

**Cattaraugus-Allegany Workforce Investment Area  
Functional Alignment Addendum  
To the Three-Year (2005-2008) Strategic Plan**

The Cattaraugus Allegany Workforce Investment Area has already initiated and implemented many system changes towards functional alignment. We are firmly committed to achieving the goals outlined in this addendum to our Comprehensive Three-Year Strategic Plan.

**Current Integration**

Both Centers provide core services through a multi-agency structure. Limited funding has already reduced the availability of staff and we have adjusted to continue to meet the needs of our customers and ensure they receive all appropriate services. Much time and effort has been devoted to training not only WIA Title IB and Wagner-Peyser staff, but other Partner agency staff to act as facilitators for the Centers. The facilitators are fully capable of assisting the customer and providing universal core services that can be provided promptly and efficiently to any customer. In addition, the facilitators have been trained to recognize eligibility criteria not only for WIA Title IB, but also for the various Partner agencies. A schedule has been developed and is maintained that rotates staff to ensure coverage of the Resource Room during all service hours.

Cross-training of staff in core services provides a smooth transition to WIA Title IB intensive services, as well as to other Partner services. Staff-assisted core and intensive services are aligned in the same manner as universal core services. Cross-training has also been extended into the following areas.

- WIA Title IB and Partner staff can perform OSOS customer registration, which was traditionally a Wagner-Peyser function.
- WIA Title IB and DSS staff conduct eligibility determinations for not only WIA Title IB but also for various programs involving TANF and TANF 200% funding (bus passes, gas cards, Wheels-to-Work, Summer Youth and job retention services).
- Training services are overseen and coordinated by WIA Title IB staff with numerous Partner agencies involved in the process.
  - Greater Olean Area Chamber of Commerce, DSS, the Rehabilitation Center and Cattaraugus County Probation are involved in OJTs
  - DSS in TANF 200%
  - Jamestown Community College's BRIDGE Program
  - Olean Community Schools, Southern Tier Traveling Teachers and Literacy Volunteers in Alternative Education, GED, ESL and tutorials.
- WIA Title IB, Wagner-Peyser, or other Partner staff provides follow-up services.

The Belmont Center operates in much the same manner with the exception of Wagner-Peyser representation, and different Partner agencies as related to county government. The WIA Title IB and Partner staff have been cross-trained provide all services.

In addition, all WIA Title IB and Wagner-Peyser One Stop Managers meet with WIB management once a month to share and disseminate pertinent information and to ensure open lines of communication. One Stop Managers then in turn regularly meet with all staff to ensure

further information sharing and open lines of communication. At the Olean Center, a monthly Strategies and Protocol meeting is held with all WIA Title IB and Partner staff.

For our business customers, each Center provides coordinated “Rapid Response” whenever necessary and as appropriate to each county. At a minimum, the Rapid Response Team consists of Unemployment Insurance, Wagner-Peyser and WIA Title IB staff. In given situations, this core group has been supplemented by health insurance representatives, union leadership, DSS and Rural Opportunities staff. Whenever needed, both Centers join forces to provide “Rapid Response” when it affects customers from both counties.

### **Area Goals**

Prior to beginning the process of drafting this plan, the WIB Executive Committee, including the Chief Local Elected Officials, reviewed the option of merging with another LWIA. Factors taken into consideration were our local area economy and geographic location. As we are a mostly rural area, our economy is quite different from surrounding areas. After many options were thoroughly reviewed and possible scenarios envisioned, the decision was made that the Cattaraugus-Allegany area is committed to continue to operate as our own LWIA as we firmly believe we are fully capable of effectively serving our customers. As such, we do not intend to pursue this alternative at this time.

Through this functional alignment plan, we will provide services through integrated Functional Service Units (FSUs), which will maximize and ensure better use of staff resources, institute a sense of unity within the System, and increase the number of customers served. Also, by expanding the current alignment between WIA Title IB and Wagner-Peyser, we seek to reduce any duplication and ensure consistency in providing services.

We have set a goal of adopting a shared sense of responsibility, achievement, and success by all agencies operating in and through the Center. We will institute mission and service principles that all agencies will take ownership of and fully support.

### **Mission Statement**

We are committed to providing individuals with meaningful lifelong employment opportunities and to assisting employers in obtaining a skilled workforce.

We will fulfill our mission by instituting the following service principles that all WIA Title IB, Wagner-Peyser and Partner staff will demonstrate in their daily operations at the Center.

- All staff understands, supports and shares the Mission of the Center.
- All staff is skilled, qualified and cross-trained to provide efficient, effective, non-duplicative services.
- All staff provides friendly universal access to all customers in a courteous and respectful manner.
- All staff share ownership of each customer and strive to provide outstanding customer service.
- All staff are organized and supervised by function to share and support the common flow of customers.

- All staff equally assumes the responsibility for a positive customer experience and satisfaction.
- All staff will treat the customers and each other with dignity and respect and conduct themselves with a high level of honesty and integrity.
- All agencies are partners in and committed to providing seamless service delivery.

By instituting a shared mission and service principles, we will be united in a commitment to achieving system efficiency, producing greater customer satisfaction, and meeting our performance measurements. Ultimately, the goal is to provide overall better service to businesses and individual customers.

### **Shared Customer Pool and Single Flow**

Prior cross-training and integration of Wagner-Peyser and WIA Title IB staff has already stimulated the development of a shared customer pool, which we will further cultivate to meet the guidelines of the Common Measures TEG. WIA Title IB, Wagner-Peyser and Partner staff are not merely physically co-located and working alongside each other, but also working together to provide information about all the potential services and resources available, which has in turn, already reduced duplication of some services. Functional alignment will enhance our shared customer pool as all individuals entering the One Stop will be co-enrolled as both WIA Title IB and Wagner-Peyser participants. They will be treated as a “system” customer with no delineation between Wagner-Peyser and WIA Title IB.

As we have instilled a philosophy of “no wrong door,” a customer may access the system and services directly at a One Stop Center or in-directly through a Partner agency. All customers, regardless of how they enter the system (i.e., by referral from Partner agency or by physically visiting a Center) will begin with services from the Front-End Unit. The Front-End Unit will facilitate the customer’s entrance into the system by registration into both WIA Title IB and Wagner-Peyser. As a customer may require more intensive or specialized services, they will move through the system along the same path accessing those services and resources from the appropriate FSUs. A customer is not cognizant of the transition from one to the next, or that they are receiving services from different agencies. All staff will be well trained and able to assist individuals in negotiating the customer flow as delineated in the attached chart, thereby improving and ensuring single customer flow.

### **Staff Capacity Building**

Opportunities will be provided to all Wagner-Peyser and WIA Title I B staff as well as any Partner staff operating in and through the Centers to participate in activities that will increase the breadth and depth of their knowledge, skill, and ability. In addition, all Wagner-Peyser, WIA Title IB, and Partner staff will participate in regularly scheduled FSU staff meetings, during which information on operational issues will be shared with all staff, new policies will be introduced and training will be provided on corresponding procedures.

Partnering agencies, contracted service providers and other community organizations will be invited to also attend and provide informational presentations on the services offered through their programs and the method of referral to those services.

Our commitment to our functional alignment plan and capacity building of staff will be demonstrated by:

- Educating all WIA Title IB, Wagner-Peyser and Partner staff on the performance standards for the area and soliciting input to develop plans/procedures that will lead to achieving our performance standards;
- Encouraging all WIA Title IB, Wagner- Peyser and Partner staff to be part of the decision-making process through participation at staff meetings by soliciting input on the design, development, and implementation processes that will lead to continuous improvement;
- Promoting a philosophy of “Shared Fate” among all staff, that the success of one is the success of all, and that it is the responsibility of all staff to ensure the achievement of individual and overall area performance standards.

### **Functional Service Units (FSUs)**

In order to effectively and efficiently provide services, Functional Service Units will be created based on service delivery. Initial FSUs will include:

- Front-End Unit – Providing all Core Services, including staff-assisted.
- Career Counseling/Assessment Unit – Providing intensive and training services.
- Youth Services Unit – Providing all Youth Services to customers 14-21.
- Business Services & Job Development Unit – Providing all business services.
- Quality Control Unit – Responsible for follow-up; customer evaluation; and data management.

- **Front-End Unit**

Customers who access Center services through the Front-End Unit, either in person or via phone, will be greeted and assessed as to what services they seek. If not currently registered, customers will be directed to self-register either by paper form or via computer. It has been recognized that often times customers do not want to register and only seek to use the computer, browse the job order book, or pick up hard copy information. In those cases, customers will be allowed to access only those unassisted core services. Requests for staff-assisted core services will result in customers being redirected to the registration process.

If a customer requests a service beyond unassisted core in person, the greeter will first ensure the customer is registered and then direct him/her to the appropriate staff person. If requesting these services via phone, the greeter will transfer the customer to the appropriate staff person who will then proceed to confirm his/her registration before providing services. All staff-assisted core services will also be a part of the Front-End Unit and provided by WIA Title IB, Wagner-Peyser or Partner staff.

WIA Title IB or Partner staff will fill the greeter position. The greeter is responsible to determine which agency, if any, to direct the customer to and to ensure that customers are registered before proceeding to receive any staff-assisted core services.

- **Career Counseling/Assessment Unit**

If a registered participant is unsuccessful in their endeavors at the core service level, a customer can move to the Career Counseling/Assessment Unit to receive those intensive and/or training

services provided by WIA Title IB, Wagner-Peyser, and Partner staff. Each customer will be assessed as to what services may be appropriate to help them succeed in his/her goal(s). Services in this unit include, but are not limited to, job readiness workshops, assessments, evaluation, case management, development of an IEP, and if approved, formalized training.

If a customer is unsuccessful at securing employment at this level or ineligible for training, they may continue to receive and utilize services from this unit or return to the Front-End Unit for additional core services.

- **Business Services Unit**

Although we have aligned forces to provide “Rapid Response” to businesses as needed, we realize the necessity to unify services to businesses. Through our Business Services Unit, we will seek to jointly provide services and strengthen our response to local business needs. This unit will be comprised of WIA Title IB, Wagner-Peyser and Partner staff and will assist area employers and other agencies as requested with such services as labor market information, testing and screening, recruitment, etc.

In addition to coordinating the delivery of these services, the Business Services Unit will also be responsible for marketing our business services as well as outreach and penetration. We will improve marketing efforts to communicate the availability of these services to our business customers. A review of current marketing materials will be conducted and revisions made as necessary. Training will also be provided to Partner staff on the business services available through WIA Title IB and Wagner-Peyser.

Through the formation of the Business Services Unit, we will also work to unify local business services by aligning and partnering with economic development agencies (i.e. the County Economic Development Departments, the Empire Zones and various Chambers of Commerce). Representatives of these agencies will be invited to participate on the Business Services Team as needed and will be invited to participate at monthly WIB board meetings as well. Their involvement and collaboration in local workforce activities will enable us to enhance current business services area-wide, ensure that we are sufficiently meeting the needs of business customers, and demonstrate our commitment to doing so. As our area’s needs evolve, we will look to develop new strategies to meet the needs of our business customers.

Some goals of the Business Services Unit that will be accomplished during PY06 are to improve communication on job availability and employer needs; train all staff on information needed to complete a job order form; ensure that all job orders obtained by any Partner agency are entered in the Job Bank, and create a job distribution e-mail network.

- **Youth Services Unit**

All Youth 14-21 accessing the Center through the Front-End Unit will be directed to the Youth Services Unit. This unit will be comprised of WIA Title IB and Partner staff and deliver all services including registration. We deem services to youth as an extremely important part of workforce development and by creating a specialized unit, we seek to maximize our resources and provide area youth with all the services necessary for them to begin to build a solid foundation for their career.

- **Quality Control Unit**

WIA Title IB, Wagner-Peyser and Partner staff will comprise the Quality Control (QC) Unit where the priority will be on data management, follow-up services and performance management. The QC Unit will be in charge of ensuring that all staff is provided with the appropriate level of OSOS training. Although training was conducted during the initial start-up phase of OSOS, we must continually monitor this area to ensure that all pertinent data is captured. Initial training will include instructions on accessing and using the ES screen, which we will begin using for all participant registrations as of July 1, 2006. In addition, staff will be instructed on accessing the appropriate areas to ensure that all services, activities, and comments are entered and available to any staff accessing a customer's record. These improvements will result in a better reflection of the comprehensive services being provided to customers. As changes in OSOS occur, the QC Unit will ensure that staff is trained appropriately.

Once fully implemented and available, the QC Unit will also oversee the self-registration process and ensure that staff is appropriately trained if they should need to assist customers with self-registration. The QC Unit will review data from self-registrations to ascertain whether further detailed instructions for the customer may be needed to ensure that data is accurate.

The QC Unit will also be responsible for ensuring that follow-up is performed for each customer. As Wagner-Peyser, WIA Title IB and Partner agencies are pooling efforts to providing services to all customers, each has a stakehold in the performance outcomes. The Quality Control Unit will ensure that each unit follow-ups with customers and that customer satisfaction is priority one.

The QC Unit will monitor customer service satisfaction surveys to identify whether or not we are achieving our goals of efficiency, non-duplication, and providing a positive customer experience. The customer satisfaction survey will be reviewed and revised as needed to ensure that questions appropriately evaluate the customer's experience. By monitoring and reviewing the customer satisfaction surveys, the QC Unit will be able to identify areas that may require further improvement.

By integrating WIA Title IB, Wagner-Peyser and Partner staff as members of the QC unit, all will share the responsibility for ensuring each customer has a satisfactory experience at the Center. QC will ensure that the customer receives all services for which they are eligible, but also that Wagner-Peyser will succeed in meeting their own performance outcomes, which will in turn aid us in achieving our own WIA Title IB outcomes.

### **Service Designed from a Customer Perspective**

The Functional Service Units have been designed to simply and facilitate the customer's navigation through the system. From a customer's perspective, it would be hard to discern who or what agency is providing services when accessing services from a unit. Once a customer enters the One Stop, the flow of activities from core to intensive services is seamless. Each customer navigates the system the same way regardless of through what agency he/she entered the system. By requiring registration into OSOS at the initial entrance to the system, a customer

can receive services from various agencies without the need to repeat an individual registration/application process for each agency or service.

Since commencing operations, the One Stops have employed both individual and business customer surveys to evaluate our services. We will continue using this process of continuous solicitation of feedback to evaluate and to make improvements to the customer flow as needed.

### **Leadership and Supervision**

At each Center, the WIA Title IB One Stop Manager will supervise all FSUs, with the exception of the Business Services Unit that will be supervised by the Wagner-Peyser One Stop Manager from the Olean Center. As we are a small, mostly rural area with limited staff, it was identified during the preparation of this plan that there are many instances where it is necessary for staff to function in different capacities, and as a result be a member of more than one FSU. Therefore, the WIA Title IB One Stop Manager is in the best position to ensure coordination of staff members within and between the FSUs. The FSU Coordinators will work together to ensure alignment of services across the area.

The WIA Title IB and Wagner-Peyser One Stop Managers and WIB Management will comprise the One Stop Management Team whose responsibility it will be to:

- Continuously review the delivery of services and ensure that services are provided in a customer-focused manner;
- Address performance issues within their areas;
- Address issues arising from customer satisfaction surveys;
- Provide training at regularly scheduled staff meetings on any changes in the provision of services to the universal, job-seeker and/or employer customer; and
- Work closely with standing and/or ad hoc committees, as appropriate, when continuous improvement adjustments require updating of processes and/or procedures.

### **Technology**

We will move towards integrating technology to streamline services, by expanding upon the content that we have currently available on our virtual One Stop website. A portion of our Incentive Grant funds will be used to update the website to include more information on the types of assistance/services available from WIA Title IB, Wagner-Peyser and Partner agencies and related eligibility requirements. Currently, customers can register with the website to access a personalized page used for skills inventory and development. Those customers that choose to register on the website will be able to ask for further information and/or request an appointment via e-mail. Once a registration is completed, it will be forwarded to the appropriate Center where a staff person can enter the information into OSOS ensuring that the customer is counted as a participant. Once fully implemented and available, the website can direct customers to the OSOS self-registration site.

At the physical Center, those customers receiving only self-services or information will be directed to register directly via computer if they so choose. This will enable customer flow to continue unhampered in the event that there is not staff readily available to assist a customer with registration and free staff to assist other customers.

Also, in an attempt to use technology to minimize paperwork, we will attempt whenever possible, to maintain electronic copies of documentation for data validation.

### **Increased Service Levels and Quality of Services**

As we align to better serve our customers through the sharing of customers at initial registration, both WIA Title IB and Wagner-Peyser will realize a significant increase in the number of customers served. Requiring an OSOS registration to access staff-assisted core services will be concrete evidence of customers served. The number of registered customers served as participants will be compared with those numbers of previous time periods, demonstrating that we have increased the number of overall.

Coordination of Wagner-Peyser, WIA Title IB, and Partner staff resources to provide integrated customer flow will enable us to provide customers with better knowledge of all opportunities available at our Centers. This combined effort will result in increased service to customers as the process is streamlined to treat each customer in the same manner and ensure that they all flow through the system in the same pattern. As each customer starts in the Front-End Unit, each customer will ultimately pass through the QC Unit as follow-up is performed. It will reduce the potential for missed service opportunity and staff follow-through as the customer is shared. There will be no delineation as to which agency the customer “belongs” since the customer is now the responsibility of all Center staff. We will also be able to further strengthen our identity as a single resource, as opposed to providing the customer with a referral to another agency.

### **Resources**

Unfortunately, prior reductions in Wagner-Peyser funding have already limited the availability of staff in our area at both of our Centers, with the Belmont Center no longer having Wagner-Peyser representation at all. We have approached the DOL Regional Office with this concern in an effort to ensure adequate coverage. DOL has in turn submitted a grant proposal to USDOL that would provide funding for one full-time Wagner-Peyser person to fill this gap. We are currently awaiting approval of this request. Until a full-time Wagner-Peyser staff can be available, a representative will only be able to be on site one day a week to provide specific Wagner-Peyser services.

Furthermore, the reduction in PY06 WIA funds will result in a decrease in the number of WIA Title IB staff available as well. Our alignment between WIA Title IB and Wagner-Peyser staff should ensure that all customers entering each Center will continue to be served and made aware of all available services and employment opportunities. We will also determine which of our other Partner agencies can assist with providing funding or services to fill any gaps that become apparent during the implementation and beginning stages of this plan. We will also solicit other agencies that may be willing and able to partner with our system.

In our Olean Center, WIA Title IB and Wagner-Peyser staff is presently co-located at the same physical location, but operate under two different leases. Discussions have already been held on a possible bargaining position, combination of the leases altogether, and/or merged space, however, the current leases are unbreakable except in the event of lack of any funding at all. As both leases are to expire in 2010, we will revisit this option at the appropriate time.

The Belmont Center is housed in a county government building and as such, the rent and facility expenses are nominal in comparison. When Wagner-Peyser staff become available for the Belmont Center, they will be co-located with the WIA Title IB staff.

To overcome these current and any other future fiscal challenges, it will be essential that we pursue outside resources and grants. We are and will continue to be vigilant in exploring funding opportunities in an attempt to leverage resources to support and possibly expand our services.

### **Changes in Governing Documents and Policies and Procedures**

Implementation of this functional alignment plan will require that some operational policies and procedures will need to be reviewed and revised as necessary. Other policies and procedures will need to be drafted and put into practice. Previously, One Stop Center Staff Manuals were prepared and disseminated to all WIA Title IB Center staff. These manuals will be reviewed and further enhanced to include unified policies and procedures for all FSU operations and be provided to all staff operating in and through the Center, whether WIA Title IB, Wagner-Peyser or other Partner agency, which will ensure consistency in delivery of services. Some written procedures that already exist will be reviewed and updated for the following activities.

- Individual Training Accounts
- Training Provider Approval Process
- Customized Training Services
- Supportive Services.

We have also identified that unified policies and procedures for registration, eligibility, and business services. The WIB, working in conjunction with the WIA Title IB and Wagner-Peyser One Stop Managers, will be in charge of developing and formalizing these operational procedures, as well as reviewing and updating current policies and procedures.

In addition, to One Stop Center operating policies and procedures, changes to agreements between the WIB and the One Stop Operators and the WIB and the Partners will be necessary to reflect the planned integration. The MOU agreement will need to reflect the functional supervision of Partner staff. Regardless of agency affiliation, staff working in or through the centers will be considered staff of the Center, and as such, acknowledgement of this circumstance will be needed by each Partner agency. Partner staff will be regarded the same as WIA Title IB and Wagner-Peyser staff and be encouraged to participate as unit members, attend regularly scheduled staff meetings, and take advantage of all training opportunities, as applicable. These changes will support our management in their authority to implement and carryout their duties under this plan. The MOU agreements will reflect the shared mission and service delivery principles, newly established Functional Service Units, the Partner's contribution to that FSU, the functional leadership and supervision of that FSU, and the single integrated customer flow process.

Changes to our One Stop Operator Agreements will also be necessary to reflect the integration and to support WIA Title IB and Wagner-Peyser management in their authority to implement and carryout the functional alignment plan. Specifically, the One Stop Operator Agreement will be amended to include the following:

1. Shared Mission and Service Delivery Principles,

2. Achievement of Common Measures,
3. Functional Service Units, Supervision, and Single Customer Flow,
4. Commitment to continued functional integration of WIA Title IB and Wagner-Peyser staff, and
5. Continued enhancement of the functional services units wherever possible.

The WIB and the Operator Consortia will coordinate efforts to provide support that strengthens the role of the One Stop Managers to ensure accountability and responsiveness to:

1. Establish the new Functional Service Units and integrated service culture.
2. Adhere to the Operators Agreement and WIB Policy and Procedure.
3. Achieve performance measures.

The WIB, working in conjunction with the Operator Consortia and Partner agencies, will be responsible to review and revise the Operator Agreements and MOUs.

### **Changes to Support Great Resource and Service Integration**

Many of these changes will ensure that we can still effectively serve our customers in light of limited funding, but will also undoubtedly enable both WIA Title IB and Wagner-Peyser in achieving Common Measures performance. By registering all customers entering the Center as both WIA Title IB and Wagner-Peyser participants at the same time, the “sharing” of a customer from entrance to exit will be developed. WIA Title IB and Wagner-Peyser have effectively committed to assist and support each other as both strive to hit performance outcomes. A common registration point is certain to produce an increase in the number of participants and thus, customer flow management will be crucial and require that greater attention be placed on case management, follow-up and data tracking. As the customer’s OSOS record is available and accessible to all WIA Title IB, Wagner-Peyser, and Partner staff providing services through the FSUs, we will be assured that any services a customer receives, including self-service and informational activities will be accounted for in the system.

Both Centers will take steps towards implementation by completing those foundational activities detailed on the timetable by June 30, 2006. Full functional alignment cannot be fully achieved until all of the activities are completed, which we anticipate will be December 31, 2006. During this implementation process, we anticipate that there may be additional activities that will need to take place as move towards functional alignment. Thus, the timetable is not inclusive. In addition, it should be noted that the Belmont Center will not be as functionally aligned as the Olean Center due limited availability of Wagner-Peyser staff. This integration of WIA Title IB and Wagner-Peyser staff in handling and monitoring the progress of customers will undoubtedly lead to opportunities for continuous improvement, achievement of the area’s performance measures, and ultimately, greater customer service and satisfaction.

## TIMETABLE FOR FUNCTIONAL ALIGNMENT IMPLEMENTATION

Activity	Target Completion Date	Responsible
Orient all Staff members on Functional Alignment Implementation and Common Measures and changes to take place.	May 31, 2006	One Stop Managers
Assign Staff to FSUs and assess skills needed.	May 31, 2006	One Stop Managers
Draft One Stop Operating Policies and Procedures.	May 31, 2006	WIB; One Stop Managers
Implement monthly FSU meetings to inform staff of performance measurements and continually update staff on progress.	May 31, 2006	One Stop Managers
Train staff as needed to effectively function within their FSUs.	June 30, 2006	One Stop Managers
Disseminate all One Stop Operating Policies and Procedures to all Center staff for field-testing.	June 30, 2006	WIB
Review & update virtual One Stop site to facilitate on-line registration.	June 30, 2006	WIB; One Stop Managers; Partners
Review current WIA Title IB and Wagner-Peyser intake/registration forms and processes; Revise as necessary.	June 30, 2006	WIB; One Stop Managers; Partners
Review current system policies and procedures to determine if revisions are needed.	July 31, 2006	WIB; One Stop Managers
Ensure that all job orders are entered in the Job Bank.	July 31, 2006	One Stop Managers, Partners
Review and revise customer satisfaction survey.	July 31, 2006	WIB; One Stop Managers; Partners
Improve communication about job availability and employer needs through development of an e-mail network.	August 31, 2006	One Stop Managers; Partners
Training staff on all business services available through Center.	August 31, 2006	One Stop Managers; Partners
Train staff on information needed to complete a job order form.	August 31, 2006	One Stop Managers; Partners
Review current marketing materials and revise as necessary.	September 30, 2006	One Stop Managers; Partners; WIB
Review current marketing materials and revise.	September 30, 2006	One Stop Managers; Partners; WIB
Review One Stop Operator Agreements and Partner MOUs; Revise as necessary.	September 30, 2006	WIB
Complete update of information available on virtual One Stop site.	November 30, 2006	One Stop Managers, Partners
Finalize One Stop Operating Policies and Procedures based on field-testing results.	December 31, 2006	WIB; One Stop Managers
<b>*One Stop Managers includes both WIA Title IB and Wagner-Peyser staff.</b>		

## Cattaraugus Allegany WIA - Customer Flow Chart

