about the year 2000 when WIA was passed to try to get the comprehensive centers together. We have done so by being flexible and by going with it and going with a 70 percent solution. An example that I'll tell you is that our One-Stop operator has been working on a dashboard of all of our partners, and we're already on the sixth iteration within the first eight months.

So we don't stick to one thing. We jump to it and keep on going. All of our partners, no matter who they are, are focused on meeting employer needs or meeting a jobseeker's need, i.e. getting them to work. We all may measure slightly differently, but our overall job is – our mission is to get people to work, and that's what we keep our focus on. Next slide.

You can see we have a quite – a variety of different centers in our area. We have large centers like the one on the left in Clarksville that's 18,000 square feet. The upper right is about 7800 square feet, and the lower right about 1600 square feet in our most rural area. But we are very pleased with our overall operation of comprehensive and affiliates. At this time the great state of Tennessee yields to South Carolina.

SHARON GOSS: Hi. This is Sharon Goss from South Carolina, and thank you all for having us on the webinar. I'm here with the team, and the team, we have Cal Conkle. He's our senior operations director from Eckerd Connects. We have Kameron Alston, the performance outcomes coordinator. We have Wendy Courson, the regional manager from South Carolina Department of Employment and Workforce. We have Amanda Wagner, the operations director. We have Keidrian Kunkel, the regional director, and we have Deidre Smalls, the One-Stop manager from Eckerd Connects. We have Kelly Sieling, voc rehab supervisor. We have Susan Friedrich, the director of Charleston adult education, and we have Joseph Stevens, the workforce specialist with South Carolina Department of Employment and Workforce.

And to just give you a brief overview of our center, we are – like I said, we are South Carolina Works Charleston, a proud partner of the American Job Center. We serve three counties, and we have just the one comprehensive center, as you can see on this slide. The building is about 27,510 square feet. We have 15 partners, including the core partners, in the facility.

We are located in North Charleston. It's a central location convenient for our other locations, and some of the services that we offer out of there is outreach services, which we will include a rural initiative that we have going. We offer adult education services, GED, and GED preparation. We offer WorkKeys and WorkKeys preparation.

We offer veteran employment services and just a host – a menu of other services to our jobseekers. And our overall philosophy in what we try to do is truly keep the end in mind, and that's having successful customers, both the individual and employers as our customers. And we will pass it on to Mark Whitmore.

MARK WHITMORE: Great. Thank you very much. I'm here with Mary Sarris who is the executive director of the North Shore Workforce Investment Board, and I'm also here with Paul Ventresca who's the operations manager for the Division of Career Services and one of our partners in our AJC.

As you can see on this map, we are located in the northeast corner of Massachusetts, just north of Boston. The 19 cities and towns that make up our workforce development area are home to approximately 420,000 residents. The critical growth industries represented in our area include construction, healthcare, financial services, and durable goods manufacturing.

You can see from the map that the blue diamond represents the location of our comprehensive American Job Center location in Salem, Massachusetts with the gold stars indicating the affiliate or as we refer to them locally, our access point sites, in Gloucester at one of our community action agencies and in Lynn on the campus of North Shore Community College.

Our partner organizations are outlined on this slide. The staff of the American Job Center and the partner agencies have worked well to collaborate to ensure that we provide a smooth and seamless experience for our shared customers.

The focus of the integration efforts in our area are concentrated on one simple philosophy, to be customer centered. Whether it's our jobseekers or our business customers, we strive to start any service discussion with the customer's needs at the center of the conversation.

We will share examples of the role that our adoption of customer-centered design tools and how our MOU process both played a critical role in creating an environment conducive to creating a working partnership.

Our conversations among WIOA partner staff started with, and truth be told, continue to explore three essential topics, building a shared vision of what the American Job Center should provide to our collective customers and how to ensure that customers gain equitable access to services, create an understanding by all partners about the services offered by individual organizations and how integration will ensure strong career pathways for all of our customers, and third element is building trust among the partner staff members, trust that the staff of any one of the WIOA partners will provide a consistent level of care and service that each of the others would have given to that customer.

That trust is earned and enriched each day with every customer interaction. As you can see, these are not one and done issues but require continued care and feeding in an integrated services environment and need ongoing communications among AJC partners. And I'm going to pass this along to Robert.

MS. CAMPBELL: Actually, this is Lekesha. I'll jump in here. Thank you, Mark, and thank you all for giving us a brief overview of your American Job Centers. And now, we want to get into some specific aspects of your integration, and the discussion will center around five topic areas. The first is facility selection. The second is MOUs and IFAs. The third will be staffing design, and we'll talk about customer-centered design and then, finally, the common identifier.

So first, let's talk about facility selection. I'm just going to run through some questions, and I'll ask each of you – each of your states to answer them. The first question is, how did you decide which location would house the comprehensive AJC? And let's start with Tennessee for that question.

MR. WATZ: OK. Thank you. It actually started in Tennessee back in the year 2000 with the Department of Labor doing a complete analysis of the 13 local workforce areas and trying to make sure that we had the best bang for the buck in reaching out to the population within those 13 areas.

Over a period of time under WIA, the Department of Labor and Workforce Development at the state picked out two comprehensive centers within each of the 13 local workforce areas. For us here in the Clarksville area, which is in Montgomery County, has our comprehensive center, and then in Sumner County has our other comprehensive center.

It was left up to the workforce boards then to choose locations that would best solve the needs of the community. And our Montgomery area, which is the only one in 13 that have any public transportation systems, that was a key driver for us, and we were very blessed that our career services provider had come up with a center here.

And then we utilized prior to that a center in our veterans plaza here in Montgomery. So part of what you'll hear from me maybe over the time today is that we've maintained flexibility and moved our centers as we continued to grow, but it was definitely a – comprehensive centers were driven by a statewide analysis of population.

MS. CAMPBELL: Great. Thank you. Sharon or someone from South Carolina, do you want to take that question next? How did you decide which location would house the comprehensive AJC?

SUSAN FRIEDRICH: Yes. This is Susan Friedrich with Charleston Adult Education, and we are a core partner that is co-located in the comprehensive center. Cal Conkle from Eckerd Connects, the senior operations director, is going to speak to the three questions regarding the facility selection.

CAL CONKLE: Good afternoon, everybody. I think our facility selection was sort of – our comprehensive AJC was chosen for us. 1996 we had a base realignment and closure of the Charleston naval facility, which was an impetus for many of the community-wide service providers and partners within workforce to come together because we had the displacement of over 10,000 shipyard workers that were now going to be dislocated.

And as part of that, in 1998 we all came together and realized we really needed to be in one center, co-located in order to better serve all of the dislocated workers. And that's really where our center was born out of. That's when we moved into this facility. So we were actually still in the JTPA days prior to WIA.

So we were a little bit ahead of the game coming into the WIA legislation where we had the One-Stop career centers, but it was really based out of need where we made that decision.

MS. CAMPBELL: Great. Thank you. And lastly, Massachusetts, how did you decide which location to house the comprehensive –

MR. WHITMORE: Thank you. This is Mark. We adopted the existing collaborative career center – One-Stop career center that we had in Salem for a couple of reasons. One, it's centrally located in our region. It has great public transportation, both bus service from north, from the west part of the state from our region and from the south part of our region, and it's on a commuter rail line directly into Boston.

So for a lot of different reasons it made a lot of sense for us to continue in that location. We also had our adult education liaison working with us in that site to begin with. We had veteran services, unemployment insurance, career services, WIOA training, and migrant seasonal farmworker services all available at that site. So it was really for us made the most sense to just continue in that location.

MS. CAMPBELL: Thank you. And some of you might have already touched on this question, but describe the process of collocating the partners into the comprehensive center, and we can go in the same order and start with Tennessee.

MR. WATZ: Go ahead.

NATALIE MCLIMORE: So this is Natalie McLimore with Workforce Essentials in Tennessee and we are one of the partners that are co-located in our American Job Centers and we are the TANF partner. And while we may be an unusual partner sometimes, I just want to express that we're located in 24 American Job Centers in Tennessee and supplying approximately $250,000 towards the career center cost.

So when we relocated into the American Job Centers, Title I led the way and brought all the partners together and what will be the benefits of each partner in co-location. While there's many, there are some challenges. However, we can overcome those challenges to partner better together and bring us all into one and provide some referral services.

MS. CAMPBELL: Thank you. And, South Carolina, can you describe your process of co-locating the partners with your comprehensive –

MS. FRIEDRICH: Yes. Yes. This is Susan Friedrich, and as Cal had described, the relationship among all the partners really occurred back 18, 19 years ago where we all had to in the Charleston community respond to the base closure.

And the different core partners have all been co-located in the comprehensive center during this time, and so our referral processes, our staffing meetings, getting together with each of the directors, our staff getting together with each program agency to work on a seamless process for the customers as they walk through the door.

And I think, therefore, when WIOA implementation occurred, it really just became something that we already did day by day and had been doing for years. And so that transition, I felt as a core partner, went very smoothly under the direction of the operator, which is Eckerd Connects.

And, Cal, if there's any further comment that you'd like to make, that would be great.

MR. CONKLE: I think everybody really has come together, like Susan said, over a long period of time, and we really have a seamless integrated system.

MS. CAMPBELL: Great. Thank you. And last but not least, Massachusetts, can you describe your process?

MR. WHITMORE: Sure. Thanks, Lekesha. Co-location was really facilitated by the creation of a career pathways team at our American Job Center. This team includes many of our WIOA partner staff to ensure the customers continue their pursuit of their employment goals in a logical progression. We have them build on the prior services while minimizing duplication of activities such as intake data collection or additional assessment screening.

We build on the things that have been done by our other WIOA partners, and also a commitment on an ongoing process of meetings, an ongoing process of progress meetings allow for partner staff to participate in collaborative case management discussions on an ongoing basis. So those are really some of the areas that we found to be critical for our co-location to come about and be successful.

MS. CAMPBELL: Thank you, Mark. And so the last question in this topic area that I think a lot of participants will be interested in hearing about is, what challenges did you face in bringing all the core partners into the same facility, and how did you resolve these challenges? And we'll start with Tennessee again for that one.

FREDA HERNDON: Thanks. This is Freda Herndon. I'm the One-Stop operator for our area, and I think that, certainly, getting everyone together did present some challenges. There hasn't been anything hit a – (inaudible) – that we haven't been able to work through.

One of the first things we dealt with was looking at the intake process, and we did that with a customer-centered approach. We were thinking, what makes it easier for the customer, and how do we make sure that folks walking in our door are connected to the right person? We solved that primarily with a shared staff position, that person that's part of the infrastructure agreement and all the partners put into that.

And we all have a piece in training that individual so that we all have a vested interest in making sure that that works well and things run smoothly for the customer. That also facilitates the referral process. We've worked together to come up with a referral document that we can use internally. If we're not able to do a soft hand off, we've got that process in place with the paper hand off.

We've also added a lot of cross-training that has really facilitated team building. It's also facilitated anyone at any time knows enough about each program that, if someone's not readily available, whoever the customer is seeing can give them some general information to steer them in the right direction.

We have quarterly cross-training for all partners. We suspend operations at the AJC for several hours and have training in that kind of a scenario. Our first one, for example, focused on customer service.

Our next one will be focusing on how to write really strong case notes because, regardless of what partner program, documentation is a part of what we do. So we're trying to choose topics for that cross-training and for that staff gathering that would appeal to every partner and would be a topic they would find helpful in their day-to-day work, regardless of their program.

Other challenges really have been – it's really communication, talking with each other, and we can't change. One program has a certain set of rules they follow that may be unique to that program, but understanding what those restrictions are helps us work through them better as a team.

MS. CAMPBELL: Great. Thank you for that. And I'll direct that question also to South Carolina. What challenges did you face in bringing all the core partners –

MS. GOSS: OK. Now, this is – (inaudible).

MS. CAMPBELL: I'm sorry?

MR. CONKLE: Hey, this is Cal. And I think that we didn't face a lot of challenges because we had, again, long-term relationships with all of our core partners coming into the facility. I think at the onset of WIOA, again, aligning the resource sharing agreement process and facilitating how everything would be paid for and sharing those costs.

I think as far as challenges working together, a lot of our referral processes and common intake, we're trying to continually work on that to make sure that we have warm hand offs of customers, that we know that they're getting from one set of services to the next and then also coming back to maybe the initial service that they started with.

I think tracking that and knowing exactly where that is and having a common system where everybody has access to is something that we've challenged to – may have been a little bit of a challenge to get in place.

And I think the other piece was really doing a lot of cross-functional training so we could create that seamless presentation of services. Everybody was aware of all of the services of all of the partners and how did they send that person – if they were in – whether they came to a resource center or they were meeting with a career coach on the WIOA side or they met with somebody from vocational rehabilitation, that they could share all of the services available to that individual.

MS. CAMPBELL: Great. Thank you. So I think you all provided really helpful information about the challenges that you face as well as how you brought the partners into the comprehensive. So with that I'll turn it over to Robert to discuss the next topic.

MR. KIGHT: OK. Thanks, Lekesha. If I can just take a quick admin break, for those of us who work with this lingo every day, it comes easy for us. And I know we're using quite a bit of acronyms that may not make sense to many of you out in the field. So we've seen a few questions around what is IFA? IFA is short for Infrastructure Funding Agreement. And what is AJC? That's American Job Center, if you will.

And so our next topic of discussion is MOU/IFAs, and we know that this continues to be an area of challenge for many local areas because I guess you could say this is where the rubber – where the tires really hit the road, if you will, because now all the partners have to decide what are they willing to give up and what are they willing to contribute.

And so we'll start with our first question, which is, "Describe how you determined who would pay for training and supportive services." And we'll start with Sharon and the South Carolina team and move next to John and the Tennessee team, followed by Mark and the Massachusetts team.

KEIDRIAN KUNKEL: Hi. This is Keidrian Kunkel just responding to the training question. That's all based upon individual need upon intake, and we, again, have those strong partnership – partner relationships. And everybody kind of knows what questions to ask upon intake and knows how to make those appropriate referrals.

We have an internal referral system that we utilize here, and then we also have standing staffing meetings with each partner agency so we can sit down and really look at referrals and ensure that seamless soft hand off of any referrals that we may have for different agencies. So again, just maintaining those strong partner relationships really helps us determine who is a good fit for what program under WIOA, and then from there that would kind of satisfy the training question.

MARLA RYE: This is Tennessee. This is Marla Rye and I am the career services provider for Title I and we also have the Title II adult education contract in Tennessee in area eight. One of the things that has encouraged the leveraging of funding in Tennessee is a state policy that encourages co-enrollment of participants, and this is done at the state level.

And so we are driven in the AJC to use a triage approach when an individual comes into the career center. For example, we take our youth that are ages 17 to 24 that do not have their high school diploma, and we've got a program where they're automatically enrolled into adult education to receive their high school equivalency and also our out-of-school youth program.

So we may pay for transportation out of Title I for them to attend their adult education classes, and we also incentivize them to take and have level gains and actually pass their HiSET here in Tennessee.

Also, we have a co-enrollment policy between TANF and Title I. So the TANF program will pay for transportation and some support services, but we leverage the Title I funds to pay for training materials, tuition and fees, if necessary. So again, it's all customer-centered based upon what the needs of the program are and what is going to be most advantageous to the customer themselves.

MR. KIGHT: OK. Mark, would you like to respond – your team would like to respond to this question?

MARY SARRIS: Hi. This is Mary Sarris with the workforce investment board. I'll be responding to this particular section.

We have really focused our efforts with this whole MOU division on department or this responsibility on setting aside any thought at all where people may be and putting together an MOU that addresses everybody's concerns and everybody's, more importantly, their vision for what the One-Stop career center should be doing for them. So prior to getting the MOU actually on paper, we met with our partners, most of whom we knew very well.

There's always a different level of involvement, but most of them were involved in our programs. And we simply asked them a question. What is WIOA – what are you worried about in WIOA? What are the challenges that you're facing as a now mandated partner, and what could the career center do to help you with those issues?

So basically, three issues arose, and it was amazing how they arose with each individual partner, the same issues. Number one, they wanted to understand how to engage better with businesses in the region and how to build on the career center's expertise in doing that so that their customers took advantage of that new ability to relate with companies.

Number two, they wanted to understand better the services the career center provided and the staff at the career center so they knew who to talk to about what.

And number three, they're very, very interested in using data better so that we can share information and follow the success or lack thereof of how we're working with the shared customers, where it's working, and where it isn't.

So with those thoughts in the back of our mind, we started formal sessions all last year every month where we came together, the new partners and the existing partners, and we began to explore what each other does, which was a very educational experience for all of us.

We think we know what they do, but let me tell you we learned amazing things about what the various partners do in relation to workforce prep for their customers. So at each meeting – one of the partners could be Mass Commission for the Blind or Mass Rehab Commission, the adult ed providers, unemployment insurance, the older worker programs.

Every single one too one meeting and did PowerPoint presentation of what they provide to their customers. It was a great educational experience. Those PowerPoints are still used today when trying to help staff understand what the various organizations do.

From that we built some consensus about how we were going to approach the partnership activity. We set priorities for the job center and finalized the MOU, all with the basic bottom line assumption that the American Job Center was their American Job Center so that they now felt an ownership. This was something that they needed and could use and are now an active part of.

And from there we continued to work on new program services, data collection techniques, ways to better engage jointly with companies, all those other topics that are so critical to the way the center works.

MR. KIGHT: OK. Thank you. I have one other question I'd like to ask you in this session – section before I turn it over to Lekesha. "It's not always easy to bring a diverse group of people together to form – to reach agreement and consensus. So what strategies did you use to reach agreement during the MOU and the IFA process?" We'll hear from – let's hear from Tennessee.

MR. WATZ: OK. If we can pull up slide 26, please. There you go. We started this process back in March, and it's been a long process. But I will tell you this. The success story for us, when we first started this, we were trying to talk finances and accounting procedures and funding and who was going to bring what dollar to the table at the same time, what services you were going to provide, and that got a little murky.

So what we ended up doing, we took a step back, brought everybody back to the table, and said, what services can you provide? What services to the customer can you provide? What services to the businesses can you provide? What resources can you bring to the table? How can we as other partners that may have been stove-piped over many years, how can we share our toys? How can we all share in that number?

How can a disabled individual who has a military background be handled by a DVOP who also brings that individual to vocational rehabilitation, who also brings that individual over to Title I dislocated worker, for example, and how can all of those resources come together?

We found that doing that first really sped up the process, and at the local level the local management team, the local directors, the local leads of all the partners began to mesh together and to coordinate actions because, even at the local level, some who have a lot of responsibility and authority did not have all of the authority to commit funds and that had to be at a higher level with their partners, possibly as high as a state level individual.

So once we got the MOU together on what we can do for partner – for our customers, then we took the second step and got into a phase two of who pays for what, how the shared costs can happen, how we want to turn around to a full-time equivalency or square footage.

And our OSO, Freda Herndon, has been handling that since she's taken over in July. I want to turn it over real quick to her for a few remarks.

FREDA HERNDON: I think it's important, because we base the actual financial piece on FTE, for example, prior to our partner meeting where we're going to review quarterly the MOU, we communicate with our partners to see if there have been any changes in staffing so that, when the partners come to our MOU meeting, we already have the numbers plugged in so that we can review it as a group.

We also put shared expenses that would impact every partner, such as marketing. So our MOU, our entire consortium looks at how much do we want to put into marketing? And money is tight and that's something that is easy to cut but our group made a commitment to that.

And I'll talk later about the AJC branding, but the MOU and that agreement certainly has helped us with branding and with marketing and just creating awareness of all the services provided at an AJC.

MR. KIGHT: OK. Thank you for that response to that question. I will now pass it to – back to Lekesha.

MS. CAMPBELL: Great. Thank you. So the next topic of our discussion, staffing design – is staffing design. So an integrated service delivery system should reflect a process where customers seamlessly receive services through the AJC. So we want to tackle a few questions with you guys here. The first few – first question is, "How are your staff working together, and are they functionally aligned?"

And the second question is, "Do you provide cross-training to staff, and how?" So let's start with Tennessee, and then we'll move on to South Carolina. John, do you want to start by explaining your org chart?

MR. WATZ: Go ahead.

MS. MCLIMORE: Yes. This is Natalie McLimore, the TANF partner, and because we all work so well together with our American Job Centers, we do have a great flow chart. We have two main teams, and our business service team and our career development, skills, function team overall.

And we also have the main service, our welcome function team, which Freda spoke about earlier, that is our shared cost that we have together. But some of the things that we'd like to point out about the org chart is how we share services within the career centers themselves.

So, for example, we have all of these workshops, whether it's a resume workshop, a career development workshop, whatever it is, all types of individuals will be in that workshop, and we share those responsibilities. Whether it's one of my TANF staff facilitating that resume workshop or it is a Title I individual or a Title III individual doing that workshop, we all share in that task. We might have a vet, a dislocated worker, an individual on TANF and they all benefit each other being in that workshop and we share one of those types of things within there overall.

Testing, the resource center, and our business service team, every partner in the center has an individual that works with the business service team. So we're not all going out to the different employers, that we work together as one source and we can meet employers with what their needs are right then and there. We can give an explanation like Freda spoke of earlier. Since we do have cross-training, we can all talk about each other's programs. It's very beneficial that all staff, regardless of what program they work with, are informed of what's going on in the center.

So at any time anyone can speak to any need overall. We all work with each other's customers that come in with support services, as was mentioned earlier, and to be sure that we're not crossing over any lines. And TANF didn't pay for gas and also WIOA didn't pay for gas. We want to make sure that those are aligned also.

And our customer never knows those behind-the-scenes conversations that are going on. They just know they're able to get gas to get – for people to get to class or to training. So that's our end result that we want is that it is truly seamless for the customer.

MS. CAMPBELL: Thanks. Does South Carolina want to take that question next?

MS. KUNKEL: Sure. This is Keidrian again. So we have, again, just to reiterate what we talked about before, standing meetings that help us maintain open and engaging dialogue with partner agency management.

And that's really helped us to identify individual partner needs and collective system needs, and that also helps us maintain those soft hand offs for co-enrollment so that we're able to work together and make sure that all those individuals receive the services that they came to the center desiring at the start of their journey.

And we also do cross-training through partner meetings and so that we have a strong – all partners – all WIOA partners have a strong understanding of what each agency is able to deliver so we're able to identify opportunities for co-enrollment and also those contextualized learning and work-based learning opportunities that we try to deliver in alignment with WIOA.

MR. KIGHT: OK. This is Robert. I have the next question, and we've all – we've heard each of our partners talk about the delivery of service to both business and the jobseeker. So this topic of discussion is customer-centered strategies.

An integrated service delivery system should reflect processes which – where customers seamlessly receive services through the AJC. And I have a question here that I'd like to start with Massachusetts. "What strategies or initiatives have you implemented to better meet the needs of your customers?"

MR. WHITMORE: I'd be happy to answer that. We started with customer-centered design back in the fall of 2015. That was initiated by the workforce investment board, and we created our first prototype, which was the North Shore Workforce Investment Board customer referral model, which is ongoing today.

And what that model is, that we are able to – we created a number of weekly reports. We use data as a strategy to work with our business customers, and we also maintain a response time for all business inquiries, which we usually respond the same day, but we actually give that 24 hours to respond to a business customer. And part of that is to be sure that we are able to provide the services.

We are able to provide a jobseeker to a business usually within the first week of them posting that job order, and that's critical to the needs of a business, obviously, because they don't have the time to do a lot of research on their own.

So we began doing that, and we continue to use that first prototype today with our business services team, which have had to adapt to a whole new methodology of working in our career center to a sector strategy business model. And they are all becoming a specialist within their industry sectors, which has proved to be very beneficial to the career center and to our customers and to our remaining career center staff.

But other than that, customer-centered design basically builds team morale. It builds relationships and creates solutions for our customers, and that's why after our 2015 – 2016 visit to Washington, D.C. to the learning exchange, the North Shore WIB and the North Shore Career Center decided to adopt customer-centered design as an ongoing initiative in the career center.

And since then our career center has done a total of six customer-centered designs that have involved customer center staff, managers, partners, external agencies that are not mandated partners, and some of those have been the probation department, since we have a seven-year stretch of doing a making real changes program for reentry folks. That is a very successful program with a completion rate of the high 60 percentile – in the 60 percentile.

So customer-centered design have enhanced our overall customer service here, and the finished products have led us to the creation of changing over our career center to a more functional career center moving forward for WIOA and our customers. Some of the major changes we've done is we redesigned our front end of the career center, and how we've done this is – in redesigning our front end is to create a touchscreen very seamless entry for customers into the career center.

Keep in mind that customers would like to do a lot of things on their own, and we have established this touchscreen system to allow them to do things on their own to enter the career center. Instead of a receptionist who basically is normally there to just – to provide some information to a customer, we actually have a customer service representative who is working outside of the – in front of the reception area to greet customers as they enter the career center.

She is able to provide information on services, programs, workshops, partners, and that begins the customer's journey because you want to create an experience for a customer where they are – you're creating an experience for the customer where they are greeted by someone. Questions are answered so they don't have to sit down and wait to speak to a staff person. They can get their question answered, move much swifter to where they need to be in the career center.

And this is proving to be that we're getting less people actually creating a congestion in the front of our entryway for customers. They're getting to their services much quicker, and the customer journey is creating a better overall customer experiences for anyone coming into the career center. And that's our goal. That should be everyone's goal as we move forward.

Since we started our customer-centered design, our last one that we did with partners we developed a prototype and it's we are your education and employment team. And from that prototype we also began the process of putting together a shared referral portal for all of our shared customers, and what this is going to do is allow customers to access our services, our partners, programs much quicker than if we had our old model of having customers report to each and every agency just to ask a question. So this has helped us to create a better environment for our customers.

We have a separate touchscreen entry system specifically with adaptive technology so folks with disabilities are able to enter the career center just as quickly and smoothly as anyone. So we're providing an openness to all customers to use the career center. This is also creating – I want to, if I could just point your attention to the screen, and it says a little square there in the left-hand side.

If you can't point to the outcomes of your work, it's a waste of American people's time and your talent. And this is from Jake Brewer. Jake Brewer was a senior policy advisor in the Office of Science and Technology Policy at the White House. Jake was killed during a bicycle ride to raise money for cancer. He devoted his life to empowering people, making government work better for them.

He pushed for transparency in our democracy, worked to give citizens a louder voice, engaged immigrants, and opportunities for all. And Jake has proved that together we can all make a difference, and his ability to influence, motivate, and inspire others is exactly what we should all be looking forward to. We all do a great job, but if we look at things like that to inspire us, we're all going to be better off in the long run.

So I hope that answered that person's question, and if we all just keep in mind that we need to provide that warm welcome for customers, focusing on advancing the culture of our customer service quality and continuous improvements to our customer service.

MR. KIGHT: OK. Thank you very much for that presentation on customer-centered strategies up in Massachusetts. Often, our friends in the rural areas and non-metropolitan areas feel somewhat left out of the conversation. So we've asked Tennessee to specifically address how they worked this out in some of the rural areas.

MS. RYE: Thank you. This is Marla from Tennessee, and I want to address the question about rural career centers, American Job Centers. In Tennessee we have comprehensive, affiliates, and access points.

We are blessed in local workforce development area eight to have a physical presence and affiliate office in each of the seven smaller more rural counties that we have. In those affiliate offices we have Title I, Title II, TANF, and in some instances Title IV vocational rehabilitation, which helps us share those overhead expenses in those rural offices. So that's a big advantage for us to have that many partners in rural areas.

We also have the advantage of having a mobile career coach that the Tennessee Department of Labor and Workforce Development allows us to schedule, and we use that specifically in rural areas. We had a facility to shut down. It was a TAA closure, and we had a job fair on site at the employer's location. We brought the mobile coach there so that the jobseekers could actually talk with a company, then go out to the coach, get online, apply for the job right then and there. So that is a wonderful asset to have.

By having the affiliate sites and a mobile coach, that allows other partners to be able to schedule time to come into an affiliate center and work with customers, whether it be vocational rehabilitation or even our veterans services, our DVOPs and leavers also can go out to an affiliate site and meet with customers there that need it. Then we also have referral processes that are in place in case there's a service that's not offered in affiliate that they can go to one of our comprehensive centers and receive that service.

Our board has specifically focused on making sure that those rural counties are represented, and they have policies in place for incumbent worker training and OJT and making sure that those smaller employers actually have access to training funds. I know in one of our rural counties, a little local dentist office applied for and received an incumbent worker training grant. So that's something that's always in the back of the mind of the North Tennessee Workforce Board is to make sure that those rural counties are being serviced.

Someone had asked earlier about community action agencies. We actually have in one of our more rural offices in Ashland City the community action agency is a partner in that affiliate office and pay a fair share of the rent there. And that's another way that we are able to make sure that we have that physical presence. We brought in staffing agencies, economic development offices, and we will rent out a office space or have them be a partner in there to help offset the cost of providing those services in rural areas. Thank you.

MS. CAMPBELL: Great. Thanks so much for that. So this is Lekesha again, and we're going to move on to our last topic, which is on the common identifier, and the American Job Center brand that you see here is the common identifier established under WIOA. So this will allow the workforce system to have a national brand, making it easier for customers to find an AJC in any state.

So we just have one last question. "How is the American Job Center brand represented in your AJC network?" And we'll just refer that question to Tennessee and then South Carolina.

MS. HERNDON: Thank you. This is Freda Herndon, and someone had asked earlier, what does OSO stand for? I'm the director of One-Stop operations for our area, and that's what OSO stands for.

I wanted to talk to you briefly about branding. We have in our area just gone full tilt. We have American Job Center branded on everything from our interior and exterior signage to I think you can see on the slide some award of some incumbent worker grants where we had the check printed with the AJC logo. We have business cards for all partners that have American Job Center.

They don't have their individual program name. So we went both feet in, and it – it's a change for people because employer – employees in an American Job Center often identify very closely with their employer. But this has – coming alongside adding the cross-training and all of this at the same time has made it easier. I think to incrementally do it would have been more confusing, not only for the public, but for our partner employees.

So I would highly recommend just taking that leap and going ahead and making that transition so that not only do your customers begin to – (inaudible) – logo but your employees of the different partner agencies begin to feel part of a bigger thing and that thing being the AJC. So I think it's a great way to set yourself apart and to build teamwork.

MR. WATZ: Additionally, in that upper right-hand corner in that picture you'll see the two guys that are on the right side. They've got their AJC nametags on. They are veteran representatives and are dealing with businesses out in the field.

They're part of that business team, and they are awarding WIOA Title I incumbent worker training funds where the guy on the left is a Title I guy. So it's really working very well here in Tennessee, a complete blending of all of the partners. We turn it over to our great friends in South Carolina.

MS. GOSS: OK. So just wanted to share briefly some of our marketing strategies. Here in South Carolina the American Job Centers are called SC Works centers, as we talked about before, and we have lots of different outreach and marketing strategies. We work very closely with the Department of Employment and Workforce staff, the Wagner-Peyser staff to do job fairs and maintain strong employer partnerships.

And then we also work with a PR firm. We're lucky enough to be able to do that with our contract, and they help manager our social media profiles and help us coordinate with outdoor advertising agencies.

And one really cool thing that we're doing this program year is partnering with our local transit authority to have our American Job Center SC Works advertisements on the actual buses. And those buses are a main transportation point for our customers, and our comprehensive center is actually on a bus route.

So we were able to get an advertisement on that bus, which is very helpful. And I'm going to turn it over to a Wagner-Peyser staff member who's going to share a little more with you as well.

JOSEPH STEVENS: Hi. This is Joe with SC Works in Charleston. I want to talk a little bit about the simplest but very effective method we use to market our services, and that's the job fair or hiring events.

They are becoming increasingly popular activity, especially in recent years. We actually hold several per week. We hold them in all of our SC Works centers, and occasionally we have them off campus in community locations. There are multiple steps involved, but most basic step is the creation of a job flyer.

And aside from the very basic information you have such as the employer name, date, time, job title information that you would expect on a flyer, we also refer the candidates to job orders on SC Works for job details and application methods. So that encourages persons not already signed up to create accounts on SC Works to go ahead and do so.

Secondly, getting the word out, we distribute our flyers to hundreds of recipients via e-mail. That includes partner agencies within our state system, plus municipal and county organizations. Additionally, non-government local and community agencies and individuals who assist in employment are contacted.

Additionally, our local radio and television stations are sent flyers, and we do actually see good results from those broadcast media. Recipients who are on our distribution list have been generated by staff members over the course of years. This is a dynamic and expanding list reflecting ongoing changes in our communities.

As a matter of course, whenever a flyer is developed, staff members will send e-mail notifications or sometimes – (inaudible) – messages to individuals who meet the job qualifications as defined by the employer.

Each office will additionally post flyers in multiple locations like resource rooms, various bulletin boards. And also our state SC Works website opening page includes a link to job fairs and hiring events all across the state, and account holders can view flyers there as well.

By the way, we evaluate our marketing methods by asking persons who attend our job fairs and hiring events to complete an intake form, which includes a section to list how they found out about the event. And we're finding the responses indicate that most of our methods are fairly well distributed as far as effectiveness. So aside from the meeting the obvious goal of bringing jobseekers and employers together, we find that flyers for hiring events attract persons to our centers where they are exposed to other services of which they may not be aware.

MS. CAMPBELL: Thank you. Thanks for that. So thank you all. We have come to the end of our formal presentation, and we hope that you've received some helpful information as you progress in your integration process.

Now, we'll take some time to answer a few questions before our presenters provide final remarks, and I'll try to fit in as many as we can. I know we've received a lot. So we'll see what we can do here.

The first question we have, "Are all of these 15 programs physically housed in full at the North Charleston, South Carolina Works?" So I'll direct that to Deidre.

DEIDRE SMALLS: Thank you, Lekesha. Yes. I'm the center operator for the Trident Region, and earlier some of the other states talked about challenges. We're very proud of the model that we have here in the Trident Region, but space is one of our challenges.

So at this time we're having to reconfigure our center to make sure that we're accommodating additional partners. So starting in a new program year we'll also have a TANF partner to add to this list as well. So to answer the question, yes. All of these partners are housed in our comprehensive center.

MS. CAMPBELL: All right. Thank you.

The next question we have, I'll direct this to Tennessee. It says, "Does Tennessee also have a co-enrollment policy for WIOA Title I and TAA?"

MS. RYE: The state of Tennessee's policy on co-enrollment encourages co-enrollment into the various funding streams. Typically, we see SNAP participants co-enrolled in the Title I adult.

We see adult education Title II participants enrolled in youth or adult in Title I. TAA and reemployment resource services are usually co-enrolled into dislocated worker program, and then we've got TANF and Title I adult programs too. So that's kind of the gamete that we run in Tennessee.

MS. CAMPBELL: Great. Thank you. Thanks for that. We also have another question for Tennessee. "Using Tennessee's example of 17- to 24-year-olds automatically being placed into an adult education program for high school equivalency, do you offer multiple options for this such as study for GED, enroll them into an accredited online high school, or others?"

MS. RYE: In Tennessee we only use the HiSET version of the high school equivalency examination. We do not use the GED anymore. We do have a version of an online academy for distance learning that individuals can take advantage of, and then we've got the bricks-and-mortar classes that we offer in various AJCs or in local school systems too.

MS. CAMPBELL: Thank you. So now, we have a question for South Carolina. "Can you explain co-enrollment and how that looks? How do you share data with your programs?"

MS. : OK. So just kind of to echo what Tennessee was just saying, we have partners – or participants who may be co-enrolled with adult education. Either they could fit into the WIOA youth or adult or dislocated worker funding stream. Same thing with voc rehab, Wagner-Peyser. So we work together.

Again, those participants could be co-enrolled kind of across the board, depending upon individual needs. And we use the SC Works Online System, also known as SCWOS here in South Carolina, and we use that. All partners have access to that, and they're able to record information like case notes, activities, and things like that. They may only have read only access, depending upon if they need to enter case notes or not, but they're able to track and maintain participant information that way, in addition to our staffing meetings as well.

And then we also are lucky enough here to have, in addition to our state reporting system, we have a system called (Empira ?) that we use internally. And that's where we can share testing information and other participant information that may not be something that's recordable in our state system.

MS. CAMPBELL: OK. Great. Thank you. And we have another question that you probably can answer. "Do you all have a single system that all partners can access to see customer information, for example, referrals or training that a customer has received in the past?"

MS. : Yes. And so that, again, is our SC Works Online System or SCWOS. That's the state reporting system. All partners have access to that. You can monitor referrals within that system. You can see employer information. You can see customer information, jobseeker information. All of those types of items are housed within SCWOS. So it's a very useful tool for us in that capacity.

MS. CAMPBELL: Great. Thank you. And here's another question for Tennessee. "How is the mobile career coach funded in Tennessee?"

MR. WATZ: In Tennessee the Department of Labor and Workforce Development over the past five years have purchased six mobile coaches with Department of Labor state funding, and they have assigned two mobile coaches to the western, middle, and eastern regions of Tennessee.

The local workforce development boards then have access to those coaches, and it is a shared – they are manned between a Title I group and a Title III group to take it out to specific areas, to specific events, and that is scheduled through a calendar controlled also at the state Department of Labor and Workforce Development.

MS. CAMPBELL: Thanks, John. And you could probably tackle this question as well. "How can grassroot-level organizations partner with the larger organizations and receive credit for successful customer outcomes so that we are able to show our efforts are making an impact?" Sorry. That was a mouthful.

MS. : Yeah. We work with various grassroot organizations in Tennessee and the small non-profit organizations also. So two prime examples are here in our medium-size county. One is called Tree of Life. One is called the Serenity House. Both of those locations are grant-funded specifically, one to hold food pantries and one for serving women and doing life skills and parenting skills.

So we take our customers that come in and we promote those services and we also, for lack of a better term, co-enroll into both programs. So let's say a customer goes to the Serenity House and goes to one of their life series programs.

They work with them, but they're also either working with WIOA and are co-enrolled or TANF they're co-enrolled. They might be in all three and we're sharing those services across the board and everyone is getting credit for everything they need and the customer's getting more services in a more concise way.

MS. RYE: And I would also like to add there was a question about how do those small organizations or agencies become a partner in the American Job Center. I think the key to that is reaching out to your local workforce board, the executive director. Go visit your American Job Center. Talk with them about the program and the services that you offer because, again, all of these services working together is only going to help our customers achieve better results and that's what it's all about.

MS. CAMPBELL: Thank you. Our next question, "With all partners busy operating their own programs, how do you carve out time for everyone to come together for cross-training?" And I'll go ahead and direct that to South Carolina.

MS. GOSS: Thank you, Lekesha. Our workforce development board, they're very supportive of our vision here in the Trident Region. So they approve for us to close the centers once a quarter to provide professional development opportunities and cross-training for all of our partners.

So that's how we've been able to provide training for all of our partners. In reference to the system that we utilize, it's SC Works Online Services. It is a system offered through Geo Solutions.

MS. CAMPBELL: Thank you. So we received a lot of questions here. Some of it we're still combing through. So it might take us a minute or two. If we don't have – if we're not able to answer all these here, we'll move on to our next section. Sorry. Give me a moment.

MS. CASERTANO: And while they are sifting through all the questions that came in, I just want to remind everyone that you can find the – on the bottom left-hand corner of the screen you can download the PowerPoint, and on WorkforceGPS in about two business days you'll be able to view the recording of this webinar and download the transcript of this webinar. And that will, again, happen in about two business days.

MS. CAMPBELL: OK. Thank you. So we have another question which I'll direct to Tennessee. "Who oversees the business service team while each individual team member reports to a different agency? Does the oversight person have authority to lead the team?"

MS. : One thing that does work in our model here is empowerment. So in one center the lead person on that business service team might be a Title III staff person. In another location it might be a Title I person, but those teams are empowered to follow through on their plans and decisions.

And that's a strategic move on our part to build strength within that AJC team and to facilitate co-enrollment and co-ownership of the services we provide. But they definitely, whoever is the lead, has the authority to make decisions and follow through with it. There's a lot of accountability among the team members.

MS. CAMPBELL: Great.

MS. RYE: There was also another question about the mobile career coach, and I'll go ahead and jump on that really quick. There is not a charge for the local areas to use the mobile career coach, nor do the local areas charge the employer or the site wherever we're going to use that coach either.

MS. : Our agreement does say that we will provide both Title I and Title III staff when the mobile coach is in our area. So that's the way the local AJCs put into that system by providing additional staffing.

MS. CAMPBELL: Thank you. So this will be my last question. I apologize if we didn't get to your question, but with – I've been seeing a lot of questions about sharing samples of whether intake forms or whatever you might have. "So are presenters willing to supply or share sample MOUs, redacted as necessary, or your intake form, anything like that?" Any of you can jump in to respond to that.

MR. WHITMORE: Massachusetts, we'd be happy to share a redacted version of our MOU.

MR. WATZ: Same here in Tennessee. Plagiarism is the key so we can all move up.

MS. : In South Carolina we'll be willing to share our template as well.

MS. CAMPBELL: Great. Thank you, guys. So I'll go ahead and turn it over to Robert. Thanks for all your great questions. I'm sorry we didn't get to get to them all.

MR. KIGHT: OK. Thanks, Lekesha. On behalf of Lekesha and myself here at the Department of Labor and Lekesha from the Department of Education, we'd like to thank all of you who tuned in to participate in this week's session on integrating WIOA partners into your comprehensive American Job Centers and especially thanks to our panelists from local American Job Centers today. That's John Watz from Tennessee. That's Sharon Goss from Charleston, South Carolina. That's Mark Whitmore and all of their team – Mark Whitmore from Salem, Massachusetts. We really appreciate you all joining us today.

And with us being good hosts, we're going to allow our panelists to leave some final thoughts. So we'll begin with Tennessee, followed by South Carolina and then Massachusetts, and that will end today's session. Tennessee.

MR. WATZ: Thank you. Overall, the biggest thing we did for our success is we just went with it. If you had a 70 percent solution to get the partners over there, we just went with it. If we had to figure out that everybody initially was bringing their own copy machines, we went with it. We figured out later how we could share them all.

So just keep going, and that's a big, big thing. If you wait for 100 percent solution, you can't get anything done. There's a few partners out there that have got some laws. Work around it. Share your toys, and you'll see my e-mail at the end. Please drop me a line. Come visit us. We got great whiskey. We got moon pies and country music. Thank you very much.

MS. GOSS: This is Sharon from South Carolina. And just kind of last thought, customer-centered design. Begin with the end in mind. Stay focused on what you want to accomplish, keeping the customer in mind, both the individual and the employer customer.

You lead by example, and you definitely have to be flexible. You have your partners and staff. Everyone reacts to change differently and you just kind of keep that in mind but communication I think is the biggest key that we have to keep in mind as far as engaging one another.

And most of all I think that support from the state level – I'm really grateful for our support from South Carolina Department of Employment and Workforce at the state level for giving us our guidance, guidance on the MOU. They gave us the guidance, the template for the MOU and the process. So that was extremely helpful in that process and in building the relationships on the local level. Thank you.

MR. WHITMORE: Hi. This is Mark from Salem, and one of the things that I think you've heard today is that – that have made all three of these regions successful are the relationships that in many cases have predated WIOA have made a critical impact on what the AJCs are today. Those relationships are important, but it's critical also to engage both the existing as well as new partners in this process.

We've heard a couple of people talk about adding TANF as a new partner. Looking at those new partners and finding ways to promote ongoing communications and partnership engagement activities are critical to keeping partnerships fresh. So that's one thing.

Another thing that we wanted to just leave you with was sharing through cross-training of what each partner does for its customers and how these services are provided are a first step in path towards realizing the shared customer vision of WIOA.

And then finally, finding something that all partners can feel good about. Finding that early win that we can accomplish as a system is a way to build confidence, momentum for the integrated AJC team. Thank you for allowing us to participate in this, and please come visit us, particularly in October when it's haunted happenings time here in Salem, Massachusetts.

MR. KIGHT: OK. This is Robert again. We encourage you all to follow with these resources as well as here's the contact information for our panelists today. So you have both a list of resources and the contact information for our panelists, and enjoy the rest of your afternoon or you should be midday somewhere, the rest of your morning break.

Thank you very much. That ends today's presentation.

(END)