**WorkforceGPS**

**Transcript of Webinar**

**Implementing Comprehensive, Affiliate, and Colocation Requirements**

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JONATHAN VEHLOW: Once again, thanks for joining us for today's webinar. Now, I'd like to turn things over to our moderator today, Charlotte Harris, from the Office of Workforce Investment at the U.S. Department of Labor. Charlotte?

CHARLOTTE HARRIS: Thanks, John. As he said, I'm Charlotte Harris from the Office of Workforce Investment at the U.S. Department of Labor, and I will be joined today by my colleagues, Larry Burns from the Office of Unemployment Insurance and Winston Tompoe from the Office of State Systems in the Atlanta region. Next slide.

The objectives of today of course is to take a little deeper dive into the provisions for operating comprehensive affiliate and specialized centers in the American Job Center Network. It will also provide a discussion on the new Wagner-Peyser colocation requirements contained in WIOA. We also are excited because we have two local areas presenting with their teams from the Arlington, Virginia American Job Center Network and the Workforce Essentials from North Tennessee will be presenting information about their comprehensive centers and what they look like on the field. And hopefully, that will be some information that's very useful to you. We will also review upcoming TA at the end of the event.

Our vision slide. Of course we don't want to assume that everybody knows what our vision is. So we want to keep it here. WIOA has established a vision for the workforce system which you can see on the slide. I'm not going to read it all, as it's provided, but we want to just emphasize the importance of implementing a workforce system that supports regional economies and plays an active role in community and workforce development.

Today, as we talked about, we're going to talk about comprehensive and affiliate American Job Centers. And go to the next slide. I have a couple of maps here. The first one is, as of February 17th, this is what it looked like, the comprehensive American Job Centers that are currently reported in our systems, the states that have reported. So far, as of last week or a couple weeks ago, there was 1609 comprehensive American Job Centers nationally. And the same date these are the ones that have reported having affiliate American Job Centers, 805. And I looked at it yesterday. So there's even more that have reported affiliate job centers, but this is just to let you know the magnitude and scope of the centers that are part of the American Job Center Network.

And now, I'm going to turn it over to Winston to talk a little bit about the comprehensive centers. Winston?

WINSTON TOMPOE: Thanks so much, Charlotte. I really appreciate that, and welcome, everybody. We are going to start out with talking about the comprehensive center. As you know, in a few months the requirement for a local area to competitively procure operators for the -- for their One-Stop system is going to be due. That is in July. And the comprehensive center, of course, is a part of that whole procurement process. Next.

So I am going to start out with trying to find out, considering that this is coming around and considering that a number of you are going to be looking at how you are integrated with your partners, we are going to start out with this poll to ask, how far is your local system come in achieving the partner integration into the comprehensive center? I see, well, people are saying most of the core programs and required partners are physically located. That's pretty good, about 43 percent, and it's growing. Many say all of the core programs and required partners are physically located onsite or they have accessibility that is -- that would include -- (inaudible) --, things like that. So that's good to hear too. OK. That's good. I think, for the most part, people are moving and progressing in terms of trying to get their partners and their comprehensive centers integrated.

Let's move on to the next poll. This poll, unlike the other one, sort of deal with the challenges that you may be facing in getting partners on board and things like that. So what are some of the biggest issues that you have? Lease agreement seems to be leading the pack. We kind of expected that in a number of states and local areas happening. The big elephant in the room of course is infrastructure costs. So I see that that is quite an issue that people are having. Of course we put out a number of guidance. So we hope that people are continuing to look at that about infrastructure costs and the procurement process. So this is very good. It give an outline of a number of the issues that you are having. Next slide.

Now, so what is the comprehensive center? What are some of the characteristics of a comprehensive center? Well, for one thing it is all about access. This is all about providing access. It's also the physical location where, for example, a local workforce development board would determine is the place for people to get together and to have access to the program, the services, and the activities that the different partners in that One-Stop center are providing. One of the other characteristics that the regulation require is that the Title I program must have at least One-Stop that is physically located in, and we provided the citation for that. So it's a physical location. It is a place where people will gather so that they can have access to program, services, and activity, and people have to actually be there to provide these services to individuals that may need them. Next.

As I indicated, it is all about access, providing program access, providing service access, and activity. But as you will notice that the various communities have various needs. So if you are a local workforce investment area, you need to be developing your comprehensive American Job Center to cater to the need of your community. So, for example, if you are in a community where a number of people that work don't get off from work until later on, you might want to definitely consider to expand the regular hours of your operations to more than just 9:00 to 5:00. Those are some of the consideration.

The other thing is that to make sure that people who are staff who are in the comprehensive center are staff who are trained to provide the information about the different services that are located in the One-Stop. So this is another aspect of integration. Once you all get together, it is important for that One-Stop center to make sure that all of the staff are trained in the different type of programs that are available so if I came there and I was looking to fill out an application for TANF or for also want some information about job training, that the staff that I need has the ability, the understanding, and all of the information to help me to access those type of services. Next.

Again, as I indicated, it is about accessibility, but this time it's about physical and programmatic accessibility to individual with disability. It is very, very important that the One-Stop center is available, physically and programmatically available to individual. So what are we talking about? Where things like having a ramp for wheelchairs or individuals are on crutches having a straight level countertops to be at eye level for different customers that may need that kind of help, having closed captioning services during workshop for individual that need that. So the comprehensive center is a place where everybody comes to get accessibility, and that accessibility applies also to individual that -- with disability so they can be treated the same way like those who may or may not have a disability. Next.

Now, I'm going to talk a little bit about what are some of the provisions in the regulations about the comprehensive center. What is supposed to be provided there? Well, for one thing, as you know, we no longer have these graduation from core service to intensive service and then you go to training service. Congress sort of put all of that together into a career services. There are three basic -- I mean, three types of career services. One is the basic service, and again, you don't have to graduate from one to go to the other. So basic services will include things like eligibility determination, conducting intake and outreach, orientation. If you are a TANF program, you need to provide opportunity for people to initiate application for benefit and services. So that's one of the things that need to be provided. That's basic services. Initial assessment is also a basic service.

Individualized career service will include things like doing comprehensive assessment so that you be -- determine people's skill needs for training, developing individual employment plan, IEP, so that at least, for example, the type of training that they are going to have, the type of services that they are going to have, when they are going to complete it, what is going to be the outcome. It shouldn't be an IEP where you determine somebody's goal and -- (inaudible) -- training. It needs to be a roadmap of where the person is right now, what are activities that they need to do, what is the outcome in order for them to reach the goal of sustainable employment.

And lastly, it is about also serving the business community, but this is much more than just going and knocking on doors of businesses and asking them what type of job openings that you have. It needs to be solution-based. That is how do we help businesses to overcome their challenges of recruitment, retaining staff, and developing their talent? So, for example, I used to work for a local workforce investment area, and one of the things that we did was look at the type of businesses that we have.

We have a number of small businesses, and then we will analyze to see what are some of the commonalities among those small businesses. What are some of the issues that they have? And then we will develop solutions to those issues and put all of them together and provide that solution. Some of them were about sector strategy. So you look at a different sectors in that local workforce investment area. What are their needs, and how many businesses are in that sector and how do we combine services to provide to them or provide it to that individual? So there's much more than just going to knock a door and try to get job openings. It is about solution-based in terms of serving the business community.

Now, I'm going to turn this over back to Charlotte who will give you some more aspect of the One-Stop delivery system. Charlotte?

MS. HARRIS: Thank you, Winston. And before I move on, someone had asked a question about direct linkage, and what was a direct linkage. And the direct linkage is another access point through the American Job Center Network, and that means to have somebody -- it could be on the phone where a partner has somebody physically accessible and available on the phone to assist someone in the American Job Center Network. It has to be -- they have to actually get to an actual person or, if it's web-based, somebody would have to be an actual person. So the direct linkage links the person coming in for assistance through the American Job Center Network to a partner through electronic means.

And now, I'll move on to the affiliate and specialized centers. The local workforce boards may also choose to operate other access points -- you can go to the next slide -- other access points to the American Job Center Network. These sites make up one or more of the partner programs and services and activities, and these can happen because they're supplemental access points. These affiliate centers may come up in large urban areas where the population is dispersed and it's a lot of area. So they may be better served for some of the partner services in one area and another one. The affiliate centers do not have to have all of the partners there, but it has to have at least one or more of these partners to provide services there.

Another situation that might render an affiliate site are rural areas with transportation challenges. So the local area may determine that an affiliate service or center might be more better able to serve their customers in that area. And again, these are called affiliate sites and specialized centers for the American Job Center Network, and I'll talk about specialized centers in a second. But public libraries are an example of an additional access point that the local boards can use as affiliate centers. They're a natural because they offer public computers and internet access to jobseekers and individuals, and they also provide space for businesses. You can do that in your local area. There's a Training and Employment Notice 35-15 that encourages collaborations between libraries and the workforce system. So you may want to review that if you're not already using your library or have not thought about using your library. It gives you a lot of information to use for consideration of using a library as an affiliate center.

A specialized center, it's another type of center that the local board may choose to use, and these specialized centers are used to serve a particular population. Could be for youth, dislocated workers, or whatever the needs of that local workforce area is. When I worked in a local area, we had a specialized center that served dislocated workers, and this was during the great recession. It served dislocated workers, and they were mid- to high-wage earners that had lost their jobs.

So their needs were a lot different than the needs of the customer served at that local American Job Center. And for the specialized centers, they had flexible hours to accommodate these participants. They had evening workshops and sessions and things to accommodate the schedules of this target population. So affiliate centers or specialized centers are encouraged, are required, and are authorized, and whatever you determine to do, it must be determined through partner negotiations and documented in your MOUs. And for the affiliate and specialized centers, they both have to be physically and programmatically accessible to individuals with individuals.

And that's what I want to talk about with the affiliate and specialized, and then I'll turn it over to Larry to discuss colocation requirements. Larry?

LARRY BURNS: Thank you, Charlotte and Winston, for giving me the lead into this. In addition to some of the requirements we were discussing earlier today about affiliates and comprehensive, the Workforce Investment and Opportunity Act does include some provisions that are specific to the Wagner-Peyser employment service. So we're going to just take a few minutes to briefly go over those requirements and explain what they mean. And just for context, generally these provisions encourage integration and -- but in addition to that, they also recognize that the Wagner-Peyser employment service has a very important role. It provides universal access. It connects unemployment insurance beneficiaries through work search requirements. It serves as one of the key entry points for veterans and referral to specialized veteran services, and most importantly, the Wagner-Peyser employment service is the gateway for the majority of individuals into the workforce system. In fact, in program year 2015 it served over 13 million people.

With that background, we want to go into a quick poll question. WIOA now requires the colocation of Wagner-Peyser employment services into the American Job Centers. Has your state achieved successful colocation? I know in addition to some state staff, we also have locals. So if you're a local area, please feel free to answer that question as well. And again, this is to get a general feel for where everyone is because we know with the implementation of WIOA, everybody's starting from a slightly different position. So if you could just take a second to answer that. Great. It looks like the majority have. I guess I'll go home for the rest of the day. But there are a few that colocation is still something that's being worked on. So we're going to get into some technical assistance and other resources for those areas that may be having some trouble or just getting started with that process in a second. Go to the next slide, please.

So as a reminder, the provision related to colocation of employment service is in Section 121(e)(3) of WIOA. In the next few slides we'll discuss implementation requirements of this provision. One of the key things that's very important about implementing WIOA Section 121 -- and this is explained in our final rule -- is that separate stand-alone Wagner-Peyser Act employment service offices are not permitted under WIOA. They cannot exist. Related to that, if Wagner-Peyser Act services are provided in an affiliate site, the following has to occur.

At least one or more One-Stop partners must be located at the affiliate site. There must be a physical presence of combined staff. So if there's multiple partners that make up that affiliate or just one, there has to be a physical presence of that program of at least 50 percent of the time the center is open. This is a slight change from what we had proposed earlier on in the regulations where we had it being one partner had to be there 50 percent. This adds a little bit of flexibility where you can actually have multiple partners to meet that 50 percent threshold. And again, unlike some of the earlier provisions we discussed regarding affiliate sites, we're talking about physical presence here. So these are the key take-aways on this slide.

Another parameter that's set around colocation of Wagner-Peyser is that if you're trying to meet the affiliate requirement, that partner cannot be the disabled veteran outreach program or local veterans employment representative. Those programs are commonly known as the jobs for veterans state grants or the unemployment insurance program. The reason for this is that those programs, by design and by statute, are integrated. Many of them share common reporting systems or have other statutory requirements that link those programs together. So we're trying to increase integration under WIOA, and that's why those partners are exempt from that threshold requirement.

So here we are providing the citations related to the affiliate requirements in the regulations. This is for your reference. And as a reminder, this position did evolve over time. We did make it more flexible in the final rule. So that is slightly different from some of our earlier messaging and guidance. As I said before, the partners can be combined. So it can be multiple partners meeting that threshold rather than just a single partner. Next slide.

Timeline for colocation, we did not include a specific timeframe, as we know states and local areas have various challenges that are facing them and most challenges are often unique. However, throughout all of our guidance and information pertaining to WIOA and the colocation, we are emphasizing that it should be an expedited process. It should happen quickly. We've also required that states have a plan for colocation, and as part of the state planning process for the initial four-year WIOA plans, we required that there was an affirmation that such a plan was in place. That plan should have definitive steps or milestones that can be used for the national office and others to track progress towards colocation.

With that we have another poll question. We're very interested to see how much additional technical assistance is needed around this topic. So we're curious if there's any groups that would be interested in a peer learning team to talk about colocation, and we're looking for two groups here. One group is obviously states or local areas that are having challenges with that, but also looking for states and local areas that have overcome those challenges and been very successful and willing to mentor a little bit. So we're trying to see if there's any interest in that as a separate technical assistance track that we'll be pursuing. We'll give you guys a few seconds to respond to that. So I think that's good for this one.

Said they're interested. If you are -- looks like we had about 30 folks indicated that they're interested. If you are interested -- you can go to the next slide here -- please feel free to contact me. There's a little bit of lag in the slides but feel free to send me an e-mail and I'll get you set up with the team we're putting together. So again, we're just curious if there's interest, and if so, please let me know. And with that, I'm going to hand it back to Charlotte.

MS. HARRIS: OK. We'll just take a couple of questions before moving on to our guests because we don't want to stop what they have to say. But one in particular is a question, number 10.

"Could you confirm that the stand-alone office of a required One-Stop partner must be considered a specialized American Job Center, for example, a voc rehab office that does not have any other partners located there is now considered a specialized center of the American Job Center Network?"

The specialized center is a supplemental site of the American Job Center Network. The required partners of the American Job Center Network still must provide access to their services through one of those three methods identified by Winston, which was an on-site staff person in the building, a partner staff trained on the scope of the work of the partner in the American Job Center or through a direct linkage. Those are the three access points through the comprehensive centers that required partners must have. A specialized center, again, is supplemental to that, and it's not the same thing. So not necessarily, but again, it has to be part of the work -- the access and provide access through one of those three means.

OK. Now, I'm going to turn it over to Howard Feldstein, and Howard's going to introduce his team from the Arlington, Virginia American Job Center Network. And, Howard, just introduce your team to begin, telling us the makeup of your comprehensive center, and take it away with your presentation.

HOWARD FELDSTEIN: Good afternoon, everybody. Welcome from Arlington, Virginia. We have with us today Jerrilyn Young who is a specialist with Arlington County Public Schools Adult Education.

JERRILYN YOUNG: Hello.

MR. FELDSTEIN: Edythe Richards who is a counselor with Northern Virginia Community College, which is our community college here.

EDYTHE RICHARDS: Hello.

MR. FELDSTEIN: And Myrna Tejada who is with the Virginia Employment Commission.

MYRNA TEJADA: Afternoon. Wake up, everybody.

MR. FELDSTEIN: First of all, I'll tell you a little bit about where we are. We're located in Arlington, Virginia, which is directly across the Potomac River from Washington, D.C. We are the smallest county in America with only 26 square miles. We are also considered to be one of the most highly educated counties in America where 67 percent of our population has at least a bachelor's degree. We are part of Arlington County government, and we're an entity of the Arlington County Department of Human Services.

Basically, when we started our comprehensive One-Stop the first issue that we really faced was a full integration of all the team members and all the entities here. We didn't want anyone to feel that they were a part of this program or this programmatic effort or this funding source. We wanted everyone to be part of the Arlington Employment Center and also have the basic knowledge of what everyone else did so everyone, including our fiscal staff, could talk intelligently about making referrals, programmatic issues, so on, and so forth. Let me turn it over to Edythe, and she can talk a little bit about our initial cross-training and how we went about getting this done.

MS. RICHARDS: Good morning or afternoon, everybody. So I'm Edythe, and I'm actually a counselor with Northern Virginia Community College, but I'm fully integrated here at the Arlington Job Center and I'm -- I have an office here full-time. And like all of the other partners, we're all cross-trained in each other's areas. So, for example, if a client comes in and asks about classes at Northern Virginia Community College and I'm not available, another staff member can then get that client started and answer some basic questions and then I can follow up with them later. We all -- all of the partners here also teach workshops on a number of career-related entities and events, resume writing, interviewing, social media networking, and the like. And ultimately, our approach is really about tailoring our services to best fit the client rather than adhering to kind of a one-size-fits-all approach. And so we -- all of us meet with clients individually with the goal of really getting them to attain sustainable employment. Anything else anyone wants to add along those lines? OK.

MR. FELDSTEIN: OK. And one thing that we really wanted to do, again, in destroying programmatic silos was that everyone really had the identity here of working as a staff member for the Arlington Employment Center. So we did a number of things, and, Myrna, why don't you talk a little bit about that?

MS. TEJADA: The Virginia Employment Commission we -- can you guys hear me? We actually have services that we can serve our veterans and the regular population. We also have assistance for our employers and our jobseekers. We have hiring events, and we also have a lot of the things that Edythe just went through with you guys. But we do -- we are here to service both the customer and the employer.

MR. FELDSTEIN: And one thing that we really work at are coordinated business services for all of our employers. Quite honestly, if we can't place people at the jobs, we're not doing our job at all. So when we -- we have a unified business services team composed of what would be AJC staff, Virginia Employment Commission staff, our TANF program job developer, Edythe from Norther Virginia Community College, the Department of Rehab job developer, and all of them work together because, from an employer's point of view, it really doesn't matter to them what program someone came from. It's do I have a qualified worker? Also, we really worked hard a no wrong door policy for jobseekers but also we're having a unified business services team, a no wrong door policy for employers.

And as you can see, we have a number of diverse partners here full-time, ranging from the Virginia Employment Commission to the Arlington Public Library. When we built the comprehensive center, we had the same idea that one would have if you're building a shopping mall, and that is you have a number of anchor stores and then a number of smaller boutiques or retailers interspersed between the anchor stores. In our case really the Virginia Employment Commission, Virginia Department of Rehab Services, the community college, and adult education are our anchor stores, and then we have a number of smaller shops, so to speak. So we can really serve almost any client need here, as the case demands from the client.

MS. YOUNG: Hi. This is Jerri with Arlington Public Schools. I'm adult education, and I'd like to think that we've been a partner with the Arlington Employment Center for many years, even before we were considered a One-Stop. We offer adult basic education classes, pre-GED classes, GED classes, ESL classes, and enrichment classes for adults. We often have students that need -- other than classes, they may need other assistance, and we know exactly where to direct them within the employment center. And I also give a monthly GED informational workshop that gives out information all about the GED test and prep classes we give as well as I can even give out information about our ESL classes.

MR. FELDSTEIN: And one thing we really worked at with integration is -- we like to call it taking a sledge hammer to the silos -- is building not only professional relationships but personal relationships. All of our staff, regardless of if they're AJC staff or partner staff, are seated in the same area and next to each other. So you'll have a situation where, say, a member of the TANF team is seated next to our VEC representative, so on, and so forth. Lines of supervision are all common. Everyone reports to the same supervisors, regardless of who they work for and what their program is, and we have common work rules for everybody.

The only exception is in Virginia, if you're a state employee, you get Lee Jackson Day off, which we don't celebrate in Arlington County. We have an integrated data management system that we brought on ourselves because the different state entities have their own independent or proprietary data system, and we really wanted something where anyone could look up a client and see where they are and what they were doing. And then we have a real team approach working with clients. We share clients. We have team meetings with clients. Again, whatever the client needs, we'll call that person in or that program in to work with them.

And that's pretty much the Arlington story. So I will turn it over now to my colleague from Tennessee, Ms. Marla Rye.

MARLA RYE: Thank you, Howard. Welcome to the conference call today, the webinar, and we're glad to be here in Tennessee and talking with you. My name is Marla Rye, and I'm the president of Workforce Essentials and also the director of the North Tennessee Workforce Board. I have with me today Natalie McLimore who is the TANF director in district five and seven, which covers almost 40 counties in middle and west Tennessee. And I have John Alexander who is the regional director for the Tennessee Department of Labor, and we're going to share with you a little bit about team Tennessee and how we operate in local workforce development area eight.

We are a nine-county region, and we're in northern middle Tennessee. We straddle the Kentucky-Tennessee line and have Fort Campbell. Share that with the state of Kentucky. So veterans and military is a big presence of what we do here in the American Job Center. We have a unique area in that we have got the highest per capital income in the state of Tennessee in Williamson County. It also has the lowest unemployment at 3.5 percent, and also we have some very rural counties too.

Today we're going to talk to you a little bit about the comprehensive center in Clarksville, Tennessee and we kind of have a pretty simple philosophy in that we are workforce development professionals and we believe in providing quality services to jobseekers and employers in the region. And it's kind of build it and they'll come and you can see from the slide here that we have got a wonderful AJC system and we take pride in that. And just last week we had 1,000 jobseekers here to take part in a job fair for Hankook Tire that's building a large manufacturing facility.

Again, being in a professional building, a professional infrastructure and staff, you -- when you have jobseekers and employers that want to be a part of the system, that means you also have partners that take pride and want to be in the system to. And we have several partners in our American Job Center. We have all four titles of WIOA, including adult ed, Wagner-Peyser, and vocational rehabilitation. We have the Job Corps system. We have the older mature worker program. Again, being near Fort Campbell we have eight veteran staff, including DVOPs and LVERs, unemployment insurance, TANF. We are an employment network and have a Ticket to Work program and the RESEA and SNAP and the trade program. It's all on-site partners here in Clarksville. We have a total of 42 staff members and partners that are housed in the American Job Center here, and somebody made a point earlier.

One of the things that's really beautiful about the Workforce Innovations and Opportunity Act in the local level design is that some of your affiliate sites or your specialized points, they may not have all of your partners in there, but some of ours are tailored to what our communities need. So we've had two comprehensive and seven affiliates. One of our affiliate sites has the Tennessee College of Applied Technology is a partner and they offer an LPN class inside the American Job Center. We have veterans affairs in our -- one of our affiliates too. So, again, we just believe in building it, and they'll come and the more partners, the better off that we are there. But again, in Clarksville we have 42 folks.

The next slide you may not be able to see well and it is in your file share block and it's called functional alignment. So you can download that and read the fine detail in that slide. But basically in Tennessee our AJCs are -- operate under functional alignment in the team approach, and we have three different teams that are made up in the AJC. We have a welcome team, a career development team, and a business services team, and I'd like to ask my partners here with me today to talk a little bit about those teams and starting off with John Alexander and the welcome team.

JOHN ALEXANDER: Thank you, Marla. Good afternoon, everyone. I'd like to talk about the welcome team function. Here in the Clarksville career center -- American Job Center we have a receptionist greeter person that greets customers upon entry into the AJC. This person is a shared resource under the resource sharing agreement, paid for by all the partners, and we also augment that person by other partner staff on a rotating basis as necessary. This person, in addition to a warm and friendly greeting, may assist a client in navigating our automated boss greeter kiosk as necessary and then conducting the initial verbal service triage.

They do that not only to identify the reason for the customer's visit to the American Job Center but also to determine military veteran status for providing priority of service and also to help determine eligibility for our programs and refer as appropriate. For example, a military veteran customer who's a jobseeker might also be a good candidate for the SNAP program, TAA, or career development under Title I. This cross-program eligibility screening would be reviewed by every staff member that touches the customer during their visit.

MS. RYE: Thank you, John. What about the career development team building, Natalie?

NATALIE MCLIMORE: We are definitely all one team, and while we all have our different programs that we do have to operate, we make a very conscious effort to understand what each program offers. In part of our team meetings we review on a regular basis what each one of us do so if anyone comes up to us, we know for sure what we're talking about in order to best serve all of our customers and make shared referrals. For example, we kind of want to put the numbers with what we're talking about. We have made in the last quarter 63 partner referrals. Recently we had a client who worked with our adult education partner to achieve her high school equivalence or her GED. She was enrolled with our WIOA youth partner. Then she entered into a paid work experience and received a permanent job with that company, and all the while she was working with our TANF staff. And now, she's continuing on to the technology center for her continued path of success. So this client touched five core partners all at once in our AJC.

Not only do we work with everyone in the AJC itself as a team effort, we provide workshops that are not necessarily program specific. In the past a lot of workshops were very specific to each program and everything that everyone was doing. So our workshops invite everyone to break down those silos, as Arlington was speaking about. You might have a veteran in the class with a TANF participant, with someone from ENT or just general public coming in and finding a topic interesting. We make sure that all our workshops are demand driven with what's going on in our communities. We want to be sure that our workshops aren't just your typical resume, interview skills, but that our demand drives what is going on in our community. We have topics with financial literacy that intrigue our clients in how to pay your bills and then pay yourself too.

So we want to be sure that that's part of something that we offer as the community partner also in the AJC. Our TANF job developers are part of our business service team. That's a big portion, as Arlington spoke about. Your employers don't want to know all your different programs. They just want to know the bottom line, and we want the same thing. We all have the same end result. So we don't want to have multiple partners all going at different times to our employers. So our business service team works together with those employers and our community partners, not just the employers because it's important that your community and your outside agencies are a part of that as well so that you all have the same positive end result.

MS. RYE: One of the things I want to add too is that in our affiliate sites, while we do not have Wagner-Peyser staff in our affiliate sites, we do have Title I. We have TANF. We have Title II, adult ed. And one of the things, because we're functionally aligned in our comprehensive centers, the state has allowed us to be cross-trained where we can delivery TAA and SNAP and RESEA services in our affiliates and work through our comprehensive centers too because that is very important in the continuity among the affiliates and the comprehensive center here. Our business services teams, I did want to touch on OJTs that we provide. We may have a TANF customer on an OJT. We may have a trade customer on an OJT, but we only have one contract with that employer so as we don't have a lot of competing factors for that employer there. Next slide, Richard.

A couple of the things that we have done to make sure our partners are aligned, again, I started out by saying we want to be professionals. We have had all of our partners and staff members in the AJC trained as workforce professionals. So they all have a baseline of what it means, what LMI is, what customer service is, what the partner programs are. So that is an external training program that we have everyone go through. To improve communications we have a minimum of monthly partner meetings. Again, groups within the center are meeting more regularly than that, but at least minimum monthly meetings. The state of Tennessee is spearheading right now AJC certification process across the state of Tennessee.

So our comprehensive center here in Clarksville is going through that certification process. We made sure that we are building that from the ground up so that the staff in the center are getting together as teams and completing that certification process. It's not being driven from the top down but bottom up on that. We've talked a little bit about the boss greeter and the reception and triaging there. We are having as many partners as possible on the shared data system that the state of Tennessee has implemented and hope to have adult ed coming online with that soon too. So that's one way to enhance customer services there.

And, Natalie, do you want to talk just a few minutes about AJC branding and some of the way we build identity for the American Job Center?

MS. MCLIMORE: Absolutely, and one of the exciting things we've done is something very basic that a lot of times don't think about. How may I help you? That's what our badges say when you walk in the door and it has your first name on it. It's personable, and it's direct to your customers. It's that true customer-centered design approach, and we stress our customer service at every turn, whether it's training within staff and with partner staff. It takes that focus off of the I don't do that statement and it pushes the let me take you to so-and-so because they can give you more information on that or let me tell you what I do know and then we'll find out more together. It's all about that warm handoff, as you might call it, to do that customer approach with every single client that comes into the center. Regardless of what your program is and what your function is within the center, you all have a baseline knowledge of everything going on so you can work together.

As an AJC team we participate in community events together. It's not enough that you're working and you're working with employers and getting individuals employed in the community. You need to have that community representation also so that folks just don't go, oh, that's where I go to get a job. So they really know that you're part of their community. So we participate in events such as our Christmas parade. We've done 5K runs. We've even had some friendly community competition where which business in town has the most spirit for your local university. Events like these really let the public know that you're the place to find assistance and that you're very approachable to everything that's going on.

MS. RYE: Next slide. Basically, the AJC management structure, right now there is a consortium of partners that are serving as the One-Stop operator. As Winston mentioned earlier, we're in the process of developing our RFP for the One-Stop operator and envision that we will have an organization come in. And the way we see that is whoever that One-Stop operator is, they will kind of be above the functional alignment and be over that and make sure that they handle all the issues related to the One-Stop operator. We have right now partner site leads that provide joint management services in the AJC and kind of like what Howard mentioned with those anchor store. That's basically Title I and Title III and our career AJCs. However, TANF has a very large presence in the Clarksville AJC too. So we kind of have those anchor managers there that oversee specific programs. And as John mentioned earlier, we do have some shared funding, and the greeter that he mentioned and we're looking at a resource center person that we share that and that is going out between all of the partners to make up that.

I did see a question earlier about do we just have one greeter. We have about 3,000 people that come through the AJC a month here in Clarksville. We have one shared person, but all of the partners come together and assist that individual and are responsible for making sure that our customers are seen on the front end.

I also saw a question about customer service. We've recently gone through some secret shopper programs and monitor customer service that way, and that really gives us a good feedback of what's happening in the career center from the customer standpoint.

On the last slide on the enhanced customer service and some of the examples, John and Natalie went over those. So I will turn it back to Charlotte and hope this has been beneficial to you all.

MS. HARRIS: OK. Thanks, Marla and team and Howard. Now, what we're going to do, we're going to look over a few of the questions and see how many the team can answer here. Give us a minute.

Hi, Jen. Can you scroll down through those questions again because I still can't see all of them? Thank you.

Someone asked a question about what certification process that we're using, and that is currently we're using the National Association of Workforce Development Professional training.

MR. FELDSTEIN: We use that as well in Arlington.

MS. : OK. What about the question about how do you manage -- and either one of you can take this. It's 18. "How do you manage common supervisory functions among different AJC staff?"

MR. FELDSTEIN: In Arlington partner -- all partner staff directly reports to me.

MS. : OK. So they report to you. Are the managers onsite with the partners, Howard? How do you guys streamline that?

MR. FELDSTEIN: Well, no. The managers are not onsite. The staff is onsite.

MS. HARRIS: Got you. Howard, does that include your unemployment staff?

MR. FELDSTEIN: Yes. It does.

MS. HARRIS: -- (inaudible) -- EC? OK.

MR. FELDSTEIN: Yeah. We started -- when we formed the One-Stop, we did meet with the upper level management staff of each partner, and everyone was in agreement, it was just an easier way to structure if, while the staff member was at the AJC, they reported basically to me. It just makes it a cleaner supervisory situation.

MS. HARRIS: That's true. That's good.

MR. TOMPOE: Howard, that's a great system. Was that something that was in the MOU, or was it something that was developed outside or just an agreement by the partners?

MR. FELDSTEIN: Originally it was -- we had two things that we -- one, we did an MOU, and then also we did basically an employer manual or employee manual. Since then we have incorporated that into the MOU.

MR. TOMPOE: OK. That's great.

MS. RYE: Hi, Winston. I see a question about funding for the affiliate sites and how that competes with the funding for the comprehensive infrastructure. And in our workforce area, because we have so many different partners in the affiliate sites such as adult education, TANF, Title I, the TCATs, we try to make sure that we're leveraging the funding for the infrastructure so that Title I is not bearing the burden of that funding for affiliates.

MR. BURNS: Regarding the colocation of Wagner-Peyser, we just have -- I saw a couple questions come in. One of them was regarding the plan and whether or not that is required to be made public. So there's nothing in our regulations or guidance requiring that it be made public, but it does have to be available for monitoring and other purposes. So if DOL regional staff asks for it, you have to have it available to discuss, but there's nothing in the requirements that it has to be public, similar to WIOA state plans.

There was also a question. I think there might be a little bit of confusion about the 50 percent threshold when we're talking about an affiliate and Wagner-Peyser. The question was, "It seemed that there was an affiliate site and that Wagner-Peyser staff were only there two days because of the demand for it." So when we're talking about that 50 percent threshold, we're not including Wagner-Peyser in that calculation.

So if there's an affiliate and it has, say, TANF, WIOA, adult, and some other programs and they're open all week, that would meet the threshold because there's 50 percent of those partners there. The way to really think about the Wagner-Peyser 50 percent threshold is, say, for example, you currently have a stand-alone Wagner-Peyser office that's no longer allowed under WIOA and you want to bring partners to that office. Those partners that you bring into the Wagner-Peyser program department then would have to be there at least 50 percent of the time physically. So I think there's a little bit of confusion about whether or not Wagner-Peyser is actually included in that calculation, which it is not.

MS. HARRIS: OK. And there have been several questions about shared intakes, two. We'll take these last two questions, one about shared intakes and one about a shared data management system. And, Howard, you talked a lot about an integrated data management system, and people wanted to know what are you using and do you have to report or record data twice to the two systems?

MR. FELDSTEIN: Yes. For the last question, yes. Unfortunately, we have to record data into two different systems, the state systems and then our internal system. And we use a data management system which is called ETO, which comes out of an agency. I believe they're located in Baltimore.

MS. HARRIS: OK. And my question, do you -- do either one of you, Marla or Howard and teams, have shared intake processes?

John Alexander: This is John Alexander again. We use a boss automated kiosk system, which is like an iPad and that's like a shared intake for all the programs here.

MS. HARRIS: And then -- go ahead. Go ahead.

MS. RYE: One of the things with that is, if an individual knows what program they're coming in for, then they can automatically be signed in, directed to that staff person that's in the back. If they don't, then that greeter kind of triages them to direct them to where they need to go or one of our staff members comes up and answers those questions.

MS. HARRIS: OK. Thank you. If anyone, Howard and, again, Marla -- if any one of the callers wanted to contact you guys for more information, your e-mail is in the slides. Would you guys be amenable to that?

MR. FELDSTEIN: Absolutely.

MS. RYE: Definitely. Sure.

MS. HARRIS: OK. OK. Well, we appreciate it. We answered not all of the questions but many of the question, and if there are some questions that you still have, make sure you check with your regional contact or send something to the WIOA mailbox at DOL. But I would recommend that you check with your local areas or your regional point of contact first because they could probably answer your specific question a lot more.

And now, just a reminder, there's upcoming technical assistance coming up. Continue to join us on these webinars. We're trying to get you the information that you've requested, and you'll see here -- I won't go over all of them, but they're available there. There's the competition, universal design. Those are the next two coming up. So we appreciate all of your time and attention, and hopefully this was helpful to you. Thank you very much.

(END)