

The Access Point Toolkit



Sharing How Access to Resources Empowers



This document was created under subcontract for KRA Contract DOLJ061A20353 with the U.S. Department of Labor Employment and Training Administration.

June 2008

The Access Point Toolkit:

Sharing How Access to
Resources Empowers

Table of Contents

Chapter 1

The Case for Access Points	1
How to Use this Toolkit	3
What's involved in Creating SHARE Network Access Points?	4
Accessing Value	5
Everybody Wins	6
What is a SHARE Network Access Point?	7
What Does a SHARE Network Access Point Do?	8
What Does a SHARE Network Access Point Look Like?	9
What Does a SHARE Network Access Point Need?	9
Estimating Your Workforce System's Time and Resource Investment	10
Return on Investment of SHARE Network Access Points	11

Chapter 2

Recruiting and Relationships	12
The Elevator Speech	12
What's In It For Me or WIIFM	14
Avenues of Outreach	16
Selecting for Success: Recruiting Great Access Points	17
Planning Your First Approach	20
Relationships: The Key to Success	21

Chapter 3

Logistics and Legalities	22
Step-by-Step Logistics	22
The Law As it Applies to Access Points	24
Partnering with Integrity	25

Chapter 4

Training and Sustaining	27
Communications	27
Setting the Standard	29
Sample Training Plan	31
Hold a Grand Opening	32
Measuring Success	34
Setting SMART Goals	35
Sustaining Your Access Points	36
Access Points Acting as a Network	37

Chapter 5

Promotion and Outreach	38
Media Relations for Access Points	39
Examples of Newsworthy Access Point Stories	39

Conclusion

40

Appendix

Please Note: Some of these documents are samples of what has been used by other states. You may need to adjust language to fit your needs.

Master Step-by-Step Worksheet	42
Sample Memorandum of Understanding (MOU)	46
Access Point Training Materials (sample Instructor Notes & Meeting Agendas)	47
Sample Customer Sign-in Sheet	53
How to Use the Customer Sign-in Sheet	54

AVAILABLE ON CD-ROM:

- *Transforming Partnerships PowerPoint
- *Partnering with Integrity PowerPoint
- *Resource Library Recommendations
- *Sample Customer Service Protocol
 - *Media Do's and Don'ts
 - *Press Release Samples
- *Promotional Poster and Bookmarks
- *Sample Photograph Release Form
- *Tips for Promoting Community-Based SHARE Network Access Points
- *Tips for Promoting Faith-Based SHARE Network Access Points

**NOTE: Appendix items marked with an asterisk are available only on the accompanying CD-ROM. The CD-ROM contains an electronic version of this entire toolkit text as well as separate electronic versions of all items listed in the Appendix.*



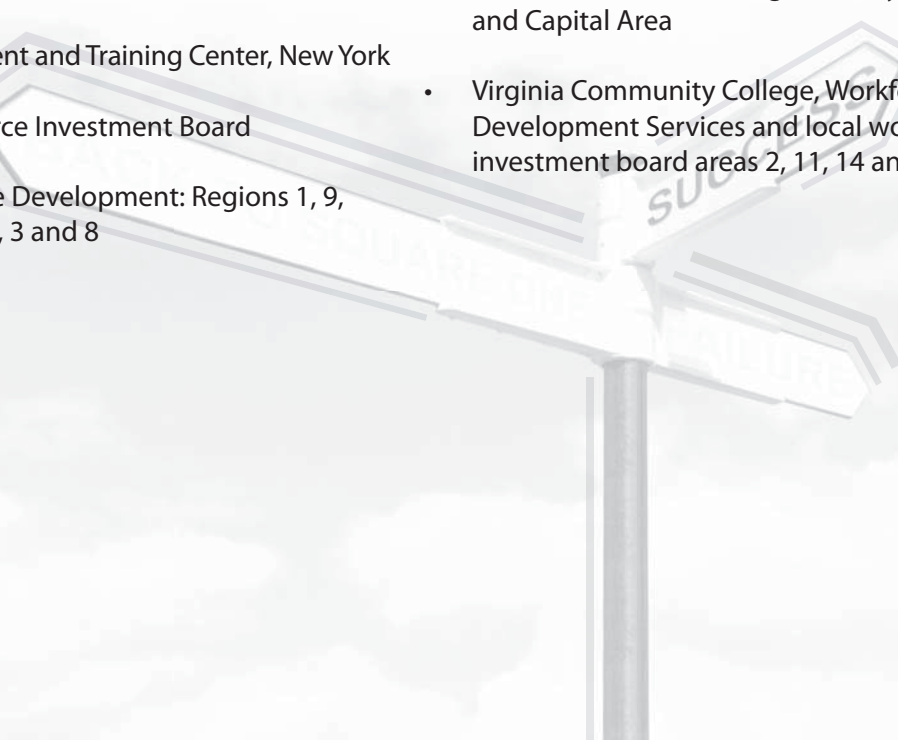


Acknowledgements

This Toolkit and its accompanying CD-ROM were produced by the U.S. Department of Labor (USDOL)'s Employment and Training and Administration (ETA) and Center for Faith Based and Community Initiatives (CFBCI). Rita Elkins of Kingdom ProVision Services Inc. and Kim Tucker and Gordon Fowler of 3Fold Communications wrote most of the content. All three were subcontractors under KRA's contract with USDOL, DOLJ061A20353. Major contributions were made by CFBCI staff, including: Erica Sager Pelman, who oversaw the SHARE Network project; Rhett Butler and Kristin Fortin, who wrote Partnering with Integrity and Transforming Partnerships; and staff intern Connor Lynagh, who helped compile information for this Toolkit and its accompanying CD-ROM.

The greatest credit for making Access Points a success belongs to the men and women who volunteer their time and resources to help jobseekers at their neighborhood SHARE Network Access Point and to the public workforce system staff who serve as SHARE Network Team Members. The public workforce system staff has implemented Access Points in the following states and local workforce areas as of June 2008:

- Arkansas Department of Workforce Services and centers in the Southeast, Southwest and West Central local areas
- Buffalo Employment and Training Center, New York
- Delaware Workforce Investment Board
- Indiana Workforce Development: Regions 1, 9, IPIC, 11, 6, 10, 2, 5, 3 and 8
- Iowa Workforce Development: Des Moines, Council Bluffs, Mason City, Forest City, and Ottumwa
- **KANSASWORKS** Department of Commerce and Local Areas 1, 2, 3, 4 and 5
- Michigan Department of Labor & Economic Growth, and local areas Calhoun Intermediate School District Michigan Works!, Career Alliance, Inc. Michigan Works!, Detroit Workforce Development Department - a Michigan Works! Agency, Kalamazoo-St. Joseph Michigan Works!, Ottawa County Michigan Works!/Community Action Agency, Washtenaw County Michigan Works!/ Employment Training & Community Services Group (ETCS)
- Mississippi Department of Economic Security
- Missouri Division of Workforce Development and local regions Jefferson-Franklin, Kansas City & Vicinity, East Jackson, Northeast, Ozark, Southwest, South Central, St. Charles County, St. Louis City, St. Louis County, West Central
- North Carolina Department of Commerce Division of Workforce Development and local areas Northwest Piedmont, Centralina, Gaston County, Regional Partnership, PeeDee, Turning Point, Eastern Carolina, High Country, Northeastern, and Capital Area
- Virginia Community College, Workforce Development Services and local workforce investment board areas 2, 11, 14 and 16.





The Case for Access Points

Success, it has been said, occurs at the intersection of preparation and opportunity. However, for many people in need, opportunity just does not exist. Their location, or their unfamiliarity with the government system, stands as a barrier between them and the help they need. No matter how much marketing and outreach is done to promote the public workforce system and its One-Stop Career Centers (One-Stops)¹, people in some neighborhoods and communities simply do not have access to help in finding a job or in receiving job training.

In struggling areas, both urban and rural, non-profit faith-based and community organizations (FBCOs) can play an important role in creating access to services and employment opportunities for people in need. Specifically, FBCOs offer community credibility and central locations within local communities. In addition, FBCO leaders are often able and eager partners in providing their communities with access to opportunity.

Creating access to employment and job training opportunities is especially crucial for many non-profits who serve high-poverty neighborhoods or areas. These organizations often focus more on meeting emergency and supportive needs than on helping people obtain employment.²

As much as individuals need access to job opportunities, businesses need access to human capital. Many businesses are hungry for capable, reliable employees and grateful when FBCOs and the One-Stop system provide access to the human capital that businesses need to succeed. Access Points can potentially play a valuable role in the creation and sustenance of "talent pipelines" that are so crucial to businesses and the broader regional economic development.

For these reasons, in 2002, the U.S. Department of Labor (USDOL)'s Employment and Training Administration (ETA) invested in pilot grant programs

Why create SHARE Network Access Points?

"I wanted to open the front door of BETC wider to the community. The community centers are many times the first points of contact for people who need a variety of services, including job search and job placement services. These centers have a long history and they know what their community needs, but they don't always know what a One-Stop is."

Colleen Cummings

Buffalo Employment and Training Center, New York

to increase universal access to the nation's One-Stop Career Center System, by building partnerships between grassroots FBCOs and the nation's One-Stops.

The "Access Point" model emerged from these pilot grant programs. The model consists of a faith-based or community organization where people can go in their own neighborhoods or communities to look for jobs, assisted by trained individuals who connect them to the One-Stop system via computer and direct referrals.

The Access Point model has been adapted and replicated in approximately 50 local workforce areas as part of the broader "SHARE Network Initiative," which has been implemented in 13 states since 2004. SHARE stands for "Sharing How Access to Resources Empowers." As of June 2008, more than 128 FBCOs are acting as Access Points and more than 40 FBCOs are preparing to open Access Points by July 2008. Notably, USDOL provides training and technical assistance to each area replicating the SHARE Network Access Point model; however, areas participating in SHARE Network do not receive direct

¹In this document, the public workforce system created by the 1998 Workforce Investment Act will also be referred to as the One-Stop Career Center System.

²Allard, Scott W. "Access and Stability: Comparing Faith-based and Secular Non-profit Service Providers" (2007), available at http://npc.umich.edu/news/events/religion&poverty_agenda/Allard.pdf (accessed June 16, 2008).

Green, John C. American Congregations and Social Service Programs, an independent research project of the Rockefeller Institute of Government, supported by the Pew Charitable Trusts; December 2007

Why create SHARE Network Access Points?

“As I listened in on a conference call about SHARE Network, the conversation began to motivate me because I knew we had many faith-based and community-based non-profits with resources that could benefit jobseekers. I wanted to make sure that Arkansas was participating in that process.”

Janice L. Roberts

Arkansas Department of Workforce Services

funding. Likewise, SHARE Network Access Points are generally created through a non-financial partnership between the public workforce system and locally-selected FBCOs (i.e., no money transfer via contract or grant is involved). This change from the original pilot demonstration has helped the local Workforce

Investment Boards and One-Stops identify the FBCOs with the highest commitment to partnership.

The first 50 local workforce areas implementing SHARE Network Access Points have developed many successful adaptations and practices. This Toolkit was developed to share their successes and lessons learned. This Toolkit provides guidance for any local One-Stop Career Center or Workforce Investment Board that wants to create effective SHARE Network Access Points, from planning and outreach to implementing and sustaining the Access Points.

While many of the ideas demonstrated in this Toolkit may not be new to your area, this Toolkit is more comprehensive than anything previously published by the Department about these types of public-private partnerships. Readers should feel free to pick and choose the relevant aspects of this model, with its recommendations and action steps, to their local situation.

“Missouri has many strong faith and community-based organizations in communities that provide much needed human services for people in their localities. With 42 Career Centers statewide, there are still areas where people may drive up to 100 miles to conduct job search activities. Establishing Access Points is a low cost, viable way to provide workforce services in established and trusted local organizations with which people are familiar. This allows us to indirectly serve individuals who might not otherwise have been able to access Missouri’s job matching and workforce services. We now have more than 40 Access Points statewide.”

Dawn R. Busick

Director, Division of Workforce Development
Missouri Department of Economic Development



How to Use This Toolkit

Throughout this Toolkit, you will receive peer training via break-out boxes, highlighting comments and contributions from current SHARE Network “Team Members” – workforce system professionals who have created Access Points in their area – or from actual FBCO representatives from local Access Points.

You will also find, at the beginning of the Appendix, a Master Step-by-Step Worksheet that details how to implement SHARE Network Access Points³ in chronological sequence. Throughout the Toolkit, you will see “one-step” reminders highlighted with the same border as your Master Step-by-Step Worksheet. We strongly suggest that each time you encounter one of these reminders, you read the related text in the Master Step-by-Step Worksheet and

then promptly complete any notes and schedule any tasks indicated on the Worksheet.

You will also find, at the beginning of the Appendix, a Master Step-by-Step Worksheet that details how to implement SHARE Network Access Points³ in chronological sequence.

In addition, the Toolkit makes frequent references to Appendix items. The Appendix features sample forms and adaptable, customizable templates to support the start-up of your Access Point. The full Appendix is included on the accompanying CD-ROM, and some Appendix items are also printed in the text of this Toolkit.

from the **Master STEP-BY-STEP Worksheet**

- 1** Understand how to use this Toolkit (manual and CD-ROM).



³While you are free to only create one Access Point, this Toolkit makes the assumption that most leaders will want to create more than one Access Point for their local workforce area.

What's Involved in Creating Access Points?

This Toolkit contains information to help you establish your Access Point. Specifically, the Master Step-by-Step Worksheet details everything you need to do in sequential order to create Access Points in your local community. In addition, the body of the Toolkit provides important exercises to help you plan your Access Point implementation.

This Toolkit identifies what resources you need (primarily time) to dedicate to creating Access Points in your community. In addition, this Toolkit provides information on how to: set goals for your Access Point implementation; determine whose buy-in is needed and how to secure it; select your criteria for Access Points; gain basic outreach knowledge and relationship-building skills for partnering successfully with grassroots FBCOs; and how to capitalize on the expected return on investing in creating Access Points.

The following pages and the Master Step-by-Step Worksheet guide you through the following stages of how to implement an Access Point:

1. Identify sources (e.g., surplus) for donating computers and signage to each Access Point.
2. Recruit Access Points that fit your criteria.
3. Develop a simple Memorandum of Understanding (MOU) with each FBCO you select as an Access Point. The MOU will ask the FBCOs to be available to provide job search services for an agreed

amount of time per week and to track whether the customers they serve at the Access Point have been to the One-Stop Career Center before.

4. Train individuals to serve as Points of Contact⁴ at your Access Points. Points of Contact help individuals search job banks and prepare for employment using the One-Stop system's web-based tools.
5. Set up job-shadowing appointments for the Points of Contact with the One-Stop Career Center staff member that manages the Resource Room and build relationships between the Access Point staff and the One-Stop staff.
6. Plan and publicize a grand opening.
7. Collect data, set goals, and leverage success.
8. For Access Points who want to reach more jobseekers and improve their sustainability, assist them in learning basic marketing strategies to conduct effective outreach.

Once your Access Points are operational, you may choose to bring them together as a network through regular meetings and joint activities in order to gain strategic access to new labor pools, employers, and resources for your One-Stop system. An analysis of the 2005 DOL Faith-Based and Community Initiative Workforce Investment Board Grants have suggested that faith-based and community organizations acting as a network produce higher outcomes than when organizations act alone.



⁴Leaders from ETCS and MichiganWorks! in Ypsilanti, Michigan refer to their Access Point Points of Contact as "Ambassadors".

⁵Wubbenhorst, William H. The Role of Intermediaries in Workforce Development: Workforce Investment Board Grantee Demonstration Projects—FY2004–2005, a research project prepared for the White House Faith-Based and Community Initiatives National Conference, "Innovations in Effective Compassion," held on June 27, 2008 and available on <http://Innovationincompassion.hhs.gov>.

Assessing Value:

Why Are State and Local Leaders Choosing To Create SHARE Network Access Points?

- **Return on Investment**

One-Stops are able to serve more people with fewer resources because the amount of time that Access Points spend serving customers far exceeds the amount of time it takes to train and check in with each Access Point.

- **Increased Reach**

Access Points are often located in neighborhoods in which One-Stops are not easily accessible and are able to serve customers during times when the One-Stops are not open (weeknights and weekends).

The Access Points are also capable of reaching communities that traditionally do not utilize government services and customers who would not otherwise post resumes in the state's job matching system.

- **Flexibility**

Access Points can be used to increase the job-readiness of customers visiting the local One-Stop and/or to increase the number of alternative locations where jobseekers can access core, One-Stop services. Access Points also can be designed to pre-screen jobseekers for potential eligibility and steer them into the most relevant service or employment options through general One-Stop visits, measured One-Stop services (if eligible), or directly to potential job opportunities.

- **Raise Awareness of and Increase Access to the One-Stop System**

Participating states and local areas have observed that building relationships with FBCOs increases a targeted community's knowledge, respect, and use of the One-Stop system and its web-based tools. In particular, these public-private partnerships do the best job of serving individuals who have the highest number of barriers to self-sufficiency.



Everybody Wins

The ultimate Access Point victor is the jobseeker who succeeds in finding employment. However, others also benefit from SHARE Network Access Points.

- Specifically, Workforce Investment Board leaders and One-Stop operators appreciate the increased positive publicity for their workforce system and the chance to extend services and increase service hours for very little investment.
- In addition, One-Stop frontline staff value having an ally in assisting those customers who need additional help in conducting a job search.
- Further, the FBCOs who become Access Points increase their impact in the local community,

gain access to key community leaders, and receive training on how to develop resources for sustainability.

Now that you understand the value of Access Points, the Toolkit reviews some basic facts about Access Points which are useful in discussions with colleagues, partners, and FBCOs who are potential Access Point candidates. In the next chapter, "Recruiting and Relationships," you will learn how to summarize these basic facts into an "Elevator Speech" to describe your "buy-in."



Missouri SHARE Network Team members secured leadership buy-in for their SHARE Network Access Points project by promoting it with an exhibit and press conference during the 24th Annual Governors Conference on Workforce Development held in October 2007. Danielle Smith, seated, Regional Coordinator; Donna Prenger, Deputy Director of Administration; and Mark Bauer, Missouri Division of Workforce Development, showed workforce colleagues and state leaders how Access Points fit the theme of the conference, "Transforming Missouri's Workforce . . . Building New Pipelines to Prosperity."



What is a SHARE Network Access Point?

A SHARE Network Access Point is a faith-based or community organization where people can go in their own neighborhoods or communities to look for jobs, assisted by trained individuals who connect them to the One-Stop system via computer and direct referrals.

Primary Elements of SHARE Network Access Points:

- 1. Faith-based or community organizations (FBCOs)** – Religious congregations (including churches, temples, mosques, and synagogues) are valued institutions in many underserved communities. Community centers and other non-profit service providers are also valued institutions in many underserved communities. In remote or rural areas, libraries, community colleges, and town halls can be Access Points, provided these are already notable gathering places for area residents.
- 2. Neighborhoods or communities** – Neighborhoods are geographic in nature, and “community” means any group of people connected by geography, ethnicity, culture, language, and/or affinity. Research indicates that, in urban communities, services located more than three miles away are considered inaccessible.⁶
- 3. Look for jobs** – The FBCO that becomes an Access Point may already be providing services such as a food bank, clothing closet, tutoring program, or emergency shelter. In addition to these services, an FBCO serving as an Access Point offers job search services during specified hours. In some cases, this can create a cultural shift for the organization, moving from meeting immediate needs to also promoting the path towards self-sufficiency.
- 4. Assisted by trained individuals** – Unlike some satellite extensions of the One-Stop, Access Points always have personnel present who have been trained by the One-Stop to help jobseekers who may not be familiar with using computers to search for jobs or job-related services.
- 5. Via computer and direct referrals** – Access Points use the same job matching websites as jobseekers in the Resource Area (self-help section) of the One-Stop and refer jobseekers to other service providers when appropriate.

from the **Master STEP-BY-STEP Worksheet**

2

Learn what a SHARE Network Access Point is, what it does, and what it needs to succeed.

⁶Allard, Scott W. “Access and Stability: Comparing Faith-based and Secular Non-profit Service Providers” (2007), available at http://npc.umich.edu/news/events/religion&poverty_agenda/Allard.pdf (accessed June 16, 2008).

What Does a SHARE Network Access Point Do?

- **Provide core services for self-directed job searches** – Access Point personnel help jobseekers use a computer to access the same job-matching tools they could use in the One-Stop Resource Room.
- **Refer customers to the One-Stop and supportive services as needed** – Access Point personnel can also be trained to pre-screen jobseekers for possible eligibility for training or intensive services at the One-Stop, as well as other supportive services such as food, shelter, or emergency assistance, and to make the appropriate referrals.
- **Publicize job search services in their communities** – The Access Point is responsible for publicizing its job search services within its own community. The “Training and Sustaining” chapter provides tips and tools on how to publicize job search services effectively.
- **Report results to the One-Stop** – It is important to collect evidence that the Access Points are increasing access to the One-Stop system and its employment services. A simple Customer Sign-In Sheet, which you should train your Access Points to use daily and tally monthly, provides this information. The “Training and Sustaining” chapter describes how you and your Access Points can leverage this simple tool to bring more resources to the One-Stop system.
- **Assure non-religious use, equal treatment, and religious liberty** – We provided a sample Memorandum of Understanding (MOU) in the Appendix that you can customize and have signed by your leading workforce entity and the Access Point provider. In this MOU, the Access Point assures that it will comply with all laws, rules, and policies, including those that ensure equal opportunity and protect religious liberty.
- **Offer additional human services as extra, in-kind support to job seekers** – In one Access Point project, a survey of the “extra” human services provided to jobseekers included this impressive list:
 - Hot meals
 - Literacy help
 - Resume preparation
 - Cover letters
 - Scholarships
 - Transportation
 - Business plans
 - Bicycles
 - Postage / mail
 - Immigration help
 - Gas vouchers
 - Translations
 - Housing
 - Counseling
 - Food
 - Community service hours
 - Child care
 - Case management
 - Tutoring
 - Mentoring

“Frankly, we weren’t reaching a significant population area in our largest urban center within our service area. At the same time, our budget was declining making additional staff or the leasing of new space impossible. The SHARE Network Access Points were a dream come true. We now have nine SNAPs [SHARE Network Access Points], in various stages of development, in this high need urban area; helping customers and making referrals to our One-Stop. Most of the new clients would never have come to us on their own and yet they need our services desperately. Thanks to Brevard County and DOL for developing this wonderful lifeline for so many people.”

Dr. Ned Carr, Director

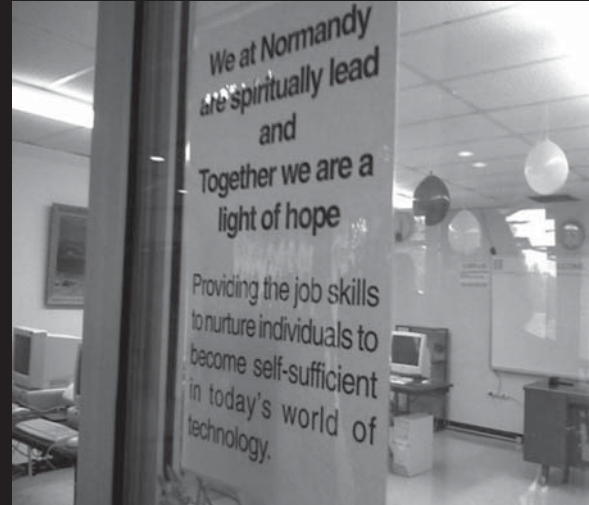
Peninsula WorkLink/Virginia Workforce Center,
Thomas Nelson Community College Center for Workforce Services and Cooperative Education,
Hampton, Virginia

What does a SHARE Network Access Point look like?

SHARE Network Access Points are typically located in community centers, public libraries, congregational facilities, or other faith-based and community-based organizations. You will want to arrange for some signage that helps jobseekers identify your Access Points; we will cover more about this in the “Logistics and Legalities” chapter.



Hope Center, which serves a diverse Detroit community including new citizens of Bangladeshi, Arab, and Slovakian heritage, became Michigan's first SHARE Network Access Point to help neighborhood residents conduct their self-directed job searches using a computer and assistance from a volunteer trained by the Detroit Workforce Development Department.



The mission statement of the Normandy United Methodist Church Access Point in St. Louis, Missouri.

What does an Access Point Need?

To ensure it can successfully serve jobseekers, an Access Point needs:

- At least one computer workstation
- Internet access (preferably high-speed)
- Trained personnel to act as Points of Contact
- A relationship with One-Stop Career Center staff
- Interaction with service providers in similar roles.

Estimating Your Workforce System's Time and Resource Investment

As a workforce system professional, you want to know what investment of resources you and your colleagues need to make in order to achieve success with your Access Points project. The three types of investment required are: Relationship Building, Equipment, and Time.

The following worksheet is designed to help you calculate the resources required. This worksheet is followed by some ideas of how other SHARE Network project managers have calculated their return on investment (ROI).

How ready is your local Workforce System area or One-Stop Career Center to build FBCO Access Points?		
Beside each statement below, please write the number that best indicates the current status of your Workforce Investment Board or local One-Stop Career Center (or group of One-Stop Career Centers). 5 - This is already in place 4 - We are already in process of putting this in place 3 - We are committed to putting this in place but we have not yet begun 2 - We have some concerns about our ability to do this that must be resolved before we take action 1 - Not a current priority or possibility		
Relationship building:	We have built relationships with some faith-based and community organizations (FBCOs) who are providing human services and/or job search services in our coverage area.	
	We know which communities need better access to One-Stop Career Center services (including, but not limited to, the Workforce Investment Act).	
	We have identified FBCOs in targeted communities who can reach under-served customers.	
	Our staff has good relationships with FBCO leaders in the targeted areas.	
	Our One-Stop/Workforce Investment Board is committed to expanding successful partnerships with varied public and private entities.	
Our organization can equip FBCOs with:	Surplus computers with basic software, or obtain donated computers with basic software.	
	Training for core services (self-directed job search).	
	Technical assistance with minimal monthly reporting requirements to test whether Access Points are increasing access to the One-Stop system.	
Our current staffing and priorities support the investment of staff time as estimated: First Quarter: 17 to 40 hours, depending on geography and local capacities Second Quarter: 8 to 20 hours Each Quarter Thereafter: 3 to 6 hours		
TOTAL		

If your total is:

32 to 45: You have strong potential for success with SHARE Network Access Points!

18 to 32: It will take concentrated effort to create successful SHARE Network Access Points, but they will be a great addition to your One-Stop system.

9 to 17: Work on some of developing some of the basic resources (time, supplies, relationships) before beginning Access Points.

from the **Master STEP-BY-STEP Worksheet**

3

Assess your readiness and estimate your investment to create SHARE Network Access Points.

Return on Investment

Your peers in the SHARE Network have calculated their return on investing in the Access Point model using various measures. The numbers vary because the number of customers and open hours may vary significantly by Access Point. SHARE Network project managers have mainly used two measures for estimating their return on investment: hours of service and staff time.

“Our faith-based and community ‘ambassadors’ are a marketing investment—except the return is exponentially bigger than the investment! By training more than two dozen faith-based and community organizations to act as Access Points, we are expanding our system’s access to workers who might never have come to us otherwise. We are even expanding our access to businesses. A Toyota Human Resources Director made contact with one of our ambassadors and let him know about 100 positions that need to be filled! Now ETCS and our Access Points are working with Toyota to make it happen.”

Trenda Rusher, Executive Director,
Washtenaw County, Michigan
Employment Training and Community Services

- **Hours of Service:** Number of hours that customers are being served by Access Points versus the amount of time it takes to train Access Points.

For example, you invest 30 hours over one quarter (2 ½ hours a week) to start up three Access Points. If each Access Point serves jobseekers at least 10 hours a week, each month the Access Points are open you realize four times

more customer service hours than your initial time invested. Additionally, after the start up phase, you are likely to spend significantly less than 2.5 hours per week in follow-up, perhaps as little as a half hour.

In other words: 10 hrs/wk return, divided by 2 ½ hrs/wk invested = four times more return than invested

- **Staff Time:** The cost of staff time to train Access Points versus the cost of staff working with the same individuals on assisted core services.

For example, your organization may pay a staff person \$15 an hour to help customers using the Resource Room for job searches. The Access Point will provide similar services on an in-kind basis; thus, the value is comparable. Contrasting the full time equivalent (FTE) cost of staffing the Access Point with the value of this in-kind service is one way of estimating a return. You are essentially multiplying the value of your FTE’s staffing the resource room by having them spend time training Access Points.

In all calculations, the return on this investment increases over time as the Access Points serve more people in the community. Time must still be invested in maintaining these relationships, but it is less than the upfront investment.

Some local areas have created more than three Access Points because of the high demand from community and faith-based organizations, and they have found the extra effort to be worth the investment.

from the **Master STEP-BY-STEP Worksheet**

4

Estimate the return you might expect from your investment in Access Points.



Recruiting and Relationships

Recruiting support for your SHARE Network Access Points project is key to its success. You need support from various levels to succeed, including:

- Your Workforce Investment Board (WIB), or its equivalent, and its executive staff;
- Your One-Stop management and staff; your One-Stop partners; and
- Your potential Access Points. How do you

describe to your key partners what you are trying to do in creating Access Points?

These key partners are your first marketing, or outreach, target. Securing their buy-in is your first goal. The more specific you are in describing your product – in this case, Access Points – the more successful you will be in attaining your goal.

The Elevator Speech – or Product Description

In the marketing field, product descriptions are sometimes called “elevator speeches.” The elevator speech is a speaking technique where you describe your product to someone in the amount of time it takes you to get from the ground floor to the top floor in an elevator. Use the next few pages to create your own Access Point elevator speech.

In order to deliver or present a memorable elevator speech, answering 4 or 5 questions that specifically describe the service you are offering will go a long way in engaging the interest of the person to whom you are talking.

For example, using the restaurant industry, the current description of the restaurant is, “We provide a quality dining experience.”

This statement does not promote the restaurant, and it leads to more questions, including:

What kind of dining?

- Fast food?
- Fine dining?
- Italian or Mexican food?

How do they provide a quality dining experience?

- Because of the speed?
- Because of the attentive service?
- Because they use only the finest ingredients?

Who do they provide their quality dining experiences to?

- Families?
- Business executives?

If we answer the questions specifically when promoting or describing the restaurant it might sound something like:

“Located in downtown San Diego, Mama Mia’s restaurant provides delicious Italian food, thoughtfully prepared with recipes taken right out of Mama’s recipe box. Our affordable dishes are made from scratch every day with only the freshest ingredients and conveniently served family-style Tuesday through Sunday evenings from 5:00 to 9:00pm.”

Now you can develop your elevator speech about Access Points – remember, being specific is the key!

from the **Master STEP-BY-STEP Worksheet**

5

Prepare your Elevator Speech.

What does a SHARE Network Access Point do?

How does it do it?

Who does it help?

Where does it help?

And you could include: Why do people at the Access Point choose to help and Why are YOU doing this?

Now put all your answers together, and you are well on your way to having an elevator speech that will be remembered!

When describing your project to a casual observer, the elevator speech is all you need. However, when recruiting someone's support for your project – such as a partner whose participation is key to your success - you will want to add another element to your elevator speech: the **“What's In It For Me?”** or **WIIFM**.

“SHARE Network Access Points (SNAPs) located at faith-based or community organizations provide core services and referrals to customers. A SNAP is a familiar place within the community where people can go to receive help to search for a job or for services to address issues hindering employment. SNAP operators are volunteers who are trained to connect job candidates with the local workforce system through computer and direct referrals. They help people who, for whatever reason, may not readily use existing job search services.”

Sample elevator speech

Created during training by the Kansas SHARE Network Team

The “What’s In It For Me?” or WIIFM

In addition to your elevator speech, it helps to know what messages will encourage support for your Access Points project. Your target partners are your WIB, or its equivalent, your One-Stop manager and staff, your One-Stop partners, and the FBCOs that are your potential Access Points.

In order to understand what message will most directly impact your listener, understand that your listener will be asking themselves, “What’s in it for me?” All people ask themselves this question in an effort to figure out what works best for them. It is very

important to think like your target partners and be able to answer this question for them.

Two questions that will help you think like your target partners are:

1. Will this target partner reap benefits from participating with your Access Points project?
2. What can this target partner save, gain, or accomplish from participating in your Access Points project?

Brainstorm the benefits of Access Points for one of the partner groups:

Target Partner: Potential Access Point

Target Partner: One-Stop Frontline Staff

Target Partner: One-Stop Management

Target Partner: One-Stop Partners

from the **Master STEP-BY-STEP Worksheet**



Identify the WIIFMs for everyone whose support is important for a successful Access Points project.

Avenues of Outreach to Grassroots FBCOs

When identifying potential Access Points, you should consider organizations that may have a weak connection to the One-Stop system and with whom you would like to partner. For one local One-Stop, the Access Point model provided the opportunity to develop a deeper connection with their Community Action Agency. Another One-Stop used the Access Point model to strengthen relationships with transitional housing organizations funded by the Department of Housing and Urban Development and non-profits working on the Temporary Assistance for Needy Families (TANF) program.

While the Access Point model can add value and power to existing informal relationships, reaching out to new organizations, outside existing informal

partners, can reap many rewards. Ask colleagues who may be familiar with your target community to suggest places where people already go for human services. Make an introductory call and ask about the service organization's mission, who they serve, and how many people they help.

Some workforce system leaders have utilized intermediary organizations, such as a clergy association, ministerial alliance or interfaith coalition, the local United Way, or a community foundation, to recruit potential Access Points. Still others have hosted networking events for FBCOs and recruited those FBCOs who fit their criteria (the next section will cover "selection criteria" very specifically).

Where can we look for grassroots FBCO partners to act as Access Points?

- Neighborhood associations or community centers
- Religious congregations located in communities you serve, particularly disadvantaged communities;
- Community Action Centers or Community Development Associations
- Neighborhood Network Centers
- Locally-based associations and community centers that specifically serve minorities, immigrants, people with disabilities, young people, and the elderly
- Local organizations providing clothes, food, shelter, drug treatment, and long-term assistance. (One creative example: one faith-based food bank started putting information about One-Stops in their food baskets)

Who can help us recruit FBCOs to act as Access Points?

- Large national non-profits or associations with local affiliates, including: Boys and Girls Clubs, Catholic Charities, the Computer Technology Center Association, Goodwill, Hudson FASTEN Network, Jewish Family Services, Jobs for Life, Lutheran Social Services, Mentoring, Inc., Neighborhood Networks, the Opportunity Industrial Council Association (OICA), Salvation Army, United Way, Urban League, Volunteers of America, and YMCA
- Local networks or intermediary organizations (e.g., Compassion Capital Fund grantees, Mutual Assistance Associations, or organizations created around specific ethnic groups)
- Local religious leaders' alliances, clergy associations, or ministerial alliances
- Local Interfaith Councils or Coalitions
- Local and national foundations
- Contacts with local media, particularly religious radio stations and newspaper sections and local mayors' community or faith-based relations offices
- Other city and county government social service agencies
- District offices for members of Congress

from the **Master STEP-BY-STEP Worksheet**

7

Identify what avenues of outreach you will utilize to find faith-based and community organizations in your target communities.

Selecting for Success: Recruiting Great Access Points



Hawthorne Apartments' Community Center

Hawthorne Apartments' Community Center (which is part of the national Neighborhood Networks program) provides a food pantry and rental utilities assistance; and, before becoming a SHARE Network Access Point, it served as a revolving door for residents. "We have 2,500 residents at Hawthorne Apartments and many are TANF recipients. Many residents get food from the food pantry and money for utilities assistance regularly. I had to create a plan of action for the residents that would empower them to become economically self-sufficient and not rely on the food pantry for assistance," recognized Ann Winston, Residential Services Manager at Hawthorne Apartments.

Ann learned about the SHARE Network Access Point Program when she attended a monthly meeting that non-profit organizations sponsored in Independence, Missouri. As a SHARE Network Access Point, Ann and her colleagues received a computer to dedicate for job searching, training on how to assist residents with their job searches, and extensive information about programs available for residents through the local WIB and One-Stop. Through the SHARE Network Access Point, Ann has revamped her food

and rental utilities assistance program. Now, when receiving a food allotment, residents must complete a Resident Goal Plan, which involves a career development search. Each time residents ask for assistance, they must demonstrate how they utilize training and education to further their career opportunities.

More than 200 Hawthorne Apartment residents received job assistance services between November 2007 and March 2008, and momentum is continuing to build. While the changes to the food and rental utilities assistance program were initially met with resistance, residents are embracing the new opportunities to connect with employment. Data is still incomplete; however, nine people received jobs in March 2008 alone.

The Missouri Department of Employment and Economic Development (MDEED) began its SHARE Network Access Point Program in late 2006, and, by working with local WIBs, has opened approximately 40 Access Points across the state.

You may set your own criteria for Access Points. Some workforce areas have focused on obtaining Access Points which are small, serve only a few individuals per month, but provide “high intensity” services (seeing individuals multiple times prior to sending them to the One-Stop). Other workforce areas have focused on high volume Access Points (which may or may not be high intensity).

There are only two rules required to be called a SHARE Network Access Point:

1. The location must be open to the general public. SHARE Network is intended to increase access to job search services to as many jobseekers as possible. Therefore, while we encourage all service providers to collaborate with the One-Stop and learn how to help their customers, limited environments, such as domestic violence shelters, should not become SHARE Network Access Points.
2. Your criteria for selecting Access Points must be neutral towards religion. In other words, you may not rule out faith-based organizations (FBOs), you may not select only FBOs as Access Points, and

you may not limit Access Point selections to any particular type of religion. Similarly, an Access Point may not be located where participation in religious activities is required of people seeking assistance. You will learn more about these rules in the Partnering with Integrity section of the “Logistics and Legalities” chapter.

In some cases, suitable non-profits may not be available in the targeted communities. Some SHARE Network leaders have addressed this creatively by introducing job search to new environments that have not been traditional service providers.

An example of this is the town of Enfield, North Carolina, where the Town Hall became an Access Point. It was not previously associated with the provision of any particular social services, but it was a location where people from the surrounding rural areas liked to gather to share news and fellowship.

In most cases, however, you will want to look for locations where people already go to receive social services in their neighborhoods or communities.

from the **Master STEP-BY-STEP Worksheet**

8

Identify your criteria and recruit Access Points that fit your criteria.

“I am astounded that there are so many churches and community organizations that share the goal and mission with our One-Stop system of helping people find employment and build their lives. We have had no problem finding churches and community organizations that share our commitment and concern for our job seekers.”

Dr. Ned Carr, Director

Peninsula WorkLink/Virginia Workforce Center,
Thomas Nelson Community College Center for Workforce Services and Cooperative Education,
Hampton, Virginia

Here is a sample of the criteria set by one state for its Access Points:

Criteria To Be A Missouri SHARE Network Access Site

1. Be a faith-based or community-based organization located in the state of Missouri that provides one or more approved human service functions.
2. Provide at least 100 square feet of heated/air conditioned office space, with adequate insurance coverage, reliable electricity, and available high-speed internet.
3. Ensure non-religious use⁷ and non-discrimination.
4. Provide adequate and trained personnel to provide Career Link assistance a minimum of 16 hours per week.
5. Provide security measures, as necessary, to safeguard the Career Link resources and take reasonable precautions to ensure hardware, furnishings, and other resources remain in good repair.
6. Conduct community outreach to inform the public of the availability of Career Link services.
7. Submit, in a timely manner, required data and evidence, such as sign-in sheets, customer satisfaction forms, and other documentation, to substantiate activities.
8. Be neighborhood based and located in an area that is most likely to be accessible by individuals who are striving to enter the workforce.
9. Agree to work cooperatively with the local Workforce Investment Board and the local Missouri Career Center to assist individuals in accessing Career Center services.

Criteria for Selecting Access Points

“Determine where there’s a need. Look at what customers are coming in [to your One-Stop], [and] from what areas. Then notice what area’s not coming in. This is an area of need. So what church, or what community based non-profit, can we approach, who is working in that area?”

Kathy M. Slovak
Workforce Development Coordinator
Regional Partnership and Pee Dee Region Local Areas, North Carolina

⁷See **Logistics and Legalities** for more specific information.

Planning Your First Approach

When approaching faith-based and community organizations for the first time, SHARE Network project managers offer these tips:

- Know about their coverage area and target population and ask for more information than you volunteer. Respect their expertise.
- Use the appropriate title when addressing a religious or community leader. If you are not certain, then ask. Most leaders will be impressed that you care enough to get it right.
- Respect their schedules. Chances are that they already had full plates before becoming Access Points! Community organizations typically have predictable times when it is “all hands on deck.” Many Christian congregational leaders spend Mondays off, Tuesdays as their “Monday,” and Wednesdays doing midweek services. Similarly, Jewish and Muslim leaders schedule their work around the day of rest (Saturday and Friday respectively). Experience from one pilot project showed that Thursday events get the best participation from faith-based congregations.
- Communicate the WIIFM - “What’s In It For Me?” This is not simply an appeal to selfish motives, but a nod to the reality of information overload. Most people are subconsciously screening input constantly and investing only in that which has value to them – including a sense of personal mission. Be frank with faith-based and community organizations about your shared mission and your own investment in helping those organizations help jobseekers. Whenever possible, provide tangible WIIFMs: surplus computers, recycled Resource Room circulars, brochures, etc.
- Grassroots leaders want their customers and members of their community to have jobs and be self-sufficient. Yet, phrases like “workforce development” are usually meaningless, and grassroots leaders rarely know what a “Workforce Investment Board” is or does. By keeping your message simple and straightforward and avoiding jargon, you will ensure a stronger, longer, mutually beneficial relationship.

from the **Master STEP-BY-STEP Worksheet**

9

Plan your approach to potential Access Points.

“It was a perfect fit. Our philosophy and mission has always been to work collaboratively with other social service providers, with government and non-government entities to make sure that our clients and other members of our community benefit.”

Elina Zilberberg, Employment Program Director
Jewish Family Services, Washtenaw County, Michigan

Relationships: The Key to Success

The issue of relationships is essential to the success of your Access Points project. You have probably heard that real estate professionals like to say the three most important considerations in their business are: Location, location, location. In building successful Access Points, the three most important factors are: Relationships, relationships, relationships.

Relationships are the currency of the grassroots communities. Think for a minute about your everyday world of workforce development. Doesn't your world revolve largely around "who you know"? It's the same way in underserved communities: people want to know that you care before they care what you know!

In an era of decreased funding for building more "bricks-and-mortar" One-Stops, Access Points are increasingly valued for their ability to help underserved jobseekers obtain core services and learn self-directed job search skills. Make the commitment to build and strengthen these new relationships.

Specifically, your Access Points should have a strong relationship with frontline staff at your One-Stop. Access Point personnel, Points of Contact (POCs), will be trained to pre-screen jobseekers who may be eligible for more services and to refer them to One-Stop staff. However, many Access Point customers are reluctant to travel outside their neighborhoods. By building strong relationships with your staff, the POC can introduce the jobseeker by phone to a friendly person they will meet at the One-Stop. Thus, the relationship between Access Point and One-Stop really matters for jobseekers.

The most successful Access Point networks across the country are those where the workforce leader's approach is based on building and strengthening relationships. As you implement your project, look for opportunities to get to know your target partners and help them get to know each other. Building better relationships is a winning formula for everyone – especially your jobseeker customers.

from the **Master STEP-BY-STEP Worksheet**

- 10** Begin building relationships between key individuals at the One-Stop and the leaders and POCs at the Access Points.



Donna Prenger checks out the computer used by jobseekers at one of the 14 St. Louis, Missouri SHARE Network Access Points. The State of Missouri provided surplus computers to its Access Points when they needed the computers to assist jobseekers in their job searches.



Logistics and Legalities

Once you identify the neighborhoods and communities you want to reach, secure buy-in from your target workforce partners, and start contacting the FBCOs who are already serving those communities, it is time to address logistics and legalities.

Step by Step Logistics

Your next step is to set up your SHARE Network Access Points. This involves some basic logistics, plus a few simple steps to ensure the legality of your new, non-financial, public-private partnerships. Your Master Step-by-Step Worksheet will guide you through the details, so you will want to refer to it frequently in this stage of your project. Below is a list of what you need, in about this order:

1. Surplus computers, printers, software, and other in-kind items for your Access Point to use to help jobseekers in their job searches

Because it fits with their mission, your Access Points will provide a valuable service in their community on your behalf and at no charge to you. By providing surplus or donated equipment and supplies wherever possible, you acknowledge the value of their contribution and partnership.

Most SHARE Network project managers can locate surplus computers (and sometimes printers) that can be donated for use at Access Points. Many also receive donated software, such as resume writers, and resource library items, such as a dictionary, thesaurus, and recently expired periodicals or annuals.⁸

“We helped the small, rural town of Enfield, North Carolina establish an Access Point. Enfield is 30 miles from the nearest One-Stop. Through community volunteers, the Access Point has been a tremendous success! In the first two months, more than 114 people visited the Access Point who had never visited the One-Stop before; and we tracked more than 75 people obtaining jobs!”

Pam Whitaker, Director
Turning Point WIB
Rocky Mount, North Carolina

2. A Memorandum of Understanding between your workforce entity and the Access Point, describing the partnership roles and responsibilities of each

You will find a sample MOU in the printed Appendix and on the accompanying CD-ROM. You should download it and customize it to suit your project and your Legal department's requirements. It is important to review the MOU section at the beginning of the next section, "Legalities." Once all parties have approved the MOU terms, get the indicated signatures and provide everyone a copy for their files.

from the **Master STEP-BY-STEP Worksheet**

11

Identify sources (e.g. surplus) for donating computers and signage to each Access Point. (For ideas, work through the questions on the Master Step-by-Step Worksheet.)

⁸The website www.techsoup.org provides access to information about free and discounted technology for non-profit organizations.

3. Contact information for each of your Access Point

You will need the name, address, phone number, and email of each Access Point, and the names of your contacts there. You will want to know what hours and what days of the week they will be serving jobseekers.

4. A Point of Contact (POC) at each Access Point

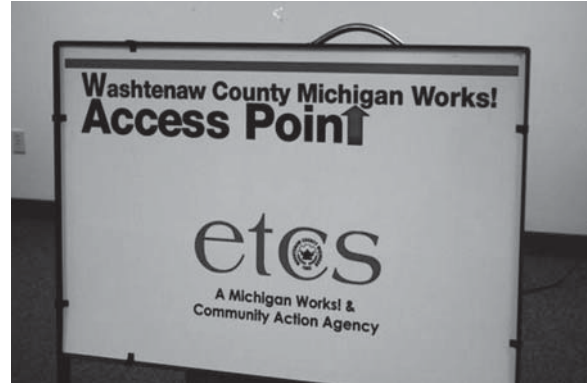
This is the main person who will help jobseekers at the Access Point. You should train at least two people at each location to ensure customer service, but it is best to coordinate with one lead POC. Chapter 4 will provide more information on training your Access Points.

5. Signage for your Access Points

Some areas purchase a number of pre-printed signs for their Access Points, similar to garage sale or campaign signs. These types of signs are inexpensive and removable; however, they are not very durable, and some areas have zoning laws that limit their use. Other areas have invested more heavily (\$75 and up, per sign) for larger, metallic, weatherproof, two-sided and multi-color signs like those used for commercial real estate. In any case, it is best to check with your marketing department as well as zoning authorities in your target areas.

6. Press releases

Sample press releases announcing your SHARE Network Access Points are available on the CD-ROM. Also, you will find more helpful information about publicity and media contacts in the "Outreach" chapter.



Washtenaw Access Point Sign

7. Deployment of the surplus/donated supplies and signage

Plan enough time to deliver the items and enjoy some good relationship building in the process.

from the **Master STEP-BY-STEP Worksheet**

- 12** Develop a simple Memorandum of Understanding with each Access Point you select, and get it signed.
- 13** Compile contact information for each Access Point.
- 14** Identify a lead Point of Contact at each Access Point.
- 15** Secure signage for your Access Points.
- 16** Draft press releases announcing the new partnership and explaining what Access Points will mean to the targeted communities.
- 17** Give the Access Points the computers, supplies, and signage you have accrued.

The Law As It Applies to Access Points

Take a moment to locate and review the sample MOU in your Appendix. This sample is used as a template for most SHARE Network projects across the country. Please be aware:

1. You are advised to run your MOU by your Legal department to make sure it fits local criteria for non-financial, public-private partnerships.
2. All the wording in brackets is designed to be customized – that is, replaced with your own information. Note that this includes the list of obligations that your workforce system has and those that the Access Point has. This is where you will specify if you are donating surplus computers, software, etc. and where you will list certain elements of your Access Point criteria, like whether the Access Point is expected to provide its own internet connectivity.
3. The last sentence states that the Access Point “agrees to abide by federal, state, and local laws, particularly those ensuring non-religious use, religious liberty, and non-discrimination.”

The U.S. Department of Labor highly recommends that any local Workforce System area implementing SHARE Network Access Points provide a specific training, called “Partnering with Integrity,” to the

leaders and the Points of Contact (POCs) at your Access Points. “Partnering with Integrity” focuses on faith-based organizations; however, community-based organizations also need to know how to address many of the issues it raises.

The principles discussed in “Partnering with Integrity” are important to everyone involved in faith-based and community partnerships. It is very important to review these rules with faith-based and community organization leaders, as well as with the POCs who will serve jobseekers. Everyone who could have interaction or influence with Access Point customers should receive training to ensure the religious liberty of all Access Point customers.

This Toolkit contains “Partnering with Integrity” training on page 25 and in PowerPoint format on your CD-ROM for you to present to your new partners. In addition, the Appendix contains a detailed presentation from USDOL’s Center for Faith-Based and Community Initiatives entitled “Transforming Partnerships,” which expands on the equal treatment principles discussed in “Partnering with Integrity.”

from the **Master STEP-BY-STEP Worksheet**

- 18** Review and plan to adapt the sample Memorandum of Understanding between the local workforce authority and your Access Points.
- 19** Make sure you thoroughly understand the “Partnering with Integrity” training and be ready to answer any questions that come up. You must provide this training to administrators, staff, and the POCs at each new Access Point.



Partnering with Integrity

Equal Opportunity

When choosing SHARE Network Access Points, you must use selection criteria which are neutral towards religion.

Protecting the Religious Liberty of Faith-Based Organizations

A faith-based organization that houses a SHARE Network Access Point may:

- Continue to carry out its religious activities
- Keep religious signs or symbols in its facility
- Select its own board members, including clergy, and otherwise govern itself on a religious basis
- Offer voluntary religious activities to Access Point customers

Religion-Related Rules for Access Points in FBCOs

- No inherently religious activities (e.g., religious worship, instruction, or proselytizing) may be paid for or supported with USDOL financial assistance or required of Access Point customers
- Inherently religious activities must be held at a separate time or in a separate location from SHARE Network Access Point hours of operation
- Inherently religious activities must be purely voluntary for SHARE Network Access Point customers

Protecting the Religious Liberty of Customers

Prospective or active SHARE Network Access Point customers:

- Must not be treated differently because of their religion or religious beliefs (or lack thereof)
- Must be permitted to freely express their views and exercise their right to religious freedom
- Must be provided reasonable accommodation for their religious beliefs
- Must be informed that participation in any inherently religious activities is purely optional and will not affect the quality of the services they receive

Access Point Training Resources

- "Partnering with Integrity" and "Transforming Partnerships" PowerPoint presentations on the CD-ROM
- USDOL Equal Treatment regulations and resources available at: www.dol.gov/cfbci/legalguidance.htm
- Call the USDOL Center for Faith-Based and Community Initiatives at 202-693-6450



Partnering with Integrity Review

What are the simplest “separation” criteria for protecting customers’ religious liberty?⁹

Here are some other FAQs about legalities and proprieties in SHARE Network Access Points:

- Can a non-profit that will not serve adults over 26 become an Access Point?
- An urban mission wants to become an Access Point but requires people to participate in religious services before they help them. Is this OK?

Answer in these examples: No

SHARE Network believes all service providers can benefit from receiving training in how to help people find work. However, not all service providers should become SHARE Network Access Points.

- SHARE Network Access Points, due to their affiliation with the One-Stop Career Center system, are intended to increase access to One-Stop services to as many people as possible, and Access Point services may not be denied to anyone on the basis of age, gender, race, ethnicity, religious belief, income level, or other prohibited criteria.

For information on your obligations under federal disability law as an Access Point site, please see USDOL guidance, “Demystifying the Rehabilitation Act: What Faith-Based and Community Organizations Need to Know About Using Federal Financial Assistance to Serve People with Disabilities,” available at <http://www.dol.gov/odep/pubs/fact/faith.htm>.



⁹Correct answer: Religious activities must be separate from Access Point services by time or location and, if offered, cannot be required of those receiving Access Points services. Any participation must be a purely voluntary option.



Training and Sustaining

Look how much you have accomplished already on your Master Step-by-Step Worksheet. You have:

1. Identified your criteria
2. Reached out to FBCOs
3. Located surplus computers and other resources and lined up signage
4. Recruited SHARE Network Access Points
5. Created MOUs

6. Scheduled logistics for signing MOUs and deploying resources

Best of all, you have built and strengthened important relationships with key FBCOs in underserved communities. Next you will begin putting those new relationships to work - for you and for the jobseekers you will reach through your Access Points.

Communications: Who's Who?

Take a minute to think about communications. How often in your workplace do you hear the phrase "failure to communicate?" When it comes to communicating, human beings are remarkably prone to making assumptions and taking things for granted, when in fact with just a little planning and thought, we can make sure everyone is understanding the right information.

Use this worksheet to think about how you will communicate with your Access Points as you plan, deliver, and reinforce the training you provide them.

Defining the training schedule – who at the Access Point needs to attend training? When are they available?

Deploying the resources – computers, software, and other resources. Have I made certain someone can meet me at the Access Point when I deliver these resources? Will I need a receipt for them to sign?

from the **Master STEP-BY-STEP Worksheet**



Create an internal communications plan to ensure good ongoing communications with your Access Points.

Ongoing information sharing – Access Points should know about listings, job fairs, layoffs, One-Stop services, special programs, changes in the One-Stop, and other relevant events. How will I keep them informed?

Managing Q&A – Once my Access Points are serving customers, they may have questions. Do I want them to call me or contact someone else in the One-Stop and, if so, who should they contact?

Your next step is to plan the training your Access Points need to be able to help jobseekers. Remember, a SHARE Network Access Point is a faith-based or community organization where people can go in their own neighborhoods or communities to look for jobs, assisted by trained individuals who connect them to the One-Stop system via computer and direct referrals.

So your Access Points need to know how:

- 1) To look for jobs
- 2) Connect people to the One-Stop system via:
 - a. computer
 - b. direct referrals

“We trained them to use www.CareerOneStop.org to help customers complete a job search, resume, and many other useful tools for jobseekers. Then, for those individuals who come in and need intensive training services, they can use this relationship with BETC for a referral relationship.”

Colleen Cummings

Buffalo Employment and Training Center, New York

from the **Master STEP-BY-STEP Worksheet**

21

Plan your Access Points training and curricula content. Coordinate with your colleagues and partners.

Setting the Standard: What All Your Access Points Need to Know

In previous chapters, you learned how to build relationships and recruit selected FBCOs that can help jobseekers from underserved communities within your workforce development service area. Now it is time to plan how you will train the faith-based and community organizations you select as Access Points.

Keep in mind that, rather than a federal directive, the SHARE Network is a compilation of best and promising practices identified by USDOL's Center for Faith-Based and Community Initiatives since 2002. You will want to adapt certain elements to suit your particular needs.

A SHARE Network Access Point needs knowledge about:

- Web-based jobseeker services
- One-Stop array of services
- Customer service excellence, including the Customer Sign-In Sheet
- How to conduct job matching

1. Job Matching

a. How will your Access Points help customers find jobs?

b. Who is the right person to do this training? When is he/she available?

- Typical barriers to employment and some proven ways to address them
- Psychology of chronic under-/unemployment
- Using a referral network of community services, such as the SHARE Network Resource
- Directory or similar online sources, to help meet other needs of jobseeker customers

We will discuss each of these elements in more detail as we work through this section. In this section, you will customize how your Access Points are trained, identify your training team, and establish a timeline to complete the training, hold a grand opening, and support your Access Point in successfully helping more jobseekers.

Here is a worksheet for thinking through the training standards and structure you need to equip your Access Points with to attain successful outcomes.

from the **Master STEP-BY-STEP Worksheet**



Set a standard of training for all your Access Points.

c. How long will the training take? What logistics are needed (e.g. LCD projector)?

2. One-Stop System

a. What training do frontline staff receive at the One-Stop, and, of this training, what is suitable for our Access Points?

3. Customer Service Standards

a. What is our One-Stop's standard for customer service?

b. Who is most knowledgeable about customer service at our One-Stop? Is he/she available to provide training to our Access Points?

4. What special population or program will we include in our Access Points training (e.g., youth, non-English speakers, veterans)?

5. Who is the best person to provide this training?

Sample Training Plan

Here is how one SHARE Network team described their process of planning and training their Access Points. Remember: The way these units are broken into sessions is only a suggestion; feel free to customize. Some SHARE teams do one training session at the One-Stop and a second session at the Access Point.

In any case, do not forget to have the Access Point trainees, Points of Contact (POCs), spend a half-day job shadowing at the One-Stop – this is critical to building the relationships needed to ensure success.

BEFORE

Based on the following suggestions, create a curriculum that covers the required materials and then schedule your training session(s). Make a list of everything you will need based on how you have customized your Access Point training. This list should include the following tasks:

- Invite participants and trainees at least 2 weeks in advance.
- Confirm with post-mail and email reminders 1 week before.
- Reconfirm via telephone the day before.
- Review your checklist often and review it daily the week before.

FIRST SESSION

- WHAT:** Orientation, tour, and classroom training for 2-3 hours
- WHO:** Team Members (TM), One-Stop manager, key staff, and Access Point POCs
- WHERE:** One-Stop in a conference room, tour, resource room, and computer room
- WHEN:** 3-4 weeks before your targeted date to open Access Points
- WHY:** Introduce them to the One-Stop system, services, and staff

SECOND SESSION

- WHAT:** Classroom training for 3-4 hours
- WHO:** TM, key partners, FBCO Access Point Leaders and POCs
- WHERE:** One-Stop conference room and computer training room
- WHEN:** 2-3 weeks before your targeted date to open Access Points
- WHY:** Introduce key partners; teach non-discrimination and religious liberty rules; demonstrate use of jobseeker online tools in-depth; and introduce use of the Customer Sign-In Sheet

THIRD SESSION

- WHAT:** Classroom training
- WHO:** TM, Access Point POCs, customer service expert
- WHERE:** One-Stop computer training room
- WHEN:** 1-2 weeks before your targeted date to open Access Points
- WHY:** Teach in-depth use of your best referral system (SHARE Network Resource Directory, 2-1-1, or other online listing of service providers); review your online jobseeker tools; role-play customer service hypothetical situations; introduce frontline staff; and set up job-shadowing appointments

JOB SHADOWING

Each trainee must complete a half-day job shadowing of a workforce professional at the local One-Stop. The staff person should be someone familiar with the kinds of help needed by first-time customers, including:

- use of the resource room;
- interview and assessment;
- self-directed job search help;
- how to identify customers who may be eligible for training or intensive services; and
- how to refer customers to One-Stop services.

The One-Stop staff person should also be able to show the Access Point POC how they refer customers to help, such as food and shelter.

CELEBRATION

Schedule a celebration after all trainees have completed their job shadowing. Provide refreshments – coffee and cookies – and a time for networking. Invite everyone who had a role in the training, as well as the FBCO leaders who signed the MOUs. Make a certificate for each trainee and include signatures from the director of the local Workforce Investment Board and the Access Point trainer. Frame the certificates and have your VIP present them to the trainees during a small ceremony. This can coincide with the Access Point's Grand Opening. You might want to invite other VIPs (Very Important Persons) such as the Mayor, County Executive or other Community leaders to participate in the event.

In the Appendix, you will find complete Instructor's Notes and Sample Agendas for the three training sessions. Remember, these are just suggestions; you may structure your training however you like. The Instructor's Notes and Sample Agendas are also on the CD-ROM for you to customize and print.

from the **Master STEP-BY-STEP Worksheet**

- 23** Customize the sample Instructor's Notes and Sample Agendas provided in the Appendix, and conduct training sessions with your Access Points.
- 24** Set up job-shadowing appointments for Access Points with the One-Stop Career Center staff member that manages the Resource Room.
- 25** Continue building and strengthening relationships between the Access Point staff and the One-Stop staff.

Holding a Grand “Grand Opening”

Once your Access Points have signed the MOU and visited and received training from the One-Stop, they are ready to begin serving customers. Most successful SHARE Network project leaders have scheduled grand openings that included press releases, VIP presence, ribbon cuttings, photographs, and follow-up publicity. It is a good idea to also use this event to honor the FBCO leaders for the commitment they are making to serve jobseekers and to present your POCs with a certificate for completing their training.

Here are some suggestions on how to have a great kick-off grand opening for your SHARE Network Access Points:

1. Establish the location, date, and time for the grand opening. The best location is probably the most well-known, easy-to-access Access Point.
2. Invite VIPs to attend the grand opening (possibly followed by a whirlwind tour of other nearby Access Points).
3. Have one or more VIPs speak shortly about why your community is building Access Points.
4. Have your Access Points' administrators or staff and, if possible, one of their customers or potential customers speak shortly about the impact the Access Points will make or has made already.
5. Customize the sample press release and insert quotes from the VIP and the Access Points' administrators, staff, or customers. Also, consider adding photos of the key VIP or other person(s) quoted.
6. Send press releases at least three weeks in advance, and then follow up with the media contact with a phone call.
7. Create certificates, similar to the one outlined on page 33, to present to the Access Points' POCs at the grand opening.
8. Draft an agenda that includes a welcome by the leading VIP, introductions of all VIPs, and key players, presentations of the certificates, and a ribbon cutting ceremony.
9. Draft a working agenda for the people who have key roles in the event. A working agenda matches the main agenda and additionally includes detailed instructions for everyone's specific roles.
10. Possibly draft talking points for your VIP(s).
11. Provide refreshments (sponsored perhaps by a business or foundation partner).
12. Have someone take quality photographs and send the photos with a follow-up press release after the event. The press release should include names of the POC's who received certificates.



from the **Master STEP-BY-STEP Worksheet**

26

Plan and publicize a grand opening.



The Roanoke Rapids Daily Herald ran a full color photo and article by Lance Martin, Herald Senior Staff Writer, in its February 3, 2007 edition to mark the grand opening of North Carolina's newest SHARE Network Access Point. The Access Point is a partnership between the City of Enfield and the Turning Point Workforce Development Board and is located in the former fire department of Enfield, in rural northeastern North Carolina. Thanks to this unique partnership, Halifax County's 57,000 residents no longer need to drive 45-60 minutes to the nearest One-Stop to get help with their online job searches.

This is to certify that

**(POC Name)
(Access Point Site Name)**

successfully completed the 12-hour Yur Job Link Mini-Career Center training program offered by Yur County Workforce Development Board in cooperation with Yur Job Link One Stop Career Center.

**(Signature)
Earnest Jones, Executive Director
Yur County Workforce
Development Board**

**(Signature)
Karen Further, Community Trainer
Yur Joblink One-Career Center**

Measuring Success

How will you know if your Access Points are successful? What evidence will you have that Access Points have actually increased access to your One-Stop? And, how might you utilize this information to everyone's benefit?

Three measures are essential for assessing whether your project as a whole, or any particular site, is fulfilling your purpose for Access Points:

1. Number of customers receiving services (cumulative visits);
2. Number of customers who are first-time visitors to this Access Point (unduplicated customers); and
3. Number of first-time visitors who have never been to a One-Stop Center.

These three numbers can be collected by tallying the columns on Customer Sign-In sheets each month and each quarter. This simple tally tells you a great deal about whether your Access Points have actually increased access to services. **A generic template of a Customer Sign-In Sheet and detailed instructions on its use is included in the Appendix.**

The figure for the "Number of first-time visitors who have never been to a One-Stop Center" is a clear indication of increased access; however, that might not be the only benefit of your particular Access Point.

In some cases, an Access Point may receive many return customers rather than first-time customers. This may mean that this Access Point is working intensively with some customers who might otherwise be needing many extra hours of attention from One-Stop staff. Some SHARE Network teams have found these Access Points to be just as valuable as those that get lots of "first-time/never been to a One-Stop" customers.

It is important to train your Access Points early and often on the use of the Customer Sign-In Sheet. Many FBCOs are not accustomed to doing a lot of tracking or accounting for their human services, so be patient and remind them periodically.

from the **Master STEP-BY-STEP Worksheet**

27

Talk to your Access Points often about using the Customer Sign-In Sheet. Remember that such tracking and accountability may be totally foreign to them, so be patient and generous with reminders.

An example of Michigan's successful implementation of the Access Point model is found in New Creed Missionary Baptist Church, a small congregation located in the most impoverished census tract in inner city Ypsilanti. Prior to becoming an Access Point in 2007, no one in the congregation aside from the pastor was employed, and the pastor had a second job to make ends meet. Whereas previously members of the congregation had little hope about employment – historically, the neighborhood has a high level of unemployment – the church's Access Point now fosters hope among the members of the congregation. Since the church began serving as an Access Point, eight people from the congregation have found jobs. Transforming these eight lives did not take a large government grant; instead, it just took the investment of time by leaders in the congregation and Michigan Works! in order to share the One-Stop's resources with the church's Access Point ambassadors. New Creed's Pastor Swanson acknowledged, "The Access Point is helping me bring hope to my congregation and my community."

Setting SMART Goals

“We have 3 rural Access Points. Our goal is to have one in each of our seven rural counties. We are beginning to network them and utilize them for Rapid Response [when there is a layoff], as well as for other initiatives. Our director really understands the importance of providing job search services in these outlying communities.”

Vail Carter, Business Services Coordinator
Centralina WIB
Charlotte, North Carolina

An Access Point that saw 15 customers in its first month can set a SMART goal of 50 customers for the quarter with publicity support:

15 customers
x 3 months

= 45 plus 5 more customers from publicity = 50 GOAL

But a goal of 100 customers might not be attainable or realistic.

Offer your Access Points the following incentive for setting SMART goals and tracking them on the Customer Sign-In Sheet: After one full quarter of timely reporting from the Customer Sign-In Sheets, you will give them a letter of support commending their accurate, timely reporting of data and expressing appreciation for their value as partners in the One-Stop system. This letter can be renewed with continued success. Most FBCOs will find this incentive to be a valued WIIFM, as they can share it with their supporters (and would-be supporters) as evidence that they are producing successful goals and outcomes.

SMART goals are:

- Simple
- Measurable
- Attainable
- Realistic
- Time-bound

SHARE Network Access Point projects use SMART goal-setting. After an Access Point has been open for one month, the Access Point should tally all their Customer Sign-In Sheets for the month and report the numbers to you. Then, sit down with them and help them set SMART goals for the quarter.

“Our goal is to rapidly increase the number of Access Points in communities statewide so that the SHARE Network will become fully utilized throughout the Michigan Works! System.”

Trenda Rusher, Director
ETCS, Inc. / Michigan Works! Agency
Washtenaw County, Michigan

from the **Master STEP-BY-STEP Worksheet**

28 After one month of Customer Sign-In Sheets, sit down with your POC and set SMART goals for the quarter (Simple, Measurable, Attainable, Realistic, and Time-bound).

29 After one full quarter of timely reporting, your Access Point should earn a letter of support from you commending them for their accountability and thanking them for their partnership with your local workforce system.

Sustaining Your Access Points

There are three keys to sustaining successful Access Points:

1. People-to-people relationships between Access Point and One-Stop
2. Ongoing outreach/publicity about the Access Points
3. Continuously tracking and leveraging results

We spoke earlier about the importance of relationships. Like all relationships, partnering with Access Points requires consideration, thoughtfulness, communication, and that all-too-elusive commodity: time.

You can simplify your role in this sustainability by including your Access Points in partner list-serves, mailing lists, and publicity lists so they automatically receive major announcements, news, and press releases distributed by the One-Stop. We also suggest a recurring reminder on your Outlook or other calendar system for making phone calls weekly at first, then periodically at least monthly to your Access Points to check in and see if they have any questions.

"I'm wrote Iowa's Access Points into a dislocated worker grant proposal that we won! Access Points are institutionalized with IWD and we want it to stay that way."

Todd McGee
Iowa Workforce Development,
Des Moines, Iowa

"I believe that a One-Stop, when considering developing a series of SNAPS, should be certain they have the staff and resources to support each site that is established. Training, retraining and follow-up seem to be critical components necessary for success."

Dr. Ned Carr, Director
Peninsula WorkLink/Virginia Workforce Center
Thomas Nelson Community College Center for
Workforce Services and Cooperative Education,
Hampton, Virginia

"If organizations are doing a good job providing human services, people in the community know that is the 'place to go.' We want those organizations to incorporate the high tech and high touch components of SHARE Network. That's a great place to start when looking for potential SHARE Network Access Point partnerships."

Dawn R. Busick
Director, Division of Workforce Development
Department of Economic Development,
Missouri

"Preparing SNAPS for sustainability is a critical component of long-term success. Even the most promising SNAP may struggle for long-term effectiveness without the capacity to incorporate workforce services as an 'add-on' to services they already provide."



Access Points Acting as a Network

Some local areas have found it valuable to have a large number of Access Points and to bring them together regularly to act as a network. In Washtenaw County, Michigan the One-Stop hosts monthly meetings for their Access Point ambassadors to share information, obtain feedback about community needs, and create potential solutions together.

Even if you do not have separate meetings for your Access Points, it is a valuable practice to have regular community meetings with service providers to improve the One-Stop. Access Points can play an

integral role in such meetings, which can expand access to information and enhance collaboration.

Some public workforce system leaders may want to develop a more intensive outcome and referral tracking relationship with your Access Points. While this goes outside the scope of the Access Point project, it is within the scope of another USDOL Center for Faith-Based and Community Initiatives project, Project Reach Out. Please visit www.seedco.org/Pro_toolkit for more information on Project Reach Out.



More than 28 SHARE Network Access Points meet with Michigan Works! and ETCS staff on a monthly or bi-monthly basis in Ypsilanti, Michigan to share information about community needs and to continue to build their collaboration.

from the **Master STEP-BY-STEP Worksheet**

30

Bring your Access Points together as a network to continually share knowledge and create strategic access to new labor pools, new employers, and new resources for your One-Stop system.





Promotion and Outreach - Getting the Word Out

In Chapter 2, “Recruiting and Relationships,” we discussed the importance of specific and targeted messaging in order to recruit partners and increase your relationship base. In building your network of Access Points, it is also important to tell your story to local media, government leaders, and the business community, all of whom can help you leverage your success and attract new, additional support for your non-profit organizations and the jobseekers you serve.

Outreach tools provide your Access Point partners and the general public with the best access to the information you have to share. In most cases, this will involve you delivering your message personally. Some traditional outreach tools include:

- Specifically targeted ads and public service announcements (e.g., radio, television, newspapers, etc.)
- Brochures and printed materials
- Promotional items

Knowing your Access Point partners will help you determine the best tool for reaching them. For example, you may elect to use a promotional item, such as bookmarks, as an outreach tool for university professors or clergy.

Sample outreach materials, as well as press release and media advisory templates are included on the CD-ROM for you to share with your Access Points. Each of these items is provided in a format that allows you to customize it for your Access Points. Encourage your Access Points to customize, print, and utilize the following outreach materials:

- Tips for Promoting Community-Based SHARE Network Access Points
- Tips for Promoting Faith-Based SHARE Network Access Points
- Let the Sun Shine In poster
- In Your Community bookmark
- Helping Yourself to a Brighter Future bookmark
- Burning Bush bookmark
- Press Release for a New SHARE Network Access Point
- Press Release Celebrating Success

Here are some tips you can share with your Access Points to get them thinking about how they can reach more jobseekers and improve their sustainability.

from the **Master STEP-BY-STEP Worksheet**

31

For Access Points who want to reach more jobseekers and improve sustainability, share basic marketing strategies for effective outreach.

Media Relations and the Non-profit: Quick Tips

Before contacting the media, answer these questions:

1. Why is this news?
2. Why is it news now?
3. Who cares?

Pitch Your Story: Remember the media is looking for stories. You are doing a newsperson a favor by offering a story that may be of interest to their readers or viewers.

- Be confident in your approach and tell a story.
- Take advantage of breaking news stories to promote your organization.
- Keep your pitch tight, bright, to the point, and accurate. Make your headline and first sentence count. For your press release, put the most salient points upfront and bolded.

REMEMBER: Do not make an un-newsworthy announcement. In most instances, the media will not count as news the fact that you are having an event. Consult “Media Do’s and Don’ts” on the CD-ROM for more details on working with the media.

Examples of newsworthy stories you can pitch to your local media:

- **Opening of a new Access Point** – Emphasize the need this new location will serve.
- **Success of an Access Point** – Include the number of people served, highlight a particular customer’s success in securing employment, and quote a One-Stop representative about the Access Point’s impact.
- **Successful Partnerships** – Highlight a private sector partner of a non-profit Access Point and have the private sector partner’s representative talk about why the partner provides goods or services to the Access Point (combine the point that it is the right thing to do with the point that it makes good business sense).

from the **Master STEP-BY-STEP Worksheet**

32

Talk to your Workforce Investment Board, One-Stop partners, and business developers about leveraging the success of your Access Points to bring more resources to your workforce system.

“Access Points are the local connection to job search and support services that are so vital in helping our citizens find, keep, or get a better job.... The SHARE Network project is also helping maximize access to jobs and training....”

Keith W. Cooley, Director

Michigan Department of Labor & Economic Growth
Quoted in the Davison Flagstaff November 14, 2007

“This partnership will provide opportunities for more Missourians to access our employment and training services in their neighborhood. Innovative strategies like SHARE, coupled with the day-to-day hard work of Missouri’s workforce professionals, are contributing to the development of our great workforce and Missouri businesses are taking note.”

Greg Steinhoff, Director

Missouri Department of Economic Development

Conclusion

You have read the text, completed the worksheets, and filled in your Master Step-By-Step Worksheet. Congratulations! You are now ready to implement the project and reap the rewards of partnering with SHARE Network Access Points.

As you continue to strengthen these new partnerships and monitor results and outcomes,

be sure to keep your Marketing/Public Relations staff and grant writer informed about the progress of your Access Points. Each of these colleagues is well-positioned to help you leverage the success of your project into even more resources to enhance your impact on your workforce development system and the jobseekers you serve.

Good Seed Good Ground: From Discouragement to Hope

CJ was very discouraged, stressed, and depressed when he came to the Good Seed Good Ground looking for a job, one of Peninsula WorkLink's SHARE Network Access Points. Good Seed Good Ground is located in one of the most impoverished areas of Hampton, Virginia. Because of a new partnership with Peninsula WorkLink/ Virginia Workforce Center, staff at Good Seed Good Ground were able to help CJ to create a resume and register at the Virginia Work Connect web site, which lists many job opportunities. With their help, CJ applied for several jobs. In about two weeks, CJ had two job offers. He ultimately took a job at Catalina Cylinders earning \$10.00/hour, where he is doing well.

In the first five months as a SHARE Network Access Point, Good Seed Good Ground has assisted more than 650 customers with their job search. Their outstanding work is bringing employment and hope close to home.

How does the partnership work between Good Seed Good Ground that Peninsula WorkLink/ Virginia Workforce Center? Ned Carr, Director of the Peninsula Worklink and Virginia Workforce Center, says, "Wonderful staff members here at the One-Stop, who have embraced this program and dedicated themselves to making it a success. And, of course, the wonderful volunteers from churches and community organizations that have spent the time learning the hours of details that they need to provide outstanding service to our common customers."





***NOTE: Appendix items marked with an asterisk are available only on the accompanying CD-ROM. The CD-ROM contains an electronic version of this entire toolkit text as well as separate electronic versions of all items listed in the Appendix.**

Master Step-by-Step Worksheet

Sample Memorandum of Understanding (MOU)

Access Point Training Materials (sample Instructor Notes & Meeting Agendas)

Sample Customer Sign-in Sheet

How to Use the Customer Sign-in Sheet

AVAILABLE ON CD-ROM ONLY:

*Transforming Partnerships PowerPoint

*Partnering with Integrity PowerPoint

*Resource Library Recommendations

*Sample Customer Service Protocol

*Media Do's and Don'ts

*Press Release Samples

*Promotional Poster and Bookmarks



Master STEP-BY-STEP Worksheet

Introduction and Overview

1. Understand how to use this Toolkit (manual and CD-ROM).
2. Learn what a SHARE Network Access Point is, what it does, and what it needs to succeed (see text on page 7).
3. Assess your readiness and estimate your investment to create SHARE Network Access Points (see text on page 10).
4. Estimate the return you might expect from your investment in Access Points.

Recruiting and Relationships

5. Prepare your elevator speech (worksheet on page 12).
6. Identify the WIIFMs for everyone whose support is important for a successful Access Points project (see text and worksheet on page 14).
7. Identify what avenues of outreach you will utilize to find faith-based and community organizations in your target communities.
8. Identify your criteria and recruit Access Points that fit your criteria (see text and sample on page 18):

a. What underserved neighborhoods and communities do we want to target?

b. What needs of jobseekers and other workforce members are not currently being met in these areas?

c. How many customers per month would be considered significant access in this community?

d. Decide what levels of technological capacity you want your Access Points to have. How computer-savvy should they be? Can you provide them with high-speed internet, or should they have this already? What technical support should they have to address computer problems?

e. What staff capacity should they have? What volunteer capacity should they have?

f. Do we care about the physical environment and appearance of the Access Point? Can we refine our expectations for this if needed in certain target communities?

g. What other criteria do we want to set for our Access Points? (e.g., types of human services already offered, near public transportation routes, etc.)

9. Plan your approach to potential Access Points.

10. Begin building relationships between key individuals at the One-Stop and the leaders and POCs at the Access Points.

Logistics and Legalities

11. Identify sources (e.g., surplus) for donating computers and signage to each Access Point (page 22):

- a. How can I secure surplus computers from within our system? How about state government surplus computers? Is there a technology employer on our Workforce Investment Board who might want to donate computers for Access Points in return for publicity?

- b. What happens to One-Stop Resource Room materials that are outdated? Determine how to transport them for your Access Points.

- c. What other supplies can be donated to set-up your Access Points? (e.g., resume software, printers, fax machines, printer ink, etc.)

12. Develop a simple Memorandum of Understanding with each Access Point you select and get it signed (page 23 and the sample MOU in Appendix).

13. Compile contact information for each Access Point.

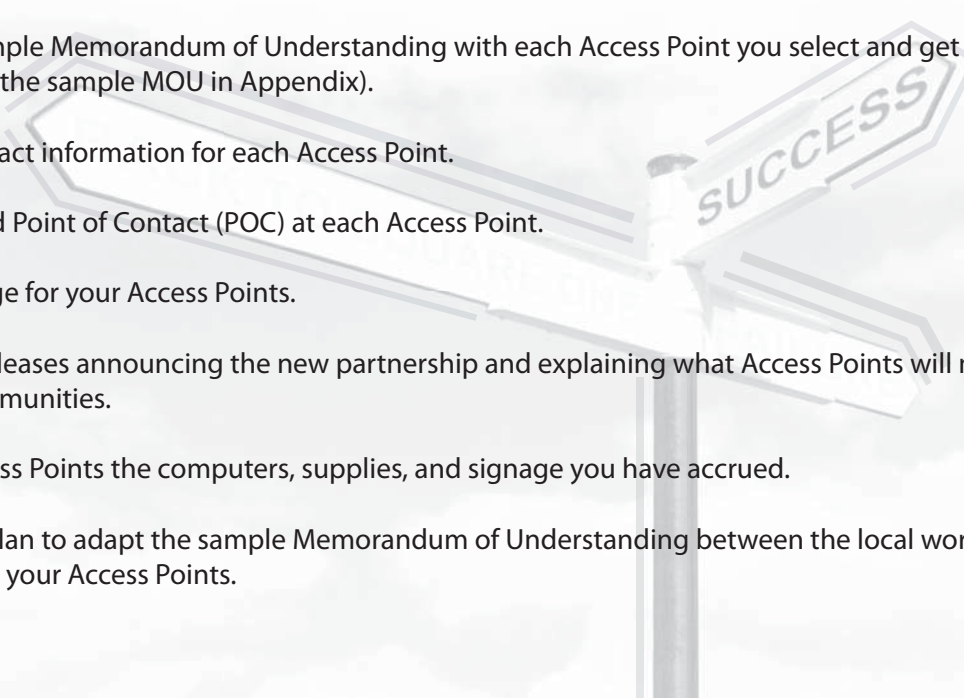
14. Identify a lead Point of Contact (POC) at each Access Point.

15. Secure signage for your Access Points.

16. Draft press releases announcing the new partnership and explaining what Access Points will mean to the targeted communities.

17. Give the Access Points the computers, supplies, and signage you have accrued.

18. Review and plan to adapt the sample Memorandum of Understanding between the local workforce authority and your Access Points.



19. Make sure you thoroughly understand the “Partnering with Integrity” training and be ready to answer any questions that come up. You must provide this training to administrators, staff, and the POCs at each new Access Point.

Training and Sustaining

20. Create an internal communications plan to ensure ongoing communication with your Access Points.

21. Plan your Access Points training and curricula content. Coordinate with your colleagues and partners.

22. Set a standard of training for all your Access Points.

23. Customize the sample Instructor’s Notes and Sample Agendas provided in the Appendix and conduct training sessions with your Access Points.

24. Set up job-shadowing appointments for Access Points with the One-Stop staff member that manages the Resource Room.

25. Continue building and strengthening relationships between the Access Point staff and the One-Stop staff.

26. Plan and publicize a grand opening.

27. Talk to your Access Points often about using the Customer Sign-In Sheet. Remember that tracking and accountability may be totally foreign to them, so be patient and generous with reminders.

28. After one month of Customer Sign-In Sheets, sit with your POC and set SMART goals for the quarter (Simple, Measurable, Attainable, Realistic, and Time-bound goals).

29. After one full quarter of timely reporting, your Access Point should earn a letter of support from you commending them for their accountability and thanking them for their partnership with your local workforce system.

30. Bring your Access Points together as a network to continually share knowledge and create strategic access to new labor pools, new employers, and new resources for your One-Stop system.

31. For Access Points who want to reach more jobseekers and improve sustainability, share basic marketing strategies for effective outreach.

32. Talk to your Workforce Investment Board, One-Stop partners, and business developers about leveraging the success of your Access Points to bring more resources to your workforce system.

Memorandum of Understanding For SHARE Network Access Points

This agreement describes the mutual understanding between [Local Workforce entity], [address], hereinafter referred to as “The Board” and [faith-based or community organization], [address], hereinafter referred to as “The Access Point,” for the purpose of helping unemployed and underemployed people receive job-search services under the [Workforce Area] SHARE Network.

This agreement shall begin on [DATE] and end on [DATE], is renewable annually by both parties agreeing, and may be modified or terminated at any time by the written agreement of both parties.

The Board agrees to provide the Access Point with:

1. A good [computer];
2. A good [software];
3. A good [resource library materials and will replenish resource materials as needed];
4. At least [number] hours of training to help jobseekers with online job search resources; and
5. Personal contacts in and connections to One-Stop management, staff, and key partners.

The Access Point agrees to:

1. Host a publicly accessible SHARE Network Access Point consisting of a computer with internet access and Point of Contact trained by workforce system staff;
2. Help jobseekers at least [number] hours per week;
3. Publicize jobseeker services to the Access Point’s community;
4. Send an operator to at least [number] hours of initial training;
5. Participate in optional training opportunities offered by the workforce system;
6. Submit Customer Sign-In Sheets monthly to document activities; and
7. Ensure that the Access Point is listed on [SHARE or 2-11 or other] online directory and that its listed information is up-to-date.

The Access Point assures that it will take reasonable precautions to ensure hardware, software, and/or other resources remain secure and in good repair. The Access Point understands that The Board is not responsible for repair or replacement of Access Point resources.

The Access Point agrees to abide by all applicable federal, state, and local laws. Particularly, the Access Point has been trained on and will abide by all federal, state, and local laws ensuring non-religious use, religious liberty, equal protection, and non-discrimination.

Signature for The Board

[Typed name of legal Board signer]

DATE:

Signature for The Access Point

[Typed name of legal Access Point signer]

DATE:

This is an example of a Memorandum of Understanding used to contract between the SHARE Network and its Access Points. [Note: The following text is intended as a template to be adapted to suit your particular project. No Workforce Area is obligated to offer Access Points a computer, software, or resource library materials, but some offer of value is strongly suggested. This template is not intended to substitute local legal counsel. Please consult your local legal counsel when modifying this template.]

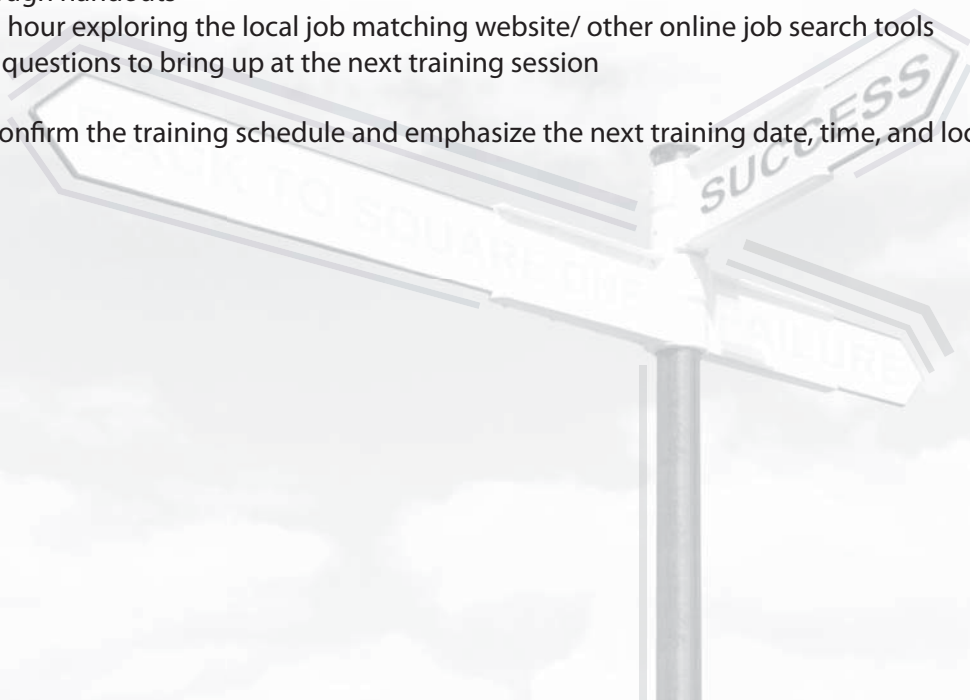
Training Your SHARE Network Access Points

The following pages are examples of a three-session training program for your Access Points. Two documents are provided to support each session: Instructor's Notes (placed first in each pair) and a Sample Agenda.

Remember, these are just suggestions; you may structure your training however you think will be most valuable for your Access Points. The Instructor's Notes and Sample Agendas are also on the CD-ROM for you to customize and print.

Instructions for Training Session #1

- Open with a 15 minute welcome and introduction
 - Introduce the One-Stop manager and allow time for his/her comments
 - Introduce any other staff or partners present
- Trainees should then introduce themselves and briefly describe their organization.
 - Consider using icebreakers like first/worst/best junk food, job, etc.
- Conduct a guided orientation to the One-Stop Career Center
- Be sure to include everything the first-time customer will experience at the One-Stop
- Tour the One-Stop
- Tour the One- Stop Resource Room
- Walk through the One-Stop and introduce WTW staff, veterans' services, co-located partners, etc.
- Hand out introductory materials that a jobseeker would receive at the One-Stop
- Introduce the job-matching website
- Assign homework:
 - Read through handouts
 - Spend an hour exploring the local job matching website/ other online job search tools
 - Note any questions to bring up at the next training session
- Review and confirm the training schedule and emphasize the next training date, time, and location



Sample Agenda: Training Session #1

_____ SHARE Network Access Points

Session I
[Date]
[location]

Welcome and Introductions 1:00pm-1:15pm

General Orientation Presentation 1:15pm-2:30pm

Objective: Know the purpose and services of [Local Area Name] SHARE Network Access Points

- Review One-Stop Customer Self-Service Guide
- Review Information on One-Stop Eligibility-Based Services

Tour of One-Stop Resource Room

Break 2:30pm-2:45pm

[__ Job matching] Online 2:45pm-3:45pm

Objective: Know the major online benefits of [local job matching site url]

- Home
- Centers
- Training
- Buttons/Hotlinks

Q&A and Evaluation 3:45pm-3:55pm

Homework and Preview the Next Training 3:55pm-4:00pm

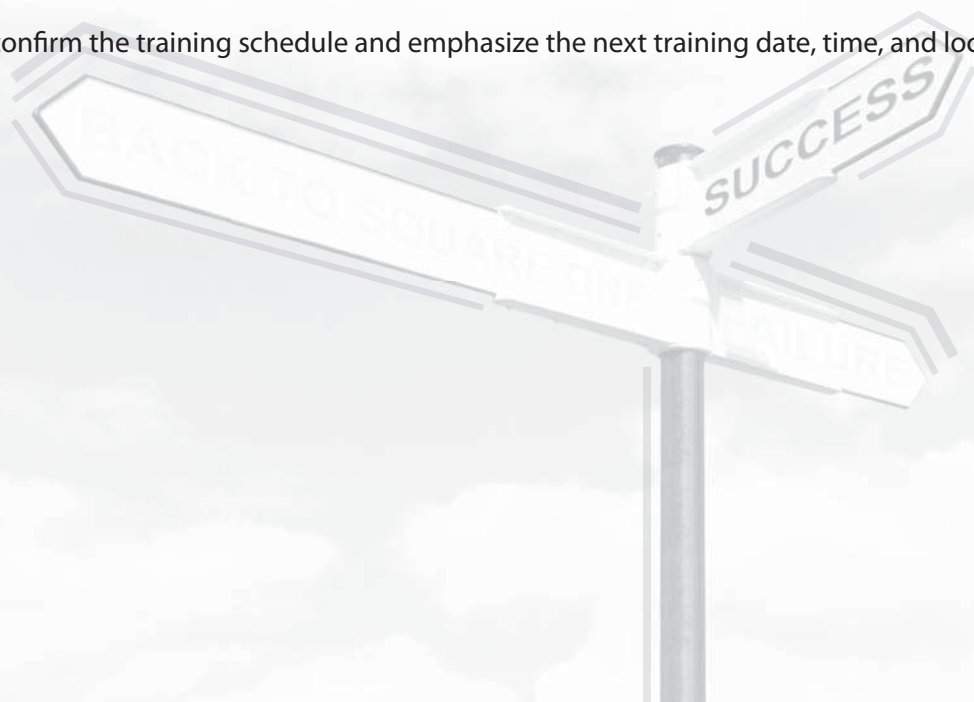
Adjournment 4:00pm



Instructions for Training Session #2

Note: This training should include FBCO leaders as well as the Access Point Points of Contact (POCs), so be sure to allow time for networking.

- Open with a 10 minute welcome and introduction
- Trainees should then introduce themselves, their roles, and organizations
 - Even with leadership personnel, icebreakers can be helpful if they are appropriate and brief
- Begin with Equal Protection/Religious Liberty training using the “Partnering with Integrity” and “Transforming Partnerships” PowerPoints
 - Use the slides in your Access Points Toolkit CD-ROM
- Share examples to ensure clarity and understanding of the equal treatment and religious liberty training
- Invite discussion and Q&A
- Announce that all are welcome to stay but the remaining focus is on training the Access Point POCs
 - Take a break and let people who are staying for the training settle into their seats
- Discuss last week’s homework assignment: How did everyone do?
- Introduce the key partner(s) to address issues of interest to your target communities (e.g., youth services, community college, ESOL providers)
- Move to the computer training room and begin the in-depth training on the use of the Customer Sign-In Sheet and the online job search tools:
 - Job-matching resources
 - SHARE Network or 2-1-1 or other resource directory websites
 - Preview customer service emphasis for next week
- Assign homework: Create your own imaginary jobseeker and come to class prepared to explain how you would help such a customer
- Review and confirm the training schedule and emphasize the next training date, time, and location



Sample Agenda: Training Session #2

_____ SHARE Network Access Points

Session 2

[Date]

[location]

Welcome and Introductions	1:00pm-1:15pm
Equal Treatment and Religion-Related Rules	1:15pm-2:00pm
Key Partner Presentations	2:00pm-2:30pm
Break	2:30pm-2:45pm
Review Homework	2:45pm-3:00pm
How to use the online tools and Customer Sign-In Sheet	3:00pm-3:50pm
Evaluation	3:50pm-3:55pm
Homework and Preview the next training	3:55pm-4:00pm
Adjournment	4:00pm



Instructions for Training Session #3

- Open with a small icebreaker for introductions
- Ask trainees about their homework and describe some examples of jobseekers they might meet
 - Get very in-depth with jobseeker and SHARE or 2-1-1 or similar resource directory websites
 - Be prepared to provide coaching on how to assist imaginary job seekers from homework assignment
 - Invite discussion and Q&A
 - Review use of the Customer Sign-In Sheet, including how to tally results and complete monthly reporting
- Introduce customer service expert(s) (e.g., a professor who teaches on the psychology of chronic unemployment and underemployment)
- Have someone (a VIP if possible) surprise the class by role-playing as a jobseeker with multiple barriers to employment
 - Have trainees create a plan for assisting this individual using online job search tools
 - Be sure trainees demonstrate proper use of the Customer Sign-In Sheet
- Introduce frontline staff and set up job-shadowing appointments
- Confirm the content and logistics of the next event. The next event could either be a grand opening or a celebration of completion of training for Access Points of Contact. Either one should include presentation of certificates to Points of Contact at the Access Points. A local area can have two celebrations- one for completion of training and one for Grant Opening!



Sample Agenda: Training Session #3

_____ SHARE Network Access Points

Session 3

[Date]

[location]

Welcome and Introductions	1:00pm-1:15pm
SHARE Network [or 2-1-1, other] Resource Directory	1:15pm-1:45pm
Review [job-match], other online tools	1:45pm-2:00pm
Review Homework	2:00pm-2:30pm
Break	2:30pm-2:45pm
Customer Service Excellence	2:45pm-2:55pm
Case Study	2:55pm-3:30pm
Introduce frontline staff and Schedule job-shadowing appts.	3:30pm-3:45pm



This is a sample Customer Sign-In Sheet you could have your Access Points use to track their customers

Customer Sign-In Sheet

NAME OF ACCESS POINT: _____ **DATE:** _____

By signing in below, you will help this SHARE Network Access Point receive credit for helping you look for a job and help [insert state] to learn what services jobseekers need. Please be aware that:

- A copy of this sheet is sent to _____ to certify that this Access Point served you. Therefore, the information you enter below may be shared with _____ [list agencies] and the U.S. Department of Labor.
- SHARE Network Access Points are committed to helping you look for a job regardless of your age, gender, race, ethnicity, religious belief, income level, or other prohibited criteria.
- Your participation in any activity offered, including this sign-in sheet, is entirely voluntary and will not affect the quality of the job search services you receive from this SHARE Network Access Point.

By signing below, I agree that I have read and understand the preceding statements and that I voluntarily want to receive job search services at this SHARE Network Access Point.

NAME (please print)	SIGNATURE	Your Home Zip Code	First visit here	Return visit here	Ever visited a One-Stop Career Center? Yes No

How to Use the Customer Sign-In Sheet

By training your SHARE Network Access Points to use the Customer Sign-In Sheet for every jobseeker that receives services, you will accomplish several important goals.

1. Every Access Point customer will:
 - a. receive notification of how the sign-in information will be used;
 - b. be assured of non-discrimination; and
 - c. hear and read the assurance that their participation in any activity (especially an activity of a religious nature) is purely voluntary and will not affect the quality of the job search services the customer receives from the Access Point..
2. The customer's signature acknowledges his/her understanding of these points and ensures that the customer has heard and/or read the points in case a volunteer forgets to reiterate the points once the services begin.
3. You will learn whether this Access Point is increasing access to your One-Stop system.

Access Points should be trained early and often to use the Customer Sign-In Sheet. Remind them often and be patient as they incorporate it into their daily activities. Tracking indicators is a new practice for many FBCOs. Encourage them that this is a first step towards measuring outcomes, which is required by public and many private funders.

Train Access Points to report results monthly. After each quarter in which they do this accurately and timely, give them a letter acknowledging their partnership in the One-Stop system and their success at tracking and reporting timely data. They can share this with supporters as evidence of their community impact.

To measure Access Points' impact on increasing access to One-Stop systems, have the Access Points tally the check marks in each column as follows:

- a. The number of new Access Point customers (**First** Visit Here)
- b. The number of returning customers (**Return** Visit Here)
- c. The number of Access Point customers who have been to the One-Stop (Ever been...? **Yes**)
- d. The number of Access Point customers who have never been to the One-Stop (Ever been...? **No**)
- e. The number of new Access Point customers who have never been to the One-Stop (**First** Visit Here **and** Ever been...**No**).

If you are reporting results for the U.S. Department of Labor's SHARE Network, forward each Access Point's tallies to your SHARE Network contact person:

- by the 10th of the following month for the first quarter and
- quarterly thereafter, by the 10th day following the end of the quarter.

You do not need to keep or send the actual Customer Sign-In Sheets.

The Access Point Toolkit

Sharing How Access to Resources Empowers



Center for Faith-Based and Community Initiatives
U.S. Department of Labor
200 Constitution Avenue S2235
Washington, DC 20210
www.dol.gov/cfbc/
202.693.6450 (phone)
202.693.6146 (fax)