



U.S. Department of Health and Human Services  
ADMINISTRATION FOR  
**CHILDREN & FAMILIES**  
Office of Family Assistance

**OFA Peer Exchange Workshop:  
Strengthening Collaboration  
between TANF and WIOA**



**OFA Peer Exchange Workshop:  
Strengthening Collaboration between TANF and WIOA  
September 21-22, 2015  
Summary Report**

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Administration for Children and Families,  
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James Butler, Federal Project Officer



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

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## Overview

The Administration for Children and Families (ACF), Office of Family Assistance (OFA), hosted the *OFA Peer Exchange Workshop: Strengthening Collaboration between TANF and WIOA*, on September 21-22, 2015 in Bethesda, Maryland at the Bethesda Marriott.

In July 2012, Congress passed the reauthorization of workforce programs under the Workforce Innovation and Opportunity Act (WIOA). States will be fully implementing WIOA by July 2016 and Temporary Assistance for Needy Families (TANF), administered by OFA, is a required partner of the workforce one-stop system under WIOA, unless specifically excluded by the state's governor. By March 2016, states will submit unified state plans detailing how they will administer core workforce programs across the state or, alternatively, a combined state plan that includes the core programs and one or more additional federal programs supporting employment and training such as TANF, Supplemental Nutrition Assistance Program Employment & Training (SNAP E&T), and Career and Technical Education (CTE).

To encourage strong TANF and workforce collaboration under WIOA, OFA hosted the Peer Exchange Workshop to bring together teams from states across the country to further collaboration and planning. The goal of the workshop was to provide state teams with the opportunity to explore strategies for successful integration of TANF programs in the WIOA one-stops (also referred to as American Job Centers). Together, teams discussed approaches to a coordinated delivery system ranging from creation of a common vision to on-the-ground implementation. These conversations aimed to help participants in their ongoing WIOA planning and implementation efforts. This workshop launched a yearlong learning community comprised of participants from TANF-WIOA and other partners. The learning community will include ongoing technical assistance facilitated by OFA.

This invitation-only Peer Exchange Workshop brought together seven state teams, nominated by ACF Regional office staff. Teams consisted of state-level TANF and workforce system leaders, local TANF and one-stop administrators, Workforce Investment Board (WIB) directors, and other partners – such as adult education, vocational rehabilitation, and SNAP representatives. Participating teams represented the following states:

- ACF Region I – Massachusetts
- ACF Region III – Washington DC
- ACF Region IV – Mississippi
- ACF Region VI – Arkansas
- ACF Region VII – Missouri
- ACF Region IX – Nevada
- ACF Region X – Oregon

Over the course of the one and a half day workshop, participants learned from experts at both plenary and breakout sessions, on topics such as aligning WIOA and TANF performance measures; best practices for WIOA and human services partnerships; critical partnership elements such as Memorandums of Understanding (MOUs), procurement, and cost allocations; and career pathways and work-based learning opportunities. In addition to plenary and breakout sessions, the agenda included 5.5 hours of dedicated team time for states to work together to develop a shared vision and Implementation Blueprint Plan.



## Day One

### Welcome and Opening Remarks

- **Nisha Patel**, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

OFA Director Nisha Patel welcomed participants to the Peer Exchange Workshop and discussed OFA's priorities, which include: 1) increasing family economic security by supporting state, tribal, and community partners to design and implement programs that focus simultaneously on parental employment and child and family well-being; and 2) promoting collaboration among human services agencies, workforce agencies, and educational institutions that increases economic stability outcomes for parents and their children. Ms. Patel then referred to the *Systems to Family Stability Policy Academy* that began in June 2015 and the *Gateway to Opportunity TANF Summit* that took place at the beginning of September 2015, stating that her hope for this workshop is to continue reflecting on the TANF program and what can be done to improve outcomes for families.

Ms. Patel provided an overview of the afternoon workshops and sessions, emphasizing that discussions should be about co-enrollment, collaboration between workforce partners, and increased work-based learning under WIOA. She then remarked that only six percent of TANF funds are being spent on work-related activities, but WIOA's implementation has the potential to support work participation and career success for TANF participants.

Key questions Ms. Patel asked participants to consider in designing a coordinated system included the following:

- Does coordination provide better access and a broader array of services?
- Are there stronger linkages to work supports and public benefits as a result of this coordination?
- Does coordination result in better outcomes for both workers and employers?

Ms. Patel emphasized the importance of continuing the collaboration conversation beyond the Peer Exchange Workshop, which OFA designed as the kick-off event for a yearlong learning community. Ongoing participation will include webinars, conference calls, and a shared online space for resource sharing, among other technical assistance (TA) opportunities currently in development. To close, Ms. Patel provided an overview of the agenda and thanked teams for their participation.

## Team Introductions and Icebreaker

### Moderator:

- **Lisa Washington-Thomas**, Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

Lisa Washington-Thomas, Self-Sufficiency Branch Chief at OFA, moderated the icebreaker exercise, which required participants to assess their state or local area's current level of collaboration by placing an outline of their state on the "collaboration continuum" at the front of the room. Participants plotted themselves on the collaboration continuum to indicate where they viewed their state's collaboration level on a scale of one to four:

**Figure 1: Collaboration Continuum - Participant Assessments of State Collaboration**



- Level 1: No Collaboration
- Level 2: Information Sharing across Agencies
- Level 3: Significant Coordination
- Level 4: Fully Integrated

The majority of participants from all teams ranked their states' level of collaboration between Level 2 (Informational Sharing across Agencies) and Level 3 (Significant Coordination).

## Perspectives on the Promise of Partnership

- **Susan Golonka**, Deputy Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services
- **Robert Kight**, Director, Division of Adult Services and Workforce System, Office of Workforce Investment, Employment and Training Administration, U.S. Department of Labor
- **Janet LaBreck**, Commissioner, Rehabilitation Services Administration, Office of Special Education and Rehabilitative Services, U.S. Department of Education
- **Christopher Coro**, Deputy Director, Division of Adult Education and Literacy, Office of Career, Technical, and Adult Education, U.S. Department of Education.

Representatives from the U.S. Departments of Labor, Education, and Health and Human Services shared their perspectives on what constitutes a successful collaboration from both customer and agency perspectives. They discussed their programs' roles as partners in the one-stop system and highlighted what their programs bring to the one-stop partnership. Susan Golonka, Deputy Director from OFA, moderated the session.



Ms. Golonka began the discussion by outlining the population served by TANF – generally single mothers with one to two children and limited education and work experience. Ms. Golonka emphasized how TANF brings the focus of services to the family as a whole, rather than just individuals, and expressed hope that one-stops will be a resource for both custodial and noncustodial parents and their children.

Robert Kight, the Director of the Division of Adult Services and Workforce System at the Employment and Training Administration (ETA) talked about ETA’s movement toward implementing WIOA, which has involved reaching out to partners to determine collectively, with one single voice and vision, how to progress and create transformation in the workforce system. He also addressed ETA’s efforts to reach out to states to provide guidance, which ETA hopes will trickle down to the local level as well. He called this collective vision for the one-stop shop a key source of guidance, which promotes integrated services among partners and a strong understanding of each partner’s operations. Dr. Kight also provided participants with a document that outlines available policy, practice, and TA information available during the WIOA implementation planning process. This handout is available on the [OFA PeerTA website](#).

Rehabilitation Services Administration Commissioner Janet LaBreck remarked that the disability community is at a critical crossroads with the services delivery system and its impact on customers served by these programs. The work Congress has done on WIOA has brought sweeping changes to how service providers view respective programs and what is truly at the foundation of services. She also stated that, as we navigate through the WIOA implementation process, there is significant opportunity at hand for reform. Commissioner LaBreck concluded by noting that many individuals served by these programs – WIOA, TANF, Vocational Rehabilitation, and Adult Education – have a deficit in skills, language barriers, socioeconomic barriers, and other factors that limit their success. Therefore, it is important to collaborate with different agencies that serve the same populations to offer the widest array of services possible and address multiple barriers.

Christopher Coro, Deputy Director of the Division of Adult Education and Literacy at the U.S. Department of Education, noted the positive impact WIOA can have beyond basic skills remediation and English as a Second Language (ESL) training in regards to breaking down barriers. He stated that one-fifth of the people served by Adult Education in the last program year were public assistance recipients, and he is looking forward to seeing how partnerships across agencies can grow to improve services for this population. Dr. Coro concluded by discussing WIOA’s focus on out-of-school youth as an opportunity for collaboration across agencies, including Adult Education.

#### *Comments, Questions, and Answers:*

- **Question:** The reality of making the one-stop work is that TANF rules and regulations are participation rate-based, not outcomes-based. Is there a plan, when TANF is reauthorized, to back off the participation rate and extend the number of months vocational education can be used as an activity?
  - Answer (from Susan Golonka): The House Ways and Means Committee released a draft bill on TANF reauthorization in July 2015 that can be found on their [website](#).



- **Comments:**
  - Missouri would like to see more integration with disabled individuals' services.
  - Service providers have the opportunity to leverage the system and engage each other because the innovation and communication piece is in place.
  - The expectation should be that each system has the expertise about their respective populations, but if you do not have that expertise, there should be a responsibility to communicate with each other so you can partner and leverage the expertise of others.
  - Navigators have to be trained to provide resources and ensure that when individuals come in, everyone is comfortable coming to any of the locations because the navigators have the resources and knowledge to direct participants. This expertise should be part of the planning process.
- **Question:** It seems that the information received from federal partners indicates there should be integration at the state level. However, it does not look like there has been significant integration at the federal level. Is that a misconception?
  - Answer (from Dr. Kight): Yes, ETA is focused on providing resources for integration at the federal, state, and local levels. The [Innovation Opportunity Network \(ION\)](#) provides webinars and other TA tools to assist in planning and ensure that implementation is in alignment with WIOA expectations.

## Getting Started: A Vision from Maryland

- **Sara Muempfer**, Director of Workforce Development, Family Investment Administration, Bureau of Workforce Development, Maryland Department of Human Resources

### Moderator:

- **Damon Waters**, Program Specialist, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

Sara Muempfer from the Maryland Department of Human Resources provided lessons learned on Maryland's initial experiences with TANF/WIOA collaboration efforts, including brainstorming strategies, challenges, and potential solutions. As an OFA *Systems to Family Stability (SFS) Policy Academy* site, Maryland has recently focused on working across agencies to make progress towards true integration. Her presentation offered insight into the growing pains of collaboration, as well as potential strategies other states can consider to jumpstart or enhance partnerships. Maryland's efforts to create and enhance TANF/workforce development partnerships exist in varying stages from county to county. Some local areas – such as the Lower Shore – completely co-locate their staff, whereas other locations have only minimal interaction across the two sides. Some larger jurisdictions, such as Baltimore City and Anne Arundel County, have contracts with Workforce Investment Boards (WIBs). However, no sites currently boast co-enrollment, and Maryland's goal is an increased level of collaboration across the board.

Ms. Muempfer discussed Maryland's TANF program today, sharing current statistics on the state's Work Participation Rate (WPR) and other performance measures such as job placements, post-TANF earnings gains, job retention, and job quality (see text box). She also discussed some of Maryland's model programs from the Division of Workforce Development and Adult Learning. These programs include the Accelerating Connections to



Employment (ACE) Initiative, Maryland's Integrated Basic Education and Skills Training (MI-BEST), and Employment Advancement Right Now (EARN) Maryland.

For Maryland, WIOA implementation presents an opportunity to take additional steps toward achieving the state's TANF/WIOA Partnership Vision, which is: *To promote stable employment and self-sufficiency by aligning education and training programs for unemployed or underemployed state residents to assist their development of skills that lead to higher earnings over time.*

To capitalize on the opportunities that WIOA provides, team members from Maryland's SFS Academy team are currently focusing on the following priorities:

- Establishing clarity on the partnership between TANF and WIOA;
- Improving customer flow at the local level;
- Developing shared or complimentary outcomes and performance measures;
- Establishing collocation in all American Job Centers and a cohesive working relationship between workforce and TANF agency staff; and
- Creating a system of shared fiscal responsibility and accountability for customers across local workforce and TANF agencies.

After highlighting the work Maryland has already completed on building their logic model to meet these priorities, Ms. Muempfer concluded her presentation by sharing anticipated next steps. These include: continuing work with a subject matter expert on site visits, recommendations, strategic planning, developing Maryland's combined WIOA plan, discussing shared information technology (IT) systems, developing a plan for funding, creating a data sharing agreement, coordinating business services, and negotiating performance using a regression model.

#### *Questions and Answers:*

- **Question:** Could you expand on the idea of looking at the DOL performance measurement system as a way to "tell a story?" Are you looking at rolling in TANF performance measures?
  - **Answer:** We are going to have to do so if we are moving toward the ideal of full collaboration. One obstacle is that we are often dealing with legacy systems. However, our new director comes from an information technology background and wants to modernize those systems.

#### **TANF Today in Maryland**

- **WPR:** 50% for the past two years (unofficial TANF Data Report results).
- **Job Placements:**
  - On pace to set another record for total job placements in Fiscal Year (FY) 2015.
  - Achieved new records for job placements in each of the past three years despite a decreasing TANF caseload.
- **Post-TANF Earnings Gain and Job Retention:** Performance measures, with FY 2014 results of 56% and 70%, respectively.
- **Quality Job Placements:** 24% of all FY 2014 placements were full-time at \$10 or more per hour.



## Team Time #1: Where Are We Now?

Much of the OFA Peer Exchange was devoted to collaborative, facilitated team time sessions. These sessions allow time for the development of an Implementation Blueprint that teams will use to carry their collaborative efforts forward through and beyond July 2016.

Because each team was composed of members from various agencies that interact with the WIOA legislation, developing a clear understanding of the context in which each agency operates was a critical first step in developing a collaborative approach. The first team time allowed all team members to share information about the agency they represent, including agency structure, program priorities and requirements, customer characteristics, operational realities, and previous collaboration experience. Through a facilitated discussion, team members developed a clear understanding of where their customers, services, funding, reporting, and performance overlap, and conversely, where there are gaps and potential to leverage another agency's resources. From this discussion, teams outlined priorities for the two-day collaboration workshop and began to identify specific opportunities to work together. Figure 2 illustrates common opportunities and challenges for collaboration identified across the state teams.

Figure 2: Common WIOA Collaboration Opportunities and Challenges





## Team Time #2: Developing a Common Vision

After outlining individual priorities and collaboration possibilities, team members worked together to develop a vision of an ideal one-stop system from the perspective of a customer and, in particular, a TANF participant. Teams also considered the strategies and partnerships required to achieve that vision. Each team developed a new vision for collaboration, or refined an existing vision (see Table 1).

Table 1: State Team Visions

State	Team's Vision
Arkansas	<i>Collaborative and unified effort among public and private stakeholders to provide employer driven, targeted opportunities to empower clients to become economically self-sufficient and productive citizens.</i>
Massachusetts	<i>Assist low-income individuals and families to achieve economic self-sufficiency through support services and labor-market driven credentialing and employment.</i>
Mississippi	<ul style="list-style-type: none"> <li>• Convey system <b>ACCOUNTABILITY</b> for results.</li> <li>• Serve as an <b>INSPIRING CALL TO ACTION</b>.</li> <li>• Strengthen <b>PARTNERSHIPS</b>.</li> <li>• Convey <b>TRUST, TRUSTWORTHINESS, AND TRUTH</b> (it is really about the customers, it <b>REALLY IS!</b>).</li> <li>• Convey a genuine <b>OPPORTUNITY</b> to succeed (even if it is the first time!).</li> <li>• Not a waste of time (<b>VALUE</b>).</li> <li>• <b>PROMISE</b> of <b>REAL REWARD</b> for following the pathway.</li> </ul>
Missouri	<p><i>Missouri's education, workforce and family support partners will integrate employer driven workforce system that will:</i></p> <ul style="list-style-type: none"> <li>• Break the generational cycle of reliance on public assistance;</li> <li>• Increase the high school graduation/equivalency rate of youth and the stackable credential attainment rates;</li> <li>• Lead to participants able to support their families at a living wage; and</li> <li>• Decrease TANF churning.</li> </ul>
Nevada	<i>Promoting the maximum level of economic stability and growth by assisting individuals in achieving the highest level of self-sufficiency by providing centers that deliver comprehensive workforce and supportive services as efficiently as possible while providing employers with the best possible workforce.</i>
Oregon	<i>A strong state economy and prosperous communities are fueled by skilled workers, quality jobs, and thriving businesses.</i>
Washington, D.C.	<i>The vision for implementing WIOA in DC is to carry out all services in a customer-centric, collaborative, and cooperative manner so as to optimize service provision to individuals and families that access services at any touch point within our network by: 1) creating stronger alignment between services across partner organizations; 2) sharing data across partner organizations for service delivery optimization; 3) clearly defining partner roles and responsibilities; and 4) simplifying and sharing the intake process.</i>



## Concurrent Workshops

### Aligning WIOA Performance Measures and TANF Work Requirements: Finding Common Ground

- **Luke Murren**, Supervisory Workforce Analyst, Office of Policy Development and Research, Employment and Training Administration, U.S. Department of Labor

Luke Murren of the Employment and Training Administration discussed the new WIOA performance measures, and guided participants through a highly interactive discussion on challenges to aligning TANF work requirements with WIOA performance measures, and brainstormed ways in which WIOA measures could better align with the goals of the TANF program.

**Table 2: WIOA Proposed Performance Measures**

Mr. Murren outlined the six proposed performance measures for WIOA (outlined in Table 2). Although the new proposed WIOA measures are similar to the previous Workforce Investment Act (WIA) measures, there are some key differences. For example, the WIOA measures include two employment snapshots – one at the second quarter after program exit and one at the fourth quarter after exit. The WIOA measures also include an earnings measure, which unlike the WIA iteration, proposes consideration of median earnings.

WIOA Proposed Performance Measures <sup>1</sup>	
1.	The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
2.	The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
3.	The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
4.	The indicators of effectiveness in serving employers established pursuant to clause (iv).
5.	The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause 4 (iii)), during participation in or within 1 year after exit from the program.
6.	The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

The discussion included obstacles TANF agencies and other workforce partners might anticipate while working within the WIOA system. Among the first issues raised was the difficulty of tracking TANF participants after exit in order to gather data on outcomes such as credential attainment. Participants also anticipate challenges in determining baselines or targets at which to hold TANF programs that currently are not responsible for such measures. One participant added that the way TANF programs currently measure success – via work participation rates – would not easily fit into setting targets as a WIOA partner, especially because workforce organizations and TANF agencies have different data available. Participants also anticipated difficulty in determining which TANF participants should be included in the WIOA measures, particularly since the average TANF participant is much different from a typical WIOA customer; the vast majority of those who enter one-stops do so voluntarily, but this is not the case with TANF participants as their participation in work activities is mandated.

Mr. Murren asked session participants to build a profile of a “typical TANF participant,” taking into account the differences between a typical TANF participant and a typical WIOA customer. Participants listed differentiating

<sup>1</sup> <http://www.clasp.org/resources-and-publications/publication-1/Relationship-between-WIOA-Performance-Measures-and-AQCP-Career-Pathway-Metrics-1.pdf>



factors such as education, previous income, work history, number and age of dependents, housing situation, and intergenerational poverty. Mr. Murren suggested that potentially, DOL could use this profile to inform a regression model that would make targets as feasible as possible.

Mr. Murren summarized some key points from the discussion, such as the importance of collecting the “right” data, disincentivizing prioritization of serving the easy-to-serve in order to raise performance measures, and most importantly, using the TANF voice to comment on WIOA’s new proposed measures. There will be a 30-day window opening in the late fall of 2015 during which time TANF agencies can provide invaluable feedback to DOL.

#### *Comments, Questions, and Answers:*

- **Comment:** There is a lot of potential information found in zip code data, which can be very useful for capturing trends that other data does not. In the future, a state or locality could work with partners to dig deeper into a certain zip code’s data.
  - Response: Currently we look primarily at census data, such as job rates. We did not look at characteristics of a certain area previously, but it makes a lot of sense. Something like a school system’s free or reduced lunch information could be helpful as well because there is a need to take a specific state’s and local area’s circumstances into account in the model from the beginning. The particular characteristics in terms of barriers of a population beforehand is very important when building these models.
- **Question:** Will there be a floor (absolute minimum) for WIOA requirements?
  - There is a possibility of a national threshold, but it is still up for debate. Most likely, the thresholds will be determined the by states. The measurements should be about a state’s own improvements over time and consider their unique circumstances.
- **Question:** How should we define “exit” for TANF participants? This is a key issue for transitional service agencies (such as childcare) after a participant has technically “exited.” The concept of “exit” is key to some of the performance measures, but we need a more concrete definition.
  - Answer: The proposed definition of “exit” is 90 days without receiving funded services, but we need to think about what a “funded service” is and what should and should not extend the exit date.

#### **Partnerships between WIOA and Human Services Programs: A Means to an End**

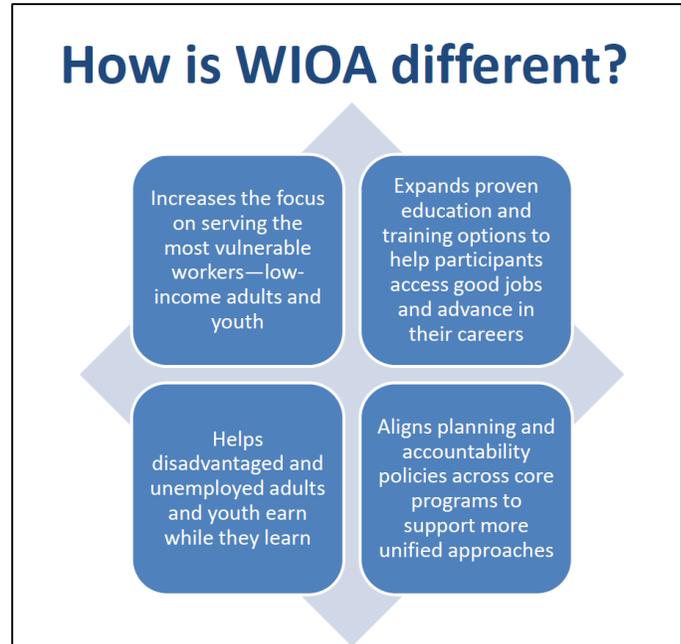
- **David Socolow**, Director, Center for Postsecondary and Economic Success, Center for Law and Social Policy

David Socolow from the Center on Law and Social Policy (CLASP) provided a breakout session focused on partnerships between WIOA and human services programs as a means to helping shared customers achieve self-sufficiency. He began by sharing a brief history of WIOA, the first reauthorization of national workforce programs in 16 years, which passed with wide bipartisan support in Congress and signed into law by President Obama on July 22, 2014. Although many components of the law took effect in July 2015 and the remainder are taking effect by July 2016, Mr. Socolow emphasized that DOL is still developing many aspects of the law and that the final regulations will most likely be in place by the first quarter of 2016. He also spent time highlighting how WIOA is different from WIA. Specifically, WIOA targets services to workers with the greatest needs through a

*priority of service* provision and requires a greater allocation and expenditure of youth funds on out-of-school youth. It expands the use of proven workforce strategies and innovations such as career pathway models and transitional jobs, and it modifies accountability to reflect the shift towards expanded education and training options and providing service to those with the greatest needs (see Figure 3<sup>2</sup>.)

The changes WIOA brings will require strong state and local implementation and states have important choices to make in deciding how to form their partnerships. The first decision is whether TANF should be a partner in the one-stop system. Under WIOA, TANF is a required partner in the one-stops unless a state governor chooses to opt out. To date, CLASP is not aware of any state that will opt-out of including TANF as a required local partner. The second decision states will make is deciding between submitting a unified or a combined state plan. WIOA requires each state submit a unified state plan that fosters strategic alignment of its core programs, which include the Adult, Dislocated Worker, and Youth programs (Title I); the Adult Education and Family Literacy Act program (Title II); the Wagner-Peyser program (Title III); and the Vocational Rehabilitation program (Title IV). Alternatively, states can choose to submit a combined state plan that includes these core programs, plus one or more optional federal programs, including TANF.<sup>3</sup>

**Figure 3: How is WIOA Different from WIA?**



Before making these decisions, Mr. Socolow suggested that states first think about three questions:

- 1) Will partnering with the one-stop system improve the employment services that TANF agencies are able to offer to customers?
- 2) Can human services agencies help ensure that the workforce system takes seriously “priority of service” for disadvantaged workers?
- 3) Can partnerships help both programs improve services for disadvantaged workers?

Mr. Socolow discussed, from a human services perspective, the benefits of partnering with workforce agencies including fostering stronger connections to employers, enhancing recipients’ access to high quality training opportunities, and increasing efficiency and reducing duplication of similar activities and services. In addition, partnering can improve continuity of education and training opportunities for customers who may move on and

<sup>2</sup> [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded\\_files/CLASP%20David%20Socolow%20PPT.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/CLASP%20David%20Socolow%20PPT.pdf)

<sup>3</sup> <https://www.federalregister.gov/articles/2015/08/06/2015-19286/required-elements-for-submission-of-the-unified-or-combined-state-plan-and-plan-modifications-under>



off TANF benefits. Data shows that more than 60 percent of TANF participants in a four-year period enroll for just one to four months.<sup>4</sup>

Partnering and engaging in the WIOA planning process gives human services stakeholders an opportunity to influence state workforce programs to ensure they are effectively serving the most disadvantaged workers. TANF programs bring to the partnerships greater experience in serving individuals who have barriers to employment and utilizing transitional job programs. Because TANF agencies are required partners, they must enter into a MOU with the local workforce board, and participate in the operation of the one-stop system. They must also contribute funding toward maintaining the one-stop infrastructure and provide access to the program's career services through the one-stop centers. This funding agreement does not override the rules on use of funds for individual programs and partnering programs must base cost allocations on use of services. Local areas will set contributions under the MOU. If a local area cannot come to an agreement, state policy will apply to the allocation of costs. By law, state policy cannot require TANF to contribute more than 1.5 percent of federal funds spent on employment and training services to support infrastructure.

In planning for an effective partnership, Mr. Socolow recommended that TANF agencies consider the following questions:

- What is working and not working now?
- Which TANF E&T customers currently use other workforce services? Are they already part of the one-stop system? Will they be?
- What services do programs provide now? Are they more or less convenient to low-income populations than one-stop centers?
- How many people does each program serve? What would the client mix look like?

Mr. Socolow acknowledged that collaboration has not always been effective in the past because of the differences in target populations, performance metrics, and program cultures. While there has been a shift under WIOA towards focusing on serving those most in need, there are still barriers to collaboration such as funding limitations, challenges in aligning mandatory and voluntary programs and participation and outcome-based measures, and limits on uses of funds and cost allocation requirements. However, Mr. Socolow concluded the session with recommendations for state TANF programs to stay engaged and continue the dialogue with their workforce peers. WIOA is a rare opportunity to rethink the services TANF offers and to influence the workforce system to match today's economy and the needs of TANF customers. Following the presentation, there was a discussion period with the workshop attendees.

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<sup>4</sup> [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded\\_files/CLASP%20David%20Socolow%20PPT.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/CLASP%20David%20Socolow%20PPT.pdf)



### Questions and Answers:

- **Question:** This question relates to the provision that state policy cannot require TANF to contribute more than 1.5 percent of federal funds for employment and training services on supporting infrastructure. Can you clarify how agencies can reach these agreements on funding?
  - Answer: The goal is to negotiate at the local level with all 13 required partners and come to a fair cost allocation to operate the one-stop. However, if no agreement can be reached, then as a last resort, the governor can step in and require TANF to contribute up to 1.5 percent of the portion of federal funds spent on employment and training. By law, the governor's mandate cannot exceed that amount; however, partners at the local level can negotiate higher percentages.
- **Question:** Is there an explicit benefit to submitting a combined state plan? Nevada's TANF agency is heavily involved in WIOA implementation planning. The TANF agency is taking the lead on writing the state's plan. For the March 2016 deadline, they are planning to submit a unified, rather than a combined, plan since plans for partner programs such as TANF will still need to be approved/reapproved by their oversight agency on their own schedules.
  - Answer: No, there is no explicit benefit to submitting a combined state plan except for the benefits from having an integrated state workforce system.

### Critical Elements of the TANF-American Job Center: MOUs, Procurement, and Cost Allocations

- **Laurie Bouillion Larrea, President, Workforce Solutions Greater Dallas**

Laurie Bouillion Larrea from Workforce Solutions Greater Dallas provided a presentation on critical elements of a successful TANF/WIOA partnership, including MOUs, procurement processes, and cost allocations. Specifically, Ms. Larrea's presentation provided insights on the Texas experience with TANF/WIOA collaboration, since the state employs a fully integrated service model. She began the presentation with an overview of the Texas Workforce Commission.

The Texas Workforce Commission has 28 local WIBs that operate across the state. All work-related programs – including WIOA, TANF (called Choices in Texas), SNAP, Veterans Benefits, Employment Services, Adult Education, and Childcare Assistance (a support for working parents) – are part of the workforce system. Many of these programs have gradually flowed into the workforce system over the years.

Ms. Larrea discussed the TANF, or Choices, work rate, which is calculated by dividing the number of employment expected families by the number of families meeting the work participation goal through paid employment or education (for teens). At the workforce level, staff generally do not deal with the intricacies of the work rate; however, they know enough to meet TANF program goals. Instead, they work on creating outcome goals that a WIB can understand and holding customers to high expectations. The Texas Workforce Commission's vision is that "everybody goes to work."

The Texas model builds around the idea that employers are the primary customer. In addition, relationships and community – with a shared passion for workforce – are essential to positive customer outcomes. According to Ms. Larrea, branding is the key to generating employer involvement in workforce programs. It is necessary to



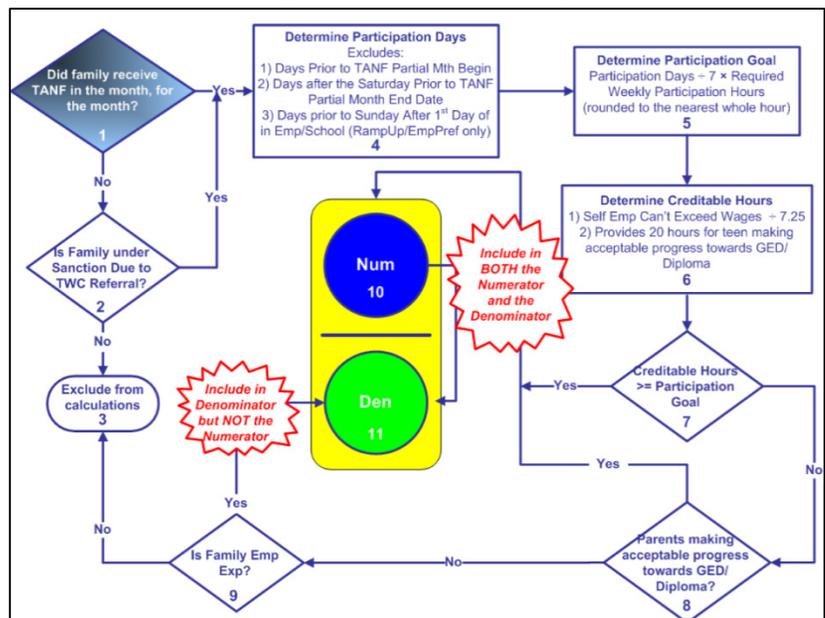
shift the mindset away from “welfare” by branding customers as job seekers who can meet employer needs rather than welfare recipients.

Ms. Larrea shared the Texas model’s process map (see Figure 4<sup>5</sup>), which shows the ways that TANF and the workforce program work separately yet collaboratively. Despite having their own staff dedicated to each program, the teams work to keep program interaction seamless for the customer.

Before closing, Ms. Larrea addressed the issue of “the cliff,” which arises when customers refuse a promotion to avoid losing support services. A unified system mitigates this problem because customers do not have to “game” the system and staff have more resources to support customers.

Ms. Bouillion Larrea provided all attendees with materials on a flash drive including program information flowcharts, targeted occupation information, MOUs, cost allocation plans, outreach materials, and more. The discussion continued with questions from attendees outlined below.

**Figure 4: Texas Process Map**



<sup>5</sup> [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded\\_files/Laurie%20Larrea%20PPT.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/Laurie%20Larrea%20PPT.pdf)



### *Questions and Answers:*

- **Question:** Do you have the entire TANF program in-house?
  - Answer: Just the employment and training piece of TANF. The Health and Human Services Department conducts eligibility. We have a small staff and contract out services.
- **Question:** I am trying to understand what WIOA procurement means. What are you competitively selecting?
  - Answer: We are putting out bids for human resources and project management services. We use cost reimbursement, not pay-for-performance contracts.
- **Question:** In Massachusetts, we are discussing whether a community college would bid to operate. Who is the most appropriate potential bidder? Only the private sector?
  - Answer: All are welcome. If awarded, the contractor has to show 10 percent in self-insurance. A community college would be a good fit, but you also want someone with deep pockets. Colleges are sometimes worried about slicing themselves too thin.
- **Question:** What do you think of on-the-job-training (OJT)?
  - Answer: I would like a standard definition of OJT. For medium-sized employers, it is too much work and for large employers, it is corporate welfare.

### **Developing Career Pathways and Work-based Learning Opportunities**

- ***Maria Flynn, Senior Vice President, Jobs for the Future***

Maria Flynn from Jobs for the Future (JFF) in Boston, Massachusetts provided data on the national need for creating pathways to marketable credentials. For example, 62 percent of adults ages 18 and older lack the credentials needed for family-supporting careers. The average skill levels of U.S. adults fall below the international average in literacy, numeracy, and problem solving. Additionally, by 2018, nearly two-thirds of all jobs will require a postsecondary credential. Therefore, low educational attainment and low skill levels present some of the most challenging barriers to employment that organizations such as Jobs for the Future face.

In April 2012, the U.S. Departments of Labor, Education, and Health and Human Services issued a joint commitment to “promote the use of career pathways approaches as a promising strategy to help adults acquire marketable skills and industry recognized credentials through better alignment of education, training and employment, and human and social services among public agencies and with employers.” In accordance with this joint commitment, DOL developed the following six key elements of career pathways:

- Build cross-agency partnerships and clarify roles;
- Identify sector or industry and engage employers;
- Design programs;
- Identify funding needs and sources;
- Align policies and programs; and
- Measure system change and performance.<sup>6</sup>

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<sup>6</sup> [https://peerta.acf.hhs.gov/sites/default/files/public/uploaded\\_files/Maria%20Flynn%20PPT.pdf](https://peerta.acf.hhs.gov/sites/default/files/public/uploaded_files/Maria%20Flynn%20PPT.pdf)



From the workforce system perspective, career pathways are a valuable strategy in working with one-stop customers and can help to raise skill levels, credential attainment, employment, and career advancement for students, jobseekers, and workers, particularly low-skilled populations. Career pathways also boost the effectiveness and relevance of education and training programs, meet employers' needs for skilled workers—spurring productivity and economic growth, and provide a framework for building a comprehensive, coherent workforce development system. WIBs provide a wide array of functions related to creating career pathways, such as conducting research and labor market analysis to identify in-demand sectors, providing skills assessments, engaging employers, providing access to funding for training, and providing job search assistance.

From the TANF perspective, career pathways are a promising approach to help TANF cash assistance participants gain employment by meeting a range of needs. Activities under a career pathways approach can often be countable for the purpose of the work participation rate, and TANF funds finance several components of a career pathways approach. When implementing a career pathways program, TANF programs should consider the following recommendations:

- Minimize duration of upfront activities;
- Minimize breaks in participation;
- Include wraparound activities and support services in pathway design;
- Maximize use of apprenticeship or work-study to allow students to meet core hours requirements; and
- Document all hours of participation.

States that adopt a career pathways approach should take advantage of the full 12 months of training as a standalone activity. In addition, when a customer has sufficient core hours from other activities, states should report education and training as job skills training rather than as vocational education. Lastly, Ms. Flynn recommended that states do not waste months of participation – when a student does not have enough hours to count toward the work participation rate, the state can choose not to report the hours for that month.

Ms. Flynn provided examples of lessons learned through successful career pathways and stackable credentials programming, and specifically shared information on Accelerating Opportunity Kansas, a healthcare career pathways program. The program is a partnership between multiple agencies, and its success shows that to serve a common customer, strong communication is essential. Ms. Flynn discussed work-based learning as a way to build awareness about career options, explore careers, and prepare and train students via practical, hands-on experience. She outlined seven principles for effective work-based learning (see text box). In selecting a work-based learning model, Ms. Flynn recommended that programs consider what the employer needs that

#### **Seven Principles for Effective Work-Based Learning**

1. Bolsters entry and advancement in a particular career track.
2. Provides meaningful (non-menial) job tasks.
3. Offers competitive compensation.
4. Clearly articulates both the skills for attainment and how to validate skill gains.
5. Rewards skills development.
6. Strengthens entry, persistence, and completion of academic program of study.
7. Provides ongoing, wraparound support.



they can provide, such as incumbent worker training, assistance with new hires, skill building, or context of internal training or existing partnerships. States should also think about what they are looking for by adding work-based learning to their training, and what their customers need in order to participate. For example, what skill level is required to participate, or what kind of incomes do they need? Ms. Flynn concluded the presentation with an overview of JFF's work-based learning portfolio, which includes Jobs to Careers (focused on health care), Jobs in Manufacturing Careers, and Linked Learning and Pathways to Prosperity (for high school students).

## Team Reflections and Report Out

### Moderator:

- **Lisa Washington-Thomas**, *Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services*

Ms. Washington-Thomas facilitated a discussion among each of the teams to share one thing the team learned or one thing the team would like to keep in mind for the next day. State teams shared the following summarized thoughts:

- **Massachusetts:** We would like to discuss further how to increase engagement for noncustodial parents, as well as SNAP involvement.
- **Mississippi:** We would really like to determine more what we consider "services" in our office. For example, we need to define "transitional services" to determine what constitutes an "exit" for the purpose of measurement.
- **Arkansas:** We learned a lot about each other, our priorities, our needs, and opportunities for collaboration. There is a lot of diversity in the group in terms of background.
- **Missouri:** We learned more about the need to engage with local partners. There is a lot of commitment to partnership on the team, but the challenge will be to "clean the slate" of the history between partners over the years.
- **Nevada:** From the workforce perspective, we found value in hearing the human services perspective. We are on the same page in terms of what we want to accomplish, but face challenges in determining how we are going to get there. We also identified some of our major barriers, particularly funding.
- **Oregon:** We have a strong partnership, but we realized we needed to go "back to basics" because we already have the big vision, but need to break it down. The worksheet from Team Time #1 is good to take back and share with local groups. We now need to identify the "how."



## Day Two

### Morning Welcome & Reflection

- **Susan Golonka**, Deputy Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

Susan Golonka opened with a summary of the progress teams made in considering not just what they want to accomplish, but also how to accomplish it. She also asked teams to confirm whether they believed their assessments of their states' level of collaboration on the Collaboration Continuum during the icebreaker activity turned out to be correct. Participants responded that they had been accurate in their assessments.

Ms. Golonka proceeded to ask each team what they believe "significant coordination," or a "Level 4" on the Collaboration Continuum, looks like in practice. The list below provides summarized responses from each state:

- **Arkansas:** Making referrals, identifying needs, knowing whom partners are and what services they provide, and adding knowledge to the service delivery model so we can make better referrals.
- **Missouri:** Coordinating one-stop services, working together, having a more functional relationship, and sharing resources, staff, and activities.
- **Mississippi:** Having a consensus on planning.
- **Nevada:** Elimination of duplication and services that are more integrated.
- **Oregon:** Defined governance, knowing how to make decisions with multiple partners are at the table, and a more defined command structure.
- **Massachusetts:** Having customer-focused systems for individuals that are using the broader system, coordinating and working with the other customer: businesses/employers.
- **Washington DC:** Customers receiving the services they need; the "no wrong door" approach.

### Team Time #3: Cross Team Discussion

Groups of two to three teams met together to discuss their visions for TANF/WIOA collaboration, the partnerships it would entail, and anticipated challenges and strategies. Teams sought feedback and provided insight to assist one another with the Implementation Blueprint planning process. The teams valued the lessons they learned from their peers in the cross-team discussion groups listed below:

- Washington, D.C. and Oregon
- Massachusetts and Nevada
- Mississippi, Arkansas, and Oregon



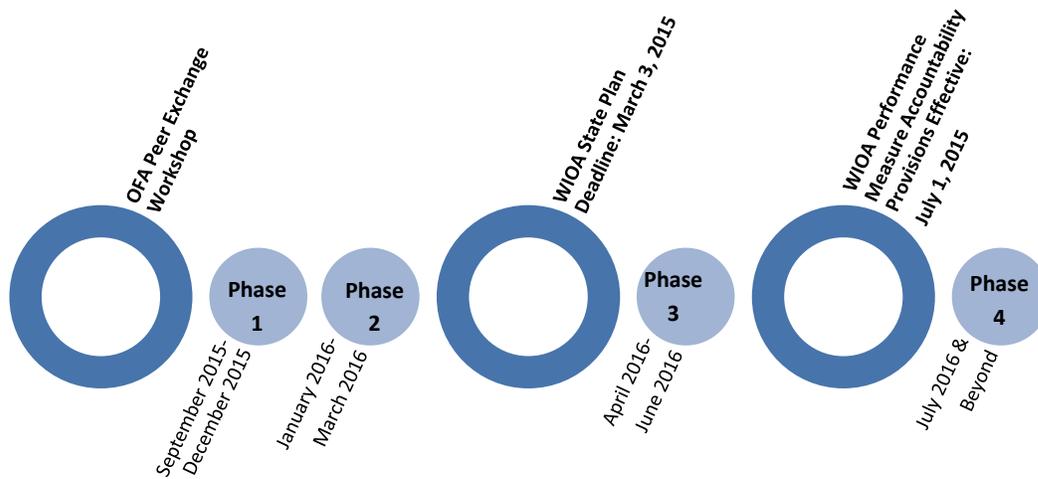
## Team Time #4: Faculty Assisted Implementation Blueprint Planning & Team Blueprint Report Out Panel

Expert faculty and facilitators worked with teams to capture specific ideas and strategies to develop a draft Implementation Blueprint Plan. The task for the teams was to select a viable course of collaboration that will improve services to customers and allow for program efficiencies. Implementation Blueprint Plans included the following components:

- Overall goals and key objectives;
- Action steps for each objective;
- Responsible parties;
- Timelines for completion; and
- Anticipated outcomes.

The blueprint was broken into four phases, each relevant to the implementation of WIOA (see Figure 5).

**Figure 5: Implementation Blueprint Phases**



In a final report out session moderated by Lisa Washington-Thomas from OFA, each team reflected on their collaboration progress over the Peer Exchange Workshop and shared the key content from their Implementation Blueprint Plans.



### **Arkansas**

Arkansas noted that the meeting provided an opportunity for them to get to know their partners and set priorities, such as creating a seamless connection between agencies serving common customers, engaging in data sharing, and ultimately, systems integration. They will accomplish these goals by focusing on the “Three C’s”—cooperation, coordination, and collaboration—and look at possible changes in policy and process necessary to align agencies within the next six months. With a clear understanding of goals and opportunities for collaboration, the team developed an implementation timeline. In October 2015, they planned to participate in a strategic planning meeting with the WIB that will inform the draft plan, which is due in December 2015. Immediately following the OFA Peer Exchange, team members were set to participate in a TANF subcommittee meeting to decide if TANF would be a part of the state’s unified plan.

### **Mississippi**

The Mississippi team benefited from an opportunity to discuss next steps and dialogue about areas where they must work to strengthen their collaboration. These areas include diversifying staff in the local communities, getting more input from frontline staff, making leadership inspirational and transformational, and training staff so they know what they need to do and how to do it. To accomplish these goals, the Mississippi team outlined goals and specific objectives within their Implementation Blueprint Plan. They include submitting a draft-combined plan within 30 days, initiating implementation planning for each goal within the WIOA combined plan, and developing a training plan for staff.

### **Missouri**

Through their participation in the Peer Exchange Workshop, the Missouri team sought to develop a strong and challenging vision statement and find a champion for their collaboration effort so staff have something to rally around. Through their work during team time, they developed a clear strategy to engage TANF in the workforce system. Their Implementation Blueprint Plan outlined key objectives including making a decision on combined versus a unified plan, drafting their state plan, and engaging additional partners (if necessary) to implement the vision.

### **Massachusetts**

The Massachusetts team came to the workshop somewhat jaded about what they could accomplish, but by the end of the first day, they had a solid sense of a combined goal for all agencies to achieve. Self-sufficiency is not about finding jobs; it is giving people guideposts to get them out of poverty. The team members increased their commitment, as partner agencies, to the steps necessary to achieve that goal. By identifying the steps they need to take, identifying the challenges they are facing, and knowing what risks they will need to take, the team came together with a clear vision of the road forward. Their Implementation Blueprint Plan included action steps to accomplish important objectives such as finalizing their WIOA plan and partner MOUs, educating staff about the change, and outlining a regional implementation plan.

### **Nevada**

The Nevada team has been working together since January 2015, and participating in the Peer Exchange Workshop affirmed for them that they share a common vision. The “how” of WIOA implementation became the biggest question they wanted to answer, and they were able to make progress toward that goal during the workshop. Their next steps will include creating a resource-sharing agreement, mapping their process flow, exploring data sharing, and developing strategies to continue the collaboration conversation.



### **Oregon**

The Oregon team came to the meeting with a clear vision, so they decided to focus their team time on defining WIOA implementation strategies and developing a plan to share this information with frontline staff. A key objective for their team is securing buy-in within a very hierarchical organization, and using that buy-in to develop transformational leaders. The Oregon team's Implementation Blueprint Plan includes key objectives such as building awareness and regional connections through local roadshows, conducting regular meetings, and identifying opportunities that collaboration would provide for TANF and local WIB service providers.

### **Washington, D.C.**

The team from Washington, D.C. appreciated the opportunity to engage in candid discussions about their current collaboration and opportunities for the future. The team has been working together since July 2015, but has not had many opportunities to check-in on progress. Through a 10-step plan, they outlined action steps that will help them achieve their vision of a collaborative system. Following the Peer Exchange Workshop, the team's first objectives are to create an implementation plan by the end of October 2015 and to look at best practices in states that are already engaging in successful collaborations. They will be engaging in a collocation strategy that will allow for alignment of processes for customers and better collaboration with other agencies. They are also seeking to streamline efforts, integrate data systems, create a citywide system for targeting services, and focus on staff training, cross training, outreach, and marketing.

## **Wrap-Up and Closing Remarks**

- **Nisha Patel**, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services

Nisha Patel thanked all participants for the strong efforts they put into planning with their teams and reminded them that the WIOA State Plans, which are due to DOL in March 2016, are just the beginning of this process. The conversation needs to continue beyond March. She closed the Peer Exchange Workshop by reiterating the importance of collaboration for delivering the best possible services to customers.



## **Technical Assistance Recommendations**

The seven teams that participated in the OFA Peer Exchange Workshop are using the new WIOA legislation as an opportunity to transform the collaborations among TANF, WIOA, and other partner agencies in their states. As they developed their shared visions and Implementation Blueprint Plans during the workshop, both potential solutions and challenges emerged. To continue the momentum created by the workshop, teams expressed a desire to create opportunities to connect with peers to share models and best practices. In addition, the following topics emerged as technical assistance needs during the team time discussions:

### **Funding**

As agencies develop strategies to serve shared customers such as collocating services, questions about funding will arise. Specifically, the participating teams were interested in learning more about existing cost sharing models, braided funding strategies, and managing programs and their related funding streams when agencies are only able to pay their “fair share.”

### **Understanding Shared Customers**

The “shared” customer is at the center of many TANF/WIOA partnerships. In order to serve this population effectively, they will need good data on the characteristics and quantity of specific customer populations. For example, one team sought data around the number of people who fall off the Unemployment Insurance rolls and on to TANF.

### **SNAP Employment and Training (SNAP E&T)**

With an increased emphasis on SNAP E&T, teams were interested in exploring how to create bridges from TANF into this program.

### **Assessment**

Many workshop participants noted that while various partner programs need to remain distinct, they want the connection to feel seamless for customers. As they consider this seamless approach, there is interest in understanding the value and challenges associated with upfront assessments in one-stop systems.

### **One-stop versus One Agency Models**

During the workshop, Laurie Bouillion Larrea, president of Workforce Solutions of Greater Dallas shared information about Texas’ one-agency approach to workforce programs. Not all states and agencies, however, are ready for this level of integration. Teams are interested in hearing from other states who have implemented one-stop approaches with partner agencies, specifically TANF and WIOA.

### **Staff Training and Buy-In**

Many states expressed the need for strong staff buy-in in order to ensure successful collaboration. States are interested in learning about ways to develop effective leaders and champions to push these efforts forward. States are also interested in learning about messaging techniques to create a sense of understanding and engagement among staff.



# Appendix A

## Agenda



## AGENDA- Monday, September 21, 2015

Time	Break-out Sessions
7:30 AM – 8:15 AM	<b>Registration and Check In</b>
8:15 AM – 8:30 AM	<p><b>Welcome and Opening Remarks</b> <i>Live Streaming</i></p> <p><b>Nisha Patel</b>, Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services</p>
8:30 AM – 9:00 AM	<p><b>Team Introductions and Icebreaker</b> <i>Live Streaming</i></p> <p><i>To kick off the TANF-WIOA Peer Exchange, participants will assess their state or local area's current level of collaboration by placing an outline of their state on the collaboration continuum at the front of the room. Participants will go to the collaboration continuum one by one, and introduce themselves to the group while they do so.</i></p> <p><b>Moderator: Lisa Washington-Thomas</b>, Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services</p>
9:00 AM – 9:45 AM	<p><b>Perspectives on the Promise of Partnership</b> <i>Live Streaming</i></p> <p><b>Susan Golonka</b>, Deputy Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services</p> <p><b>Robert Kight</b>, Director, Adult Services and Workforce System, Office of Workforce Investment, Employment and Training Administration, U.S. Department of Labor</p> <p><b>Janet LaBreck</b>, Commissioner, Rehabilitation Services Administration, Office of Special Education and Rehabilitative Services, U.S. Department of Education</p> <p><b>Christopher Coro</b>, Deputy Director, Division of Adult Education and Literacy, Office of Career, Technical, and Adult Education, U.S. Department of Education</p> <p><i>Representatives from the U.S. Departments of Labor, Education, and Health and Human Services will share their perspective on what would represent a successful collaboration from both customer and agency perspectives. They will also discuss their program's role as a partner in the one-stop system and what their program can bring to the one-stop partnership.</i></p>
9:45 AM – 10:30 AM	<p><b>Getting Started: A Vision from Maryland</b> <i>Live Streaming</i></p> <p><b>Sara Muempfer</b>, Director of Workforce Development, Family Investment Administration, Bureau of Workforce Development, Maryland Department of Human Resources</p> <p><b>Moderator: Damon Waters</b>, Program Specialist, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services</p> <p><i>Sara Muempfer from the Maryland Department of Human Resources will discuss the state's initial experiences with TANF-WIOA collaboration efforts, including brainstorming strategies challenges, and potential solutions. As a Systems to Family Stability Policy Academy site, the state's experience will offer insight into the growing pains of collaboration, and potential strategies to consider to jumpstart or enhance partnerships.</i></p>



## OFA Peer Exchange Workshop: Strengthening Collaboration between TANF and WIOA



Time	Break-out Sessions
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10:30 AM – 10:45 AM

**Break**

10:45 AM – 12:15 PM

**Team Time #1: *Where are We Now?***

*Agency structure, program priorities and requirements, customer characteristics, operational realities and previous experiences are just a few factors that will influence the development of partnerships under WIOA. During this team time, individual teams will begin the implementation planning by gaining greater understanding of each other's program and outlining where they are now in the collaboration process. Team members will consider issues such as:*

- *Characteristics of each partner's program, including purposes and goals, funding, performance measures, reporting requirements, and service delivery structures;*
- *Characteristics of the customers each program serves;*
- *Collaboration under WIA and efforts to date under WIOA;*
- *Agency priorities, collaboration interests and opportunities for mutual benefit; and*
- *Perceived challenges of collaboration.*

*Facilitators will work with teams to determine the areas where customers, services, funding, reporting, and performance overlap, and participants identify specific opportunities to work together.*

12:15 PM – 1:30 PM

**Lunch on Your Own**

1:30 PM – 3:00 PM

**Team Time #2: *Developing a Common Vision***

*During this team time session, team members will work together to develop a vision of an ideal one-stop system from the perspective of a customer and, in particular, a TANF recipient, and consider the strategies and partnerships required to achieve that vision.*

3:00 PM – 3:15 PM

**Break**

3:15 PM – 4:30 PM

**Concurrent Workshops**

***Aligning WIOA Performance Measures and TANF Work Requirements: Finding Common Ground*** [Live Streaming](#)

**Luke Murren**, Supervisory Workforce Analyst, Office of Policy Development and Research, Employment and Training Administration, U.S. Department of Labor

***Partnerships between WIOA and Human Services Programs: A Means to an End***

**David Socolow**, Director, Center for Postsecondary and Economic Success, Center for Law and Social Policy (CLASP), Washington, DC

***Critical Elements of the TANF-American Job Center: MOUs, Procurement, and Cost Allocations***

**Laurie Bouillion Larrea**, President, Workforce Solutions Greater Dallas, TX

***Developing Career Pathways and Work-based Learning Opportunities***

**Maria Flynn**, Senior Vice President, Jobs for the Future, Boston, MA



Time	Break-out Sessions
4:30 PM – 5:00 PM	<b>Team Reflections and Report Out</b> <i>Live Streaming</i>  <b>Moderator: Lisa Washington-Thomas</b> , Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services
5:00 PM	<b>Day One Closing</b>

## AGENDA-Tuesday, September 22, 2015

Time	Break-out Sessions
8:30 AM – 8:45 AM	<b>Morning Welcome &amp; Reflection</b>  <b>Susan Golonka</b> , Deputy Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services
8:45 AM – 9:45 AM	<b>Team Time #3: Cross Team Discussion</b>  <i>During this session, teams will be paired together to discuss their visions for the one-stop system, the partnerships it would entail, and anticipated challenges and strategies. Teams will seek feedback and provide insight to assist one another with the Implementation Blueprint planning process.</i>
9:45 AM – 10:00 AM	<b>Break</b>
10:00 AM – 11:30 AM	<b>Team Time #4: Faculty Assisted Implementation Blueprint Planning</b>  <i>During the final team time session, faculty and facilitators will work with teams to capture specific ideas and strategies to develop a draft Implementation Blueprint. Teams will be tasked with selecting a viable course of collaboration, which will improve services to customers and allow for program efficiencies. Implementation Blueprints will include the following components: goals, desired outcomes, benchmarks, role of state partners, role of local partners, shared activities and services, new partners needed, and timelines. The Blueprint will also include action steps for team members upon returning home, to ensure that the team remains on the path toward successful collaboration. The teams will prepare for their Report Out panel discussion.</i>
11:30 AM – 12:15 PM	<b>Team Blueprint Report Out Panel</b> <i>Live Streaming</i>  <b>Moderator: Lisa Washington-Thomas</b> , Self-Sufficiency Branch Chief, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services  <i>In this final session, each team will nominate a speaker to share their draft Implementation Blueprint as part of a moderated panel discussion. State panelists will be asked to provide a brief overview of what they have achieved, their plans going forward, and the challenges they anticipate facing. They will also discuss technical assistance needs, and ongoing support they may need from federal, state, and local partners moving forward. Panelists from other teams will be invited to provide peer-to-peer feedback on each state's progress and ask clarifying questions.</i>



## OFA Peer Exchange Workshop: Strengthening Collaboration between TANF and WIOA



Time	Break-out Sessions
12:15 PM – 12:30 PM	<b>Wrap Up and Closing Remarks</b> <i>Live Streaming</i>  <b>Nisha Patel</b> , Director, Office of Family Assistance, Administration for Children and Families, U.S. Department of Health and Human Services



# **Appendix B**

## **Participant List**



## OFA Peer Exchange Workshop: Strengthening Collaboration between TANF and WIOA



### State Representatives

#### Arkansas

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