

Administration for Children and Families (ACF)

Building TANF and WIOA: Partnerships to Improve TANF Recipient Employment Webinar

January 15, 2014

Ms. Gills:

Welcome to Building TANF and WIOA: Partnerships to Improve TANF Recipient Employment webinar. My name is Jennifer Gills and I am from Kauffman and Associates. I will be your moderator today. I would like to start with explaining a little bit about the webinar interface. You should all see the first slide of the PowerPoint presentation and the Q&A box to the right. We will be answering questions at the end of the webinar, but you can enter a question at any time into the question and answer box. If you need technical assistance during the webinar please use the Q&A box. Please note that this webinar is being recorded. We'll now turn it over to Nisha Patel.

Ms. Patel:

Good morning or good afternoon everyone, depending on where you are in the country. I'm Nisha Patel. I'm the relatively brand-new Director of the Office of Family Assistance and I'm pleased to greet all of you and to share that we had a lot of interest in this webinar. We had 569 people register from across the country. So we're very excited about that and I know people are starting to... People are trickling in and starting to join on the line and I want to welcome all of you on behalf... *(Silence 1:06 - 1:12.)* Welcome everyone to Building TANF and WIOA Partnerships to Improve TANF Recipient Employment Outcomes, Lessons from TANF/WIA Coordination. As you all know the Workforce Innovation and Opportunity Act was passed in July, 2014. After many years of deliberation - I know there are lots of friends and colleagues on

the line who have been working on this issue for a long time - so babies were born. Children graduated from college and then the legislation was passed. And the legislation reauthorizes federal workforce development and training programs that are administered by the US Department of Labor and the law maintains the role of local one-stops - also known as American Job Centers - as the cornerstone of our nation's workforce investment system. And while TANF has been a voluntary partner in workforce systems in many communities, many communities have - some of whom you'll hear from today - have been doing work to better integrate their TANF and workforce systems. The new law establishes TANF as a required one-stop partner and also provides the option to states for submitting a combined workforce development plan that includes TANF. So as states begin to plan for WIOA implementation they face several important issues and some of these include: how can TANF's participation in the WIOA one-stop system result in more effective and comprehensive services to increase low income parents opportunities for successful employment? What are the administrative and financial arrangements, the policies and procedures, performance measures, and service delivery structures that will enable a one-stop to effectively serve families who are receiving TANF as well as other individuals who may have barriers to employment? And this webinar will explore these issues with a panel of experts and officials from states and local areas who have had considerable experience in developing partnerships across their workforce in TANF systems. So we've assembled an exciting cast of folks from across the country to talk about their experiences with TANF/WIA collaboration and we hope that their lessons learned will be helpful for those of you out there who are considering ways to strengthen partnerships in your own states and communities. So we have as part of our panel today from the great state of Iowa and from the Iowa Department of Human Services, we actually have three people joining us. We have Bob

Krebs who's the TANF Administrator, Angela Madison who is a PROMISE JOBS Program Manager, and Todd Spencer who is the State Administrator... Oh, actually I missed someone. Sorry about that. And Sherry Seibert who is also a PROMISE JOBS Program Manager and then joining them from Iowa is Todd Spencer who is the State Administer. He's got a very long title, so bear with me. The State Administrator for Workforce Investment Act and Trade Adjustment Act Funding in Iowa and he's also the statewide coordinator for integrated services within the one-stop system. And then next we'll hear from the state of Pennsylvania, Tamila Lay who is the Director of the Division and Employment Training Programs with Pennsylvania Department of Human Services and Scott Sheely who's the Executive Director of the Lancaster County Workforce Investment Board. Following Pennsylvania we'll hear from Texas which will be Laurie Biscoe who's the Deputy Director of the Texas Workforce Commissions Workforce Development Division and from Utah we'll hear from Karla Aguirre who is the Director of Program, Policy, and Training for the Workforce Development Division of Utah's Department of Workforce Services and I should note that Karla - and I apologize if I butchered your name Karla - she wears many hats. Among her duties is that she's Utah's TANF Administrator. She's the state WIB liaison and she's the Director over Wagner-Peyser and WIA or WIOA programs. So we're thrilled that all of these folks could come together across the country for this session today. We encourage your input, your questions, your feedback, and we hope that you'll use the online platform in order to submit your questions. And before I close I want to especially thank Susan Golonka who is OFA's Deputy Director, Lisa Washington-Thomas and her faculty... (*Silence 5:15 - 5:21*) ...whose sitting around the corner, because all I had to do was show up and they made all of this happen. So now I'm going to turn things over to our friends in Iowa. So Bob, Angela, Sherry, and Todd take it away.

Ms. Madison:

Hello, this is Angela Madison from the Department of Human Services in Iowa and I'm one of the PROMISE JOBS program managers here in Iowa. I am going to discuss Iowa's TANF and WIA coordination. The Department of Human Services is the states TANF agency for Iowa. Iowa's TANF Cash Assistance Program is the Family Investment Program which we use a FIP acro...uh, the acronym for FIP. Iowa's Employment and Training Program for TANF cash assistance participants is known as PROMISE JOBS. PROMISE JOBS is an acronym for Promoting Independence and Self Sufficiency Through Employment, Job Opportunities, and Basic Skills. DHS has overall responsibility for administering both the FIP program and the PROMISE JOBS program. When I say DHS has overall responsibility, as far as the DHS role, the DHS income maintenance worker determines initial and ongoing eligibility for the FIP program. DHS determines which FIP applicants or recipients are required to participate in the PROMISE JOBS program and then we make that referral by electronic interface to PROMISE JOBS. DHS also funds PROMISE JOBS through both federal TANF and State Maintenance of Effort and also funds supportive services such as childcare and transportation. DHS is responsible for preparing and submitting the quarterly TANF data report and also updating, administering state law rule and policy changes. So DHS is responsible for the eligibility piece of the FIP program, but we do contract with the state Iowa Workforce Development Agency to provide PROMISE JOBS services and that contract identifies who's responsible for what. So it lays out DHS responsibilities, the Iowa Workforce Development responsibilities, the services that must be provided. It lays out the funding and then also performance measures. And I put a note there at the bottom: to the extent that the current structure of the contract does not fully meet the requirement of WIOA, the contract between DHS and IWD can be an amended with minimal

effort to address any deficiencies. And I'm going to pass it over to Todd here from Iowa to discuss what Iowa Workforce Development's role is.

Mr. Spencer:

Good morning or afternoon everyone. I guess it depends on where you're at. I'll just talk briefly and this just illustrates the items that Angela has already discussed. You can see that DHS in the state of Iowa is determining eligibility for the programs and making the referral to the one-stop system; because of the contract that the workforce agency has with DHS, we are representing DHS within the one-stop system. Once the participants come into the one-stop, we're working on the intake process where we get the data entry updated and completed. We're looking at as many as possible co-enrollments through some common eligibility questions and once that's completed then we are turning it over to individual counselors and those career counselors are completing assessments, looking at barriers, identifying the possible guidance that needs to go back. So we're completing all of the work ready and skill upgrading that needs to be done in association with the program and I'll turn it back over to Angela to finish up.

Ms. Madison:

So we just went over DHS, the DHS role and then also the role of Iowa Workforce Development. In order for those things to happen we do have a joint decision-making process that does exist between both agencies. So I listed quite a few things that we share in making decisions and that's reviewing or commenting on proposed federal regulations as applicable, such as WIOA. We've had some meetings where we're reviewing those, commenting, looking at, you know, what's our perspective, what's required, and then code changes, rule changes, any policy changes or system changes that need to happen. Any time there's a discrepancy in the

data and if a system change needs to happen, we would coordinate that. We coordinate any form changes, training, and then both agencies have a two way staff that work on looking at improvement strategies and they do coordinating and then also electronic data sharing. So there's certain system access that Iowa Workforce Development has and then DHS has of Iowa Workforce Development system. And then we also have monthly meetings to discuss policy; so any policy clarifications or if there's any policy changes that we'll be approaching. We discuss procedures, performance measures. So DHS provides IWD with where they're at with meeting the work participation rates and then if there's any data discrepancies as far as the work participation rates that are received or any other data that we...from reports that DHS generates, we would discuss those and then try to come up with a plan to resolve those discrepancies and then also focusing on improvement strategies. So how can we increase the work participation rate? Different procedures that can be done. Like I said, there is a monthly meeting where the quality assurance staff, policy staff attend to address those...that decision-making process. And now I'm going to turn it over to Pennsylvania to discuss their coordination efforts.

Ms. Lay:

Hi everyone. This is Tamila. I'm with Pennsylvania's Department of Human Services who has the oversight of the TANF Employment and Training Program and I want to begin with this slide that says that I love winter and before you start hopping off the call - I don't want you to think that this slide is misplaced or perhaps it indicates that I slipped on some ice or have some sort of traumatic injury that has confused me as to where I am or what I'm supposed to be talking about. That's not the case. I simply put this up here because I want to explain... I think that it will help to explain the next statement which I'm about to make which is that I'm thrilled about the WIOA legislation. I tend to look at many things a little differently than some of my peers. So well,

some might be wishing for sunshine and roses and a different version of the legislation, I'm personally excited about what we have at hand in WIOA. In my opinion, it's been long overdue and I'm anxious to see what the next several years hold for us by way of opportunities that this legislation affords us for our common client. Like many of you I've been involved in workforce development for a long time and there's been times during my tenure whereas incredible as it seems to me as the TANF E&T entity, we've had virtually no contact with the WIA side of workforce development. Thinking of those times now makes me scratch my head and wonder how that could have been. Just think about those clients that we had in our AFDC and TANF programs who have been unemployed citizens in our states, coincidentally happening to also receive public assistance benefits. We worked diligently to track their activities and to understand the root causes of their poverty and create program after program to assist them in improving their family's economic stability. Meanwhile, our sister agency - which in Pennsylvania is located across the street from us - worked as diligently to engage people helping to get back to employment who were unemployed or maybe to increase their earnings and as I say this out loud it sort of makes me wonder why we were so far apart from the East to the West or the North to the South when really we were all working toward the same end. But like most things in life it really wasn't that simple. It wasn't that no one just thought about...hadn't thought about collaboration. That in itself would've been an easier fix. It was really a very disjointed time back in the day. TANF agencies were thrown into caring about their benefit eligibility rules and employment and training was sort of a tack-on, almost like an afterthought and WIA was busy with the business of helping the unemployed getting back to work and the rules for the agencies and you can see there, there's different paperwork we were all subjected to, seemed very disparate. Not until Pennsylvania's Department of Public Welfare which is now

known as Department of Human Services, began to partner with our WIBS to operate our premier employment and training programs for TANF folks did we begin to see the light of the benefits of our combined efforts. That collaboration has been underway now for nearly two decades and I'd really like to say that by now we have it all nailed down, but as Scott will soon attest to when he does his presentation that follows, he can vouch for me when I say that there's always more to do. Even though the WIBS were operating or subcontracting out our single point of contact programs or as they now do what we lovingly refer to as our earned programs, they remain separate programs with distinct missions reporting and required outcome measures. It's been a progression of collaboration for us over the decades and through those years we've learned many things about each other's program requirements, the clients to be served, and the expected outcomes. In 2007 we made a quantum leap in the continuum that is collaboration in Pennsylvania and we merged our computer system into one comprehensive workforce development system that we lovingly call CWDS. This move enabled us to enter and track information related to the participation and work efforts of our respective clients. Of course, we learned about six years into the implementation that as we continue to push forward toward our goals of collaboration that the firewalls we had built in during design were working against the efforts of our field staff to be more collaborative. So we've been working to adjust and overcome those barriers which will be just another small step for us toward the ultimate unification of our systems. In 2011 Pennsylvania had a new administration who came into office and they set as one of their goals the unification of workforce development across the many different agencies in the Commonwealth. A task force was created to that end and one of the first tasks we undertook was to survey the field in an attempt to figure out the current structure. The first thing that we learned from that survey was that we don't all have the same definitions

for commonly used terms. So for instance, when WIA asked both the WIA and the TANF entities, “Are you integrated with the other agency?” Some took that to mean “Are you co-located?” While their sister agency may have taken that to mean, “Do you collaborate on joint clients?” So step two for us was defining those terms and re-surveying. Then once we put all that information together, we mapped out a strategy for visiting each of the areas meeting with both entities as a team understanding their thoughts around integration and working through some of those issues. In a few minutes when Scott speaks he will tell you about the great work that they’ve been doing in Lancaster and we were aware of that work as a task force; so we traveled to Lancaster first to learn of their best practices. They then became a pilot of sorts for us and we used their good work as an example as we traversed throughout the state. Some of what we learned as we conducted our visits in those WIA areas were that some had very common issues experienced by virtually all of our 22 WIA’s. Of course, some had unique concerns that were only relevant to them, but by and large the concerns were pretty similar and consistent and those similar concerns were wanting some co-located staff if the agencies weren’t co-located themselves, removing the restrictions in our workforce development computer system that were designed to protect confidentiality, but actually had the effect of shedding one of the partners out from the information that would have been otherwise available to them in serving the same clients. Simplifying and revising common forms so that they could be used by either entity - forms like release of information, employment development plans, and agreements for mutual responsibility. And attempting to align the measurement matrix means as best as we could to give to our respective...get to our federal respective outcome requirements. We have accomplished some of this work to date, but other pieces of it continues. The WIA passage aligns beautifully with the work that was underway in Pennsylvania and now gives us federal

support to continue our improvements. I'm encouraged that just as we learned from Pennsylvania from our unique 22 WIA's that there are some very common issues. Our federal agency partners are learning from each other and our unique states and Commonwealth that there are some common challenges that we need their help with to overcome in order to further advance our nation's workforce development system toward a more seamless unified system that provides for all of the clients that we all serve and gives them the best opportunities to support their families through employment. In my opinion, the first of these common needs is for a federal program outcome requirements to become more aligned. This would pave the way for us all to pass those unified goals onto our local partners. To that end I would encourage you during the conversation session which is about to come up that you be open and share your thoughts with us and our federal agency friends so that we can be sure to get all of the best practices heard by our interested peers and share our challenges so we can work towards a solution. With that in mind, I will turn the next segment over to my friend and colleague Scott and ask him to speak specifically to his work toward integration in the Lancaster WIB, Scott.

Mr. Sheely:

Thanks Tamila. I believe that the reason I'm here today is really to speak to the local perspective on the matter of integration and I have a big slide presentation. I'm not going to bore you with all of that. We only have a short time. But basically we kind of start our thinking about all this from the standpoint of what actually is happening in a one-stop center and really do we need to in some way or another rethink how that all begins? So there's some background material, some early development of the center and all the rest of it, but we have had a very demand driven, employer driven kind of a system. Really what we did about five or six years ago was to totally rework the one-stop system and begin to think about the needs of employers and to let that drive

a good part of what we were doing and really we took time probably over a period of 18 months to do what I would call a redesign of the one-stop. Again, I'm not going to get through all of these, but we did start with some value stream mapping. I have an example of that to show you at the end of the presentation. One of the things we were trying to do is think about, "Could we develop one system for all client groups?" That for a variety of reasons in terms of effectiveness, efficiency, all that kind of thing could we in some way or another develop a collaboration that would lead us to have one service that everybody could connect with? We wanted to make sure that as people came in the door their job search process starts immediately and really that's how we have organized the system. We also realized that one of the things we were doing with people very early on in the WIA world was hitting them with the questions of eligibility, when in some cases what we really needed to be doing was asking questions of suitability or commitment of the job seeker before we get to the eligibility part. I tell people the story of walking around in the one-stop center and basically talking to people and asking them where they're going and having some people say, "You know, I really don't know where I'm going and further I don't know why I'm doing it." So this is really the effort to kind of get to that kind of a problem. We were very clear that job information, career counseling has to happen early in the process and that we also set a standard for work readiness as measured by achievement of a national credential which is the National Career Readiness Credential offered by ACT. Within that even though we set the standard we needed to have many, many opportunities for remediation so that everybody could be successful and we really accomplished a good deal of that by getting our Title II provider, the provider of adult and basic education involved in what we were doing. And then finally we were very, again, listening to employers, hearing them say, "You know, I don't really need to have people get training where they go to college for a year. But what I really

need is some short-term skill-based training and that's the kind of person that I would hire." We find people as we've changed this model hiring directly out of training and we further have functionally organized the staff. I will say not without problems, but it has been another important part of what we've tried to do. So again, very quickly, in that affect we have been able to use multiple or to service multiple client groups with the same system. Yes, our traditional WIA clients, dislocated workers, but also as Tamila said we had the opportunity to work with the Department of Human Services to integrate in a more complete way people from the TANF population - and you see the other groups there as well - who all basically go through the same standardized services. What is different though is that by having this option of shared services for the basics, we are spending much more time on case management which I think many of you would agree that that's really the glue that holds things together. So we've also found that by having this little wider scale system, we've been able to absorb what I would call blips in the system of a variety of things that have happened. We see in clear context growing, again increased hiring directly out of new training options and ultimately the county has had an unemployment rate which is below the state and the national average. The challenges, just to be clear, that not everything is a bed of roses. The need for staff development on career counseling and other content, we found that many of our staff were really not where they needed to be. You see the solution there is to train, train, train. We also found that if systems do not interface often requiring multiple work arounds, particularly where access becomes an issue and just general sharing among staff becomes a challenge. There's more case conferencing needed, more sharing of files and information that happens at a case manager level. Sometimes limitations imposed by labor unions have been a problem in terms of flexibility. We need this wider more flexible definition of training and that really goes to the WIA definition. I think we'll find some relief in

WIOA and then just keeping employers engaged is always a factor. So and that results with a meeting and exceeding all of our TANF and most of our WIA performance standards. We have been the model of integration as Tamila said. We are now working with the Department of Corrections and the Lancaster County Adult Probation and Parole to bring the correction system in. So the point is that when you do this once and you do it well, you can accommodate other populations with the same model. And then ultimately the best result is getting the job done in despite of the challenges and we think that we've been pretty successful there. Just very quickly. This is the... Are we ready for the schematic? Thank you very much. This is the results of our value stream mapping. You see that in the upper right-hand corner, this urn is what we call the program in Pennsylvania. This is where they enter into the process and then we have this mapped out all the way through to the place where a person gets a job. So again, we're happy to provide more information about this and each one of these areas, wherever you see SOP actually, has a description of what happens with that area and we have job descriptions that connect with the job titles that are there. I've probably gone way over my time. Thank you very much and I believe that I am handing off to Texas.

Ms. Biscoe:

Good day. This is Laurie Biscoe with Texas and in just a moment I believe my presentation will be here. Here we go. So as the two presenters or three presenters have said previously, in Texas we too have an integrated system between the agency that is administering TANF benefits and TANF eligibility and the provision of workforce and employment and training services. We've been doing this for quite some time. In 1995 our legislature actually combined 28 Workforce Employment and Training Programs into the Texas Workforce Commission. As part of that legislation our TANF Employment and Training Program as well as our SNAP Employment and

Training Program were part of that combination and so we have been operating in that fashion since that time. As presented here on the slide what we call our Health and Human Services Commission is responsible. They are our lead TANF agency and they are responsible for determining TANF's eligibility and the payment of benefits and the Texas Workforce Commission as well as our 28 local workforce areas are responsible for administering the Employment and Training Program for TANF recipients. We call that program Choices in Texas. For the Employment and Training Program we have staff on the employment...the employment counselors, case managers for those individuals are co-located in our Workforce Solutions Offices, the American Job Centers, we call Workforce Solutions Offices. We'll talk a little bit later about funding, but I would just note here unlike Iowa that commented, addressed that they have this relationship through contract, ours is by legislative action. The legislation establishes the rules and responsibilities for the two agencies as well as appropriating the funds to the two agencies based on the responsibilities that are being performed by each of the agencies. Key to making this work between the agencies as has been noted previously is that we do have automation data exchanges. We have nightly interfaces between our two automated systems to be able to serve the common customer which really is critical to that effort. From the perspective of the Choices program, we have a work first design with a focus on communicating to TANF benefit recipients that that government assistance is temporary and that there is a responsibility to be able to support themselves then and we want to help them be able to accomplish that goal of finding employment and moving to a place of self-sufficiency. In any given month for our Choices population we have 60% or better of our customers in unsubsidized employment. Employment is one of the key focuses for us and we do track performance with regard to an outcome focus. We do track and monitor our federal work participation rate

performance, but for us the real indicator of success is that we are able to find employment for this population. They are able to retain that employment and we're able to do that quickly and we have been successful in being able to do that. With regard to the integration of services in our local workforce development areas or boards, as I said, our Choices employment counselors and case managers are co-located in those offices where these other programs are being administered at the same time. Most of which I think others will say the same. The only thing that I would note here of particular importance is as we talk about co-enrollment with WIA or WIOA in the future really important to us is that many of the services that are being provided under WIA in terms of core services are the same services that are available through the employment...the Wagner-Peyser employment services program in terms of job search, job preparation, work readiness preparation. We have about 75% of our TANF customers who are co-enrolled in either employment services and/or under WIA. The other program of particular significance to our Choices population is the subsidized child care program which the Texas Workforce Commission also administers and as all of you all know, child care is one of the key supports for enabling folks in many circumstances to be able to be employed and of particular significance to our TANF population. So, that is...makes it very convenient and very easy to make that delivery of that key support. And with that, I will end here until we have questions and I'll hand it to Karla Aguirre who is going to talk about what happens in Utah.

Ms. Aguirre:

Thank you Laurie. I appreciate that. So I am going to move to my first slide and so "Where do you begin?" And I think Utah's approach; people always say to us, "Oh, but you have to do... You're the integration, because you're one department." And so that doesn't apply to us. So I tried to look at this from what we learned when we became the Department of Workforce

Services and we collapsed five state agencies. So this all started out with the common goal of employment. We had some legislature and I think legislatures... And I think our lieutenant governor that lead this charge, they started looking at how customers move around in our state and how often they go to different offices to get different services and so through legislation in 1996 our department was formed and we actually began delivering services in July of 97, but it did combine these five agencies and so it does make things easy when you have the administration of all the programs under one department. That part's easy, but it was a journey. And so I'm hoping to share things that I think as other states bring this collaboration together that you can learn from us and the things that we struggled with and some of the things that were a kind of just a path as we went along this. So we had the AFDC, what used to be AFDC. It soon turned into TANF that was combined. Our human services department at that point was split. We took those programs that are typically under ACF with the family programs. We also had food stamps, employment and training at that point, but we took it all. We had the eligibility portion of that as well. So, not just the delivery of the services and the case management piece, but the eligibility determination as well. At that point it was JTPA which quickly turned into WIA and we were an early implementer. So we have some things we learned from that. The Office of Child Care was one of those combined agencies. So again, we had the subsidy, the child care subsidy in our state under our workforce services. All of the job service programs at that time, so Wagner-Peyser, the veterans program, UI, all the employer contributions and one small program that they called turning point which was a displaced homemaker program. So one of the things that I think we were... We had a meeting this morning with our regional DOL office and they were talking about forming teams to really understand what those programs are that you deliver. Well, this is what we started with was an employment center design team. We

call our one-stops employment centers in Utah and I think that is something that other states could do even if you're not...your fundings not integrated. If you develop a team, a design team to decide what this delivery of services is going to be, that you all have a common goal and we met for six months for two days at a time. We'd go back and do research and we'd come back every week, but understanding what your partners do, who their population is, who they serve, what is there funding? How is there funding set up? What systems? What federal requirements? Reports? What policy? What does their staff do? There were a lot of things. We had buildings that were like within a block of each other, a job service building and then an office of family support building. So all of these things had to be worked out when we formed our department. But as you decide to co-locate or to develop those strategies, you may want to consider all of those challenges and really talk through that. We then designed what we thought was a good one-stop delivery system and one of the things for us is that we always kept the customer in mind. That is if I were to walk into this center, what would a customer experience? So I think that's how we got to our service delivery system and that we tried to... We started though... I have to say, we started with co-location and we had this concept called multi-functional teams and that's how we did our cross training with our staff, because it was an enormous learning curve. We had employment specialists from job service that had what we referred to as dummy terminals. They didn't have any interaction and reporting out of there from their employment specialists and so there was a lot of design that went into that. So a challenge was getting people to listen and understand that we're not so different. This is just a visual of how we co-located when we first started. We had what we called multi-functional teams; so I was a supervisor and I had on my team somebody that knew to JTPA or WIA. I had people that knew our family employment program which is what we call our cash assistance

program in Utah. I knew how to issue childcare. We had someone that was our employment specialist that normally did Wagner-Peyser kinds of activities and our *** (? - 38:11) reps. We had food stamp people in there as well. So that's how we started, but now if you looked at this multi-functional team what you would see is those employment counselors have a good understanding of all those programs and I have to say that didn't happen overnight. It took a long time. So we moved in together. We created these relationships and these opportunities, but it was hard. And so I'm not going to tell you those relationships are going to be easy. I was on another state call where somebody said, "Well, the workforce people just don't understand what our work requirements are." So I think if you come into this with the fact that you've got these preconceived ideas that that agency doesn't understand what we do, I think that becomes a problem for you. But I think it's the leadership that has to manage that change. So we had to do a lot of compromising. I don't remember which state talked about the joint decision-making process. Everybody had equal, you know, decision-making at this point and so as we developed our assessment and our case management model we took the best of the best and we compromised until we had it shaped into something that we started with and it has evolved over the years. What was really great for TANF was that we now all of a sudden had more access to labor exchange kinds of activities. We had better access to employers, to labor market information. We had more resources that we could use. "Oh wow, I didn't know you did that." And so we... There was a lot of cross training that took place. Somebody else said train, train, train and we began eliminating duplication...eliminating the duplication. The challenges we had was managing that change, that culture, shaping that culture. We had staff training. People were at different levels. We had location problems. We had pay ranges that were issues. So, all of those had to be worked out. Those were challenges that we had to take on, but understanding

each other's program systems and outcomes, the purpose of what TANF does, the purpose of what WIA is, at the end of the day it's about getting families and about getting people employed. So it was about letting go and embracing the new. These were some of the comments. "This is the way we've always done it." "Well, we don't do it that way." So you're probably hearing some of those things already. Again, equal partnership and then giving our local one-stops or our employment centers some flexibility to decide how to deliver those services was very important and critical. Moving forward. I always call this the Lions, Tigers, and Bears phase of our department. Lots of forms. Somebody else showed the visual of all the forms. Everybody had their forms. All different computer systems. People. People and what they were doing. Not only the customers that we serve, but our own staff. How many times do people need to tell their story and write their name down and fill out forms and so these were the things that as we moved into our service delivery, we always kept that...the customer in mind. Listening to them we developed a triage approach so that now when a customer comes in they're not quite sure where the funding is coming for and I don't think they really care. They just come in because they have a need for either a job or for some financial assistance or food stamps or for a workshop to help them get back into employment and so those are the things that as we approach this we continue to move along in that service delivery. So yeah, everybody at some point said, "Hmm, maybe we're not so different after all." Fast forward it again, a little bit farther, computer systems are a real challenge and data and how you report to the feds. It didn't happen easily. We have now one unit that does all of our reporting and they collect the information from our different computer systems. We still have different systems that we operate, but they're so connected and they share information and information is populated from one system into another. We have a one case management system, an eligibility system with multiple systems.

Our labor exchange system is connected to our UI which is connected to our case management system which interfaces with our eligibility system. And they share with other agencies. We receive information from another state agency through a web-based program and we can... So that if I'm sitting in one of my one-stops in some part of Utah, I'd know that this customer also has a Voc Rehab counselor. So fast forward again, I mean we're talking 15 years. These are some of the things that happen in our one-stops. People come in to get all of the services in one place. They don't know that it's a veteran service. They don't know if it's food stamps. They may not even know how it's being funded, but this just gives you some examples of some of the things that occurs in our one-stops because of our wonderful opportunity to be integrated and I have to say, it does make things easier and I know that those challenges as you start to form those relationships are not easy, but if you take a common approach, a sense to that, we have really smart people working for all of our agencies and they will figure it out. We fast forward again. We have a seamless service delivery system. It does create some challenges, but we have the same menu of services in all of our centers. There's local initiatives based on the industries of the sector strategies that are going on. When someone creates something that looks really good in one center we replicate that and we share best practices, but I think the thing that's really important is that if you can understand that we all have a common goal and our outcomes are basically similar you can get through this. What's next for Utah with our WIOA and TANF partnerships, well we are so integrated that we're... It's hard for us to look at what else can we do, but we found lots of things that we can continue to do. We do not have our Voc Rehab partners integrated like we'd like to and that is something that we are working on and with education. One of the advantages of having it in one department or contracted is you find administration can maximize the funding and one of the things that we've done is during the

recession we used our money for TANF ARA money to work with UI recipients that were families, needy families. So sharing those resources when you have opportunities. Our afterschool programs, we fund our childcare; our office of childcare does some, but we also add TANF money to that so that we can actually expand and have more resources. Co-enrollment. People are talking about co-enrollment. We co-enroll. We don't even know that we're co-enrolling because of our integrated system until we get to the actual intensive kinds of services and then we try to align our policy so that we can do that more easily. Shared resources. A couple of things that we've done, workshops. We developed workshops in our employment centers using Wagner-Peyser funding. Then we translated those to online workshops for our UI customers using UI funds and now our employment... Our food stamp, E&T use those same work readiness assessment and workshops online. So sharing those kind of best practices across funding streams are extremely interesting and an opportunity for you to save money. We developed a work success, a really focused job club for our TANF customers and now we have more people from our Wagner-Peyser, our just general population coming in to those, because of the outcomes has been so great. Using evidence-based programs and really understanding how those impact your outcomes. It really is just good customer service and I... After that I think we...I'm done. That was quickly going through where we're at, but I think it's time to go back to Q&A. Thank you.

Ms. Washington-Thomas:

Thank you everyone. This is Lisa Washington-Thomas from the Office of Family Assistance and I want to thank all of our presenters and I want to let the audience know that Scott Sheely had to leave. We knew he was on a limited timeframe and we just thank him for participating. So for over the last month we have been reaching out to our constituency asking them questions

that they would like to ask the presenters and as they are loading up their webcams we're going to try to have a dialogue regarding TANF and WIA coordination and how it will reflect or it can be...this present coordination can be a stepping stone to help implement the new WIOA legislation. We have three of the four coming. So I will start with the first question. It will be directed to Bob and Tamila. And my first question is, "Did you have any issues regarding providing services when the local TANF office and one-stop service areas covered different geographic areas? For example, a local TANF agency could cover two WIOA service areas or vice a versa." Bob, I'll go to you first. Bob or a representative from Iowa.

Ms. Seibert:

This is Sherry from Iowa. And yes, we did have problems and what we did is we worked with both the IWD local staff and the DHS staff. We made sure that everyone was well-informed of the boundaries and then we also allowed our TANF recipients if we had one person who is living right on the edge of another area, we allowed them to cross and go into another region if that's more appropriate or closer for them. So that helped solve our problem.

Ms. Lay:

In Pennsylvania we have 22 local WIA's in 67 counties that provide TANF services. So there are multiple areas where a local WIB serves several different counties. So one of the things that we found to be the most productive and successful in those...because of that structure is to make sure that the entities hold local management committee meetings every month or so in which they talk about the different services that they are offering, client moving through their system, and then policies and procedures that are in place that are affecting their outcomes. They try to resolve them that way so that you may have at a local management committee meeting in any

given month a WIA representative as well as multiple counties providing TANF services, staff representing those, agencies, and then other partners in the community that provide various services having this in-depth dialogue about how to get to the same outcome.

Ms. Washington-Thomas:

Thank you. Laurie, this question is for you. “Do you anticipate WIOA changing anything in respect to your structure, governance, information systems, or staffing?”

Ms. Biscoe:

In terms of service delivery to TANF recipients, I don’t think we are anticipating significant changes. Obviously, there are other change... There are other provisions of the legislation that will have an impact for us as we move forward. One of the areas of focus for us has been the vocational rehabilitation and the coordination with Voc Rehab which will be significant for us. But I think we are anticipating that our experience that we’ve had in integrating programs including TANF and SNAP E&T will serve us well as we work in those other areas.

Ms. Washington-Thomas:

Thank you very much. This question will go to any of the panelists. “What mechanisms did you put in place to ensure critical and ongoing communication occurs across agencies?”

(Silence.)

Ms. Washington-Thomas:

Laurie, you look like you’re jumping at the bit.

Ms. Biscoe:

I'll be glad to. (*Chuckle.*) I think I've heard it. We would... Critical really is that folks are able to talk to each other whether it's...and have access to information. And so from our perspective being able to have that, even though we are two different agencies serving the same population, having that interconnection through automation is really... In a very real-time way, is critical to making this successful. At the same time, there is the continued need to have personal interactions as well and we like other states that have talked have close coordination with our sister agency and work closely with them on a regular basis at the state level and then at the local level as well.

Ms. Washington-Thomas:

Thanks Laurie. I'm going to turn this over to Damon who is going to ask questions regarding services that you provide.

Damon:

Everyone pretty much knows that WIOA legislation entails information that will be in the local plans, such as a description of how the local board will expand access to employment, training, education, and supportive services for eligible individuals particularly individuals with barriers to employment. So for Utah and Iowa, it would be interesting to get your perspective around what specific strategies or techniques have you put into place to provide employment and training activities that respond to the needs of TANF recipients with barriers to employment?

Ms. Aguirre:

In Utah one of the things that we have in our model is we have in-house clinicians, social workers that understand what our goal is of employment. A lot of times when you send

somebody with significant barriers to another mental health agency, whether it's a private nonprofit, whatever, they don't always understand that our end goal is to get somebody well and moving on so they can move along that continuum of self-sufficiency and employment. So having in-house clinicians, it's not... We focus on what they can do. What can they participate in and that really does help us with addressing some of those significant barriers. We also have lots of services where we'll do referrals, but I think understanding what employers need from workers helps us have those...also have those critical conversations with our customers on how to move from point A to point B. That's one of our strategies. We also help them get on SSI if that is something...if that's the pathway they need to go on.

Mr. Spencer:

And this is Todd from Iowa. Our main focus is on the co-enrollment and assessments and then working with as many other partners as possible. So as an example of that, if we're determining that a participant needs some specific guidance or additional help we have the Disability Employment Initiative Grant in Iowa and we're combining that with working with our Voc Rehab staff and so we collaborate that way. We also have the ability to bring in with the benefit planners into the one-stop system. We have people assigned that have that skill set that work with multiple one-stops and to some of you in bigger states, where multiple one-stops, Iowa has 15 one-stops. So we're not quite as big as Texas for instance, but so we have the resources available, but the key to that for us is the eligibility and the intake process, determining eligibility for multiple programs, having staff who have information and knowledge about those programs, and I think you've heard from the presenters today, we have bits and pieces in our model that we have stolen and taken from all of these other states who have presented today, because the things

that they're doing are very successful and we wanted to keep mimicking that here and keep moving it forward. So we do some of that same stuff that they have already talked about.

Damon:

Thanks Karla and Todd. For Texas and Pennsylvania, what tasks or services are provided in common to clients irrespective of their program eligibility? Like assessments, job search, and other activities related to employment.

Ms. Biscoe:

I'll be glad to begin. I think we've talked about a number of common services that are provided in terms of access to labor market information and access to resources for job search. The one that we haven't talked about that I think really is important and benefits all of our programs that are being delivered through the local workforce offices is our business service units and the connection to employers having staff that are working with employers and are understanding their needs and in terms of skills and talents of those that they need and for our TANF population. One of the real benefits of those employment service, business service representatives is the ability to develop jobs to identify opportunities for subsidized employment that may be the pathway for a Choices customer to get in the door and get some work experience so then be successful in employment long-term.

Ms. Lay:

Hi there. Like in Texas, in Pennsylvania we share the labor market information and our clients in TANF have access to some of the WIOA funded workshops. As we continue to integrate, we hope to include more of those services and as we just heard, including the business services which we feel is an important and valuable service. But we're not quite to that point yet, so

we'll continue our progression and our efforts there so that there's eventually more integrated activities available to both. But I would say in large part right now it's mostly the workshops and the labor market information.

Damon:

Thank you. The WIOA legislation requires that 75% of the youth funds be spent on out of school youth who are considered age 16 to 24. Does age span then include both children and TANF families and young TANF parents? For Texas and Iowa, do you have any ideas about how to help insure that TANF recipients are included in the plans for these funds?

Mr. Krebs:

Uh, I would just start with Iowa. It's hard. That's why I say it's difficult to step back in time and think about how this would be difficult, because where we're at right now in Iowa is that the information that we're sharing and the co-enrollment process that we already have, it makes this very easy. It's very easy for me to know that we have currently just over 2,800 participants in our TANF program who meet the eligibility requirements for this and that co-enrollment process happens on a daily basis in the one-stops. So it's difficult for me to think that we wouldn't be able to work with this population in order to help meet some of the WIA or WIOA guidelines with 75%. It just goes back to the fact that as all the presenters have shown today that when it starts at the front door that a customer is a customer, you can work with multiple programs all at the same time. So that's the philosophy that we have and we don't see that this is going to be any issue or problem.

Ms. Biscoe:

And from Texas I would echo that. One of the things we are doing with regard to implementation for WIOA in general is in a number of service delivery areas and implementation areas we are sitting down and have established work groups with our local workforce areas and other system partners to identify best practices, strategies. The service to out of school youth, we've been moving in that direction and don't see a whole lot of challenge. But there are particular parts of our state where that may be more of a challenge than in others and we're looking for areas of best practice to be able to share with the state having discussion about ensuring that the Choices population is part of that consideration will be what that work group is looking at as well.

Ms. Washington-Thomas:

Thank you very much. Our next section of questions is on performance accountability and under WIOA and its predecessor WIA, state negotiates performance standards with DOL around the percentage of workers that entered employment, retained employment, and measurable skills gained, et cetera. Some have expressed concerns that if these performance standards are set too high it provides a disincentive to serving individuals like TANF recipients with the greatest barriers to employment. Have you been successful in negotiating performance measures that take into account characteristics of serving participants with multiple barriers?

Ms. Biscoe:

In Texas we have been. We look at the characteristics of the population that is being served and have access to data and having that information and folks that can look at that has been very valuable to us as we've negotiated performance targets and have been successful in being able to

demonstrate that various populations with different characteristics result in different performance, um, has resulted in positive benefits for us.

Mr. Spencer:

And...

Ms. Washington-Thomas:

So Laurie... Oh, go ahead.

Mr. Krebs:

Well, I was just going to say in Iowa, obviously Texas is in a nicer DOL region than Iowa is, because we have not been successful. We have stayed the course in arguing with region five leadership to set those performance standards and we're currently in the process of renegotiating performance standards because the more inclusive we got in our service delivery the harder it is to meet those high level of performance standards. So we just are taking the approach similar to what Laurie mentioned in that we're gathering the data, continue to gather the data on the customers who come through the one-stops and we're just going to systematically keep going back to DOL and presenting that. I have a little higher level of confidence right now in our negotiation, renegotiation process that we'll be able to get some of those performance standards lowered to more reasonable expectations.

Ms. Aguirre:

This is Karla in Utah. I think that I would concur with what Iowa and Texas have said. I think we're successful. The length of time somebody stays on for us may be longer for someone that has more challenges, but I think we don't... It used to be that, "Oh, we can't put this person in

WIA, because it will affect our outcomes.” We don’t think that way anymore. I do think that... I hope the feds at the level will take into consideration that we have this array of a population that we serve and that they’ll take that into consideration, but I don’t think you go into a system like this without thinking that you are going to be successful and get that outcome. But how you address that and the length of time that they...perhaps they would be involved with you may change.

Ms. Washington-Thomas:

Thank you. Texas, do you have something else to add? Maybe not.

(Laughter.)

Ms. Washington-Thomas:

Tamila, were you going to add something?

Ms. Lay:

I was just going to say that I agree with Todd in Iowa that we haven’t yet been successful in negotiating those requirements, but as Karla said I think that what’s important to anyone who is beginning this process is just to figure out how to build your system with what you have and how to be successful with that and then certainly as all of our friends federally are watching and listening to what’s going on in the states, it seems like what we’re doing locally has to drive that and that discourse and make those changes for us whether or not we’re individually effective with our regional leadership in getting those things changed.

Ms. Washington-Thomas:

Thanks Tamila. We were just wondering, as the TANF participant recipient works and does their...works with a one-stop and is participating, how... When does the TANF recipient become a part of the WIA performance measures?

Mr. Spencer:

Well, for us in Iowa that happens when they come into the one-stop. We refer to it as a welcoming process and we're just asking for some additional data. When they've done the eligibility process with DHS, DHS is data sharing with us on a nightly feed so the systems talk overnight. The person, once they get to the one-stop we already have some of their basic information that they provided to DHS, then we then ask some additional questions and those are basically eligibility questions for other programs and as they are self-attesting to that, depending on the answers to those questions, they then go into the performance schools for those other programs and we automatically start serving them.

Damon:

Thank you. So we want to move really quickly into funding and then one last question section after that before we open it up and answer as many of our stakeholder questions. For Texas and Utah, we were interested in really getting from you some information, because the WIOA legislation provides specific items regarding funding the local or state one-stop infrastructure. It further describes the steps that the governor may take if consensus is not reached. So for Texas and Utah, can you describe your existing financial relationships and how did you address any cost-sharing requirements that would help fund future infrastructure around WIOA?

Ms. Aguirre:

I can... I'll be brief. I think that and this is probably part of what I don't know as much about how our financial structure is set up, but I think because we're the administrator of both those programs it's probably much easier, but we do use a cost allocation model for our staff. We do random moment time sampling and for what they're doing, because they do only have one employment counselor and sometimes they may be delivering Wagner-Peyser services and sometimes they may be delivering other services. So we want to make sure we're clear about what part of their time is being charged. I think those are the kinds of things if you're going to be contracting with each other you're going to have to work those kinds of areas out, but the infrastructure for our one-stops are there's a lot of different things that pay for those, but they're charged according to, again, a cost allocation and we have a lot more partners funding our one-stops which is a challenge for us and those partners like the department of... Our medical programs funds some of our eligibility determination we actually have in our one-stops actually fund those that are not inside the WIOA legislation. So that's a challenge for Utah is to figure out when we have to do our competitive process, how we are going to charge that infrastructure. But right now everybody... If you have so many... If your cost allocation model has a portion spent for TANF that's the portion that's paying for your infrastructure.

Ms. Lay:

And in Texas its very similar. As I said, our funding, we are appropriated dollars by our state legislature for the delivery of the employment and training services. We allocate and contract those dollars to the local boards and each local board in each local workforce area has developed a cost allocation plan that accounts for the funding for infrastructure for the local Workforce Solutions Offices. Those plans, the local area determines the appropriate strategies to be used

for the development of those plans. They're submitted to the state. We review them to ensure that there aren't any concerns or issues with the methodology that has been used by the local areas and they're able to... It has not been an issue for us.

Ms. Aguirre:

If I can just add one other thing, what's interesting about what Laurie said and what I said is that while we're using cost allocation both of us, we're considered a single state where Texas isn't and they push their money down to their local areas. And so our cost allocation plan is at our state-level. It's impacted by our local one-stops, but it is a little bit different system because we are a single state. For TANF administrators they might not understand that some states are single states and some are not.

Ms. Washington-Thomas:

Thank you very much. We have some questions that have come in from the field and we're going to ask you some of those questions.

Damon:

The question is basically open to everyone. So if you're interested in responding. "Are staff paid out of both the HHS and WIA funds?"

Mr. Krebs:

This is Iowa and we do have staff that are in that situation.

Ms. Aguirre:

We have a very integrated, but we do have some staff that direct charge. If they're really doing one particular thing then that staff would be direct charged to that program. But the cost allocation, our staff is paid by multiple different funding sources.

Ms. Lay:

In Pennsylvania we're not yet to that point. We plan some time later this summer to be braiding the funding a little bit more than we do now, but right now TANF staff are paid with the TANF funds and WIA staff are paid with WIA funds.

Ms. Biscoe:

And for Texas I would say each local area is making that determination, but it certainly is potential that some staff are being paid by multiple funding stream.

Damon:

Thank you. Our next question, again for anyone who wants to give a quick answer, "You mentioned co-enrollment at the one-stops through asking eligibility questions, which programs are included in co-enrollment? SNAP, Medicaid, and other federal safety net programs, are they a part of this?"

Mr. Krebs:

For Iowa in the one-stop system we are looking at the Wagner-Peyser program, all of the WIA associated programs and trade adjustment act programs. The PROMISE JOBS eligibility has already been determined before they come to the one-stop. Do you want to add?

Ms. Madison:

I'll just add that the TANF agency still... The eligibility determination is still done separately and the staff that do that looks at eligibility for SNAP, TANF, and Medicaid. And then at the point we determine there's a need for that referral to workforce, for work and training assistance is done, that's done immediately then before we actually make a TANF determination really, but.

Ms. Aguirre:

And that is similar to Utah, except that we do the eligibility. So they actually... They'll come into a one-stop and we'll determine the eligibility for all of the services and then we'll move into the case management if that's appropriate. So it's just... It's similar to what Iowa is doing, but our agency is doing both.

Ms. Lay:

In Pennsylvania the TANF agency does the eligibility and then the individuals that are eligible get passed over into the employment and training segment and then would begin their Wagner-Peysner experiences.

Ms. Madison:

I think... Oh sorry Laurie. I think one of the other advantages that we have and again I'm not... Is that if they're not eligible for a program, then we have other services that we can provide to them. So if somebody is over income for one program then we look for another program and that is the advantage of having that in-house.

Ms. Biscoe:

And for Texas I think we're co-enrolling in programs just as it sounds like Iowa is as well with all the WIA and Wagner-Peyser trade programs as well as SNAP and TANF. We do not have Medicaid service delivery, but certainly anybody coming into a local workforce solutions office is eligible for the services there.

Damon:

Okay, as we begin to wrap up we just have a couple of more questions that we would like to ask.

So, "What are two recommendations you would...

(Some discussion in the background - 1:15:35.)

Ms. Washington-Thomas:

Okay. We just have a couple of more questions and what we wanted to know is... This is a question for Iowa. "Please describe how your current partnership will continue as you implement WIOA?"

Mr. Krebs:

What we've done so far is just looked at the WIOA legislation and compare it to what we're currently doing just to see how well we are already doing certain things and that's what the rest of the slides really represent. We just identified those sections or provisions of the act that really would apply to the TANF agency as a one-stop partner. I'm not going to go through all of the individual parts. I think we're going to make all of the PowerPoints available to everybody anyway.

Ms. Washington-Thomas:

Thanks. I'm not sure if that was Todd or Bob, but thank you. And then we have one more question.

Damon:

We have one more question, but before I ask the question, Bob is correct. We will be sending out all the PowerPoint slides in a couple of weeks once they're made compliant. So if you've registered you will receive all of the information from today's webinar. So the last question we'll actually ask of all the presenters. "For states to meet the TANF work participation rate, TANF recipients have to be doing 20 or 30 hours a week of work of a time-limited range of services which are not required of folks in WIA programs. Given these different requirements, how are the TANF folks integrated fully into the same systems others receive and not seen as second class citizens?"

Ms. Lay:

I think in Pennsylvania one of the key... I would just suggest this to anyone considering...well, beginning their collaborative efforts. You need to talk early. You need to talk often to your partners. They need to understand the requirements as they are today and you know as you integrate and create new services or bring other folks into existing services, you need to be mindful of that 20 hour requirement if you're bringing TANF into WIOA and so it's really... I think about education at your local level of each of your staffs, but then also I would push for continued lobbying of our federal friends to make sure that as we all roll this out across the nation I think everyone understands that that's one of the issues that we're struggling with unilaterally and perhaps we'll see movement in that so that it makes things easier and more seamless for the clients, the job seekers.

Ms. Washington-Thomas:

Okay. Thank you. We have one more question. “Do you have any recommendations that you would give to TANF agencies as they begin to work with their WIOA partners?”

Ms. Lay:

This is Tamila. From my perspective I would... I think the key is just talking, communication, making sure that everyone is clear, because just what we’ve learned through our experiences is that we haven’t been talking the same language. We don’t have the same common terms. We don’t have the same outcome measures required of us and the only way to really bridge that gap is to make sure that there’s clarity and understanding and you can only get there with communication.

Ms. Aguirre:

This is Karla from Utah. I would agree with that. I think communicating clearly to each other is something that is important, but I also think going into this with the assumptions that we’re more alike than not and that you would be surprised at how many of your customers or clients or participants are going into multiple offices getting services. And so I think if you go into it with that approach that would be a recommendation that I would have that I think that people are more alike than you think.

Mr. Kregs:

And this is Bob with Iowa and we would agree with both of those statements and just also say that if you approach it as a customer first philosophy and then work back from there and then one of the presenters and I’m sorry I forget who it was, that mentioned that when you go into this type of situation if you realize that it’s not a win or lose situation between programs and staffing;

it's about just finding the best solutions for the customers and then working backward from there.

Ms. Biscoe:

And Texas, I would concur with the comments that have been made and would just add that a recognition and being able to explain and demonstrate that there are employment opportunities for all customers and that ultimate goal for all of us will benefit the most the individuals that are being served as they are able to get work experience and be able to provide for themselves and their families.

Damon:

And so we've actually reached the end of today's webinar and before we close out we wanted to remind everyone that all the resources will be available in the next couple of weeks. They'll be sent directly to the e-mail address that you provided when you registered. This is only the second in a whole series of different activities that the Office of Family Assistance will be sponsoring. So stay tuned for more information coming up. We want to thank our partners in Iowa, Pennsylvania, Texas, and Utah and for all the individuals who took time today to call in. We have a lot of questions we'll be working with our state presenters to actually get some answers to as many questions as possible and send those out in future years. Thanks to all of our partners. Future weeks. I'm sorry.

(Laughter.)

Damon:

Thanks. We move slow. *(Laughter.)* Thanks to everyone and have a good day.

Ms. Gills:

This concludes today's session. Have a great rest of your day. Bye.

(End of webinar - 1:22:22.)