

Enhancing the Economic Growth of Cities:

A Guidebook for Mayors on Leveraging
the Workforce Investment Act of 1998

The U.S. Conference of Mayors
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ENRICHING THE ECONOMIC GROWTH OF CITIES:

*A GUIDEBOOK FOR MAYORS ON LEVERAGING THE
WORKFORCE INVESTMENT ACT OF 1998*

THE UNITED STATES CONFERENCE OF MAYORS

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**ENRICHING THE ECONOMIC
GROWTH OF CITIES:**

***A GUIDEBOOK FOR MAYORS ON LEVERAGING THE WORKFORCE
INVESTMENT ACT OF 1998***

THE UNITED STATES CONFERENCE OF MAYORS

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ENRICHING THE ECONOMIC GROWTH OF CITIES

EXECUTIVE SUMMARY

As we enter the 21st century, America's cities are at a critical stage in their development. While technology reshapes work and workplace skills, it also widens the already existing earnings gap between those with skills and those without, thus creating a vast inequality of income that could eventually dominate and undermine the financial stability of our cities.

Keenly aware that economic stability and growth for their cities is largely determined by whether a skilled and educated workforce is developed and nurtured, Mayors of America's cities know how essential it is to encourage all individuals to achieve their full potential. Mayors also understand that the private sector has a critical stake in the quality of its workforce in order to remain globally competitive. Now, Mayors can leverage workforce investment policy to support their vision and goals, thus demonstrating to constituents and stakeholders alike that, under strong local leadership, government works.

The passage of the Workforce Investment Act in August of 1998, offers Mayors a unique and powerful opportunity:

- Employment and training services will now become available to *all* constituents.
- The emphasis is on connecting job seekers to employment opportunities *as quickly as possible*.

- **One Stop Centers** integrate the services of a number of government funded programs — no longer requiring employers or job seekers to go “door-to-door” to obtain services.
- **Local Workforce Investment Boards**, appointed by the chief elected official, are the central planning authority for workforce investment funds.
- **Youth Councils** are established as a subgroup of the local Workforce Investment Board to develop a cohesive strategy for providing services to youth. Thirty percent (30%) of these funds must be allocated to out-of-school youth.
- Individuals have access to a wider array of job training programs and, through a voucher-type system, are now able to make their own decisions on which training programs most closely meet their needs.

Under this new law, the federal government has greatly diminished its role and given wide latitude to local communities. Mayors will now be able to leverage workforce investment policy in concert with their economic development agenda — enriching their human capital infrastructure and strengthening the ability to meet the ever increasing needs of employers for a skilled workforce.

Opportunities and Responsibilities of Chief Elected Officials ¹

Skills that Mayors demonstrate daily in the performance of their jobs - strong leadership capabilities, the ability to build relationships, negotiate and broker partnerships - are required if local communities are to benefit from The Workforce Investment Act.

¹Congress designated the chief elected official with a number of important responsibilities under the Workforce Investment Act. The law defines the chief elected official as “the chief elected executive officer of a unit of general local government in a local area.” This Guidebook uses the term “Mayor” interchangeably with the term local elected official.

Workforce programs and services must reflect the local community's economic development goals and employment-related needs: Mayors work with local Workforce Investment Boards (WIBs) to develop a local, strategic workforce investment plan that integrates the city's economic development goals with employment-related needs. *Chief elected officials must approve these plans.*

Mayors will be able to demonstrate a record of helping constituents — job seekers and employers — meet their economic needs: The Workforce Investment Act requires that each workforce investment area have at least one physical location — frequently called a “One Stop Career Center” — where multiple organizations provide services to job seekers and employers. Taking advantage of technology as readily accessible communications tools, a network of affiliated sites should also be developed, offering a wider array of programs and services. *Mayors are now able to refer all constituents for workforce programs and related services.*

Mayors are responsible for appointing the highest level of business and community leaders to Workforce Investment Boards: Workforce Investment Boards are more empowered and are required to strategically direct the programs and services funded through the Workforce Investment Act. *Mayors can create a powerful local organization to direct and plan the city's strategies for its workforce programs and services.*

Mayors now have the opportunity to develop a coordinated strategy for youth: Youth Councils must be appointed as a subgroup of Workforce Investment Boards and are required to develop an integrated plan for youth including in-school and out-of-school youth. Funding for youth programs has been restructured to allow for a year-round, community-wide, continuum of youth program services including the traditional summer youth program. *Chief elected officials sign-off on Youth Council appointments and the youth plans developed as a required component of a five-year workforce investment plan.*

The power of the Mayor's office is able to leverage federal, state and city resources to achieve greater impact: Successful One Stop Centers require access to a full range of programs and services and true integration of government services. Mayors can use utilize their negotiating skills to increase participation among One Stop partners. *Chief elected officials must sign-off on “Memoranda of Understanding” between WIBs and local One Stop partners. These agreements determine the level of funding support by the partners as well as which programs and services will be delivered through One Stop system.*

Chief elected officials are fully accountable for the fiscal integrity of programs funded by the Workforce Investment Act: The Workforce Investment Act is authorized at upwards of \$4 billion annually, which translates into substantial revenues at the local level for workforce programs. *The chief elected official is responsible for selecting the fiscal agent to administer Workforce Investment funds.*

Chief elected officials and their Workforce Investment Boards are accountable for achieving improved performance as negotiated with their state: A local area's performance will now be evaluated on both customer satisfaction and a prescribed set of measures including job retention and skill acquisition. In many instances, success is dependent on the quality of services delivered by various One Stop partnering organizations. Continuous improvement is a key element which will be used in establishing performance goals. *Chief elected officials, working in partnership with Workforce Investment Boards, negotiate with the state to arrive at mutually agreed-upon levels of performance for their Workforce Investment Area.*

Finally, along with these changes comes increased accountability. In fact, Congress approved the Workforce Investment Act for five years and has articulated that if future funding is to be forthcoming, then the workforce investment system developed under this new Act must result in higher levels of performance than has been experienced in the past. Without the leadership of America's Mayors, workforce programs will be in dire risk of not achieving this higher level of accountability expected by Congress.

Governance

The Workforce Investment Act of 1998 replaces the former Job Training Partnership Act. As the chart below indicates, The Workforce Investment Act gives increased authority to the chief elected official, in partnership with local Workforce Investment Boards to develop local policies that shape what and how workforce services are delivered in their communities.

RESPONSIBILITY and INFLUENCE OF GOVERNANCE			
Federal	State	Mayors	WIBs
<ul style="list-style-type: none"> ▪ Prepares federal regulations. ▪ Authorizes and provides funding. ▪ Conducts oversight of states' performance. ▪ Reports to Congress. 	<ul style="list-style-type: none"> ▪ Sets framework for state-wide workforce system. ▪ Allocates resources. ▪ Determines inter- agency cooperation. ▪ Monitors local performance. 	<ul style="list-style-type: none"> ▪ Determines local policy for labor market. ▪ Establishes local WIBs. ▪ Leverages city, state and federal resources. ▪ Is accountable for fiscal integrity of WIA funds. 	<ul style="list-style-type: none"> ▪ Prepares 5-year Workforce Investment Plan. ▪ Selects One Stop Operators. ▪ Sets standards for One Stop and Training Programs. ▪ Oversees the performance of One Stop and training programs.

The following sections of this Guidebook provide Mayors with a basic foundation on their roles and responsibilities — and offer strategies for capitalizing on the key components of the new law to ensure that their city and its various stakeholders reap the benefits.

LEVERAGING THE WORKFORCE INVESTMENT ACT FOR ECONOMIC GROWTH

Designation of Workforce Investment Areas

The Governor is required to approve a local area with a single unit of general local government having a population of 500,000 or more. Governors can authorize a two-year temporary designation of a current service delivery area with over a 200,000 population that has, for the past two years, performed successfully and sustained the fiscal integrity of JTPA funds.

The Mayor, as the chief elected official, must submit a letter to the Governor requesting designation as a Workforce Investment Area. If the city's population is 500,000 or more, the Governor must designate the city as a Workforce Investment Area. If under 500,000 then the designation is at the option of the Governor. If the area was not previously designated under the Job Training Partnership Act, then a well-orchestrated effort may be required to convince the Governor of the need for designation.

Appointment of Workforce Investment Boards

The Mayor, as the chief elected official, is responsible for appointing members to the Workforce Investment Board. The quality of Board appointments is critical to ensuring that a well-respected and powerful local board is appointed.

To the extent possible, the Board appointments should be at a peer level to the Mayor because these appointments have a direct impact on how well the Board is perceived in the community. In making these appointments, it should be noted that Workforce Investment Boards are expected to reflect the local community.

- The Workforce Investment Act requires that a majority of board members must be representatives from the private sector.
- Members representing business must be individuals who are owners, chief executive officers, chief operating officers or other individuals with optimum policy- making or hiring authority.²
- Mayors and chief elected officials must also appoint individuals with optimum policy-making authority from the organizations who are partners in the One Stop system³.
- Rounding out the required appointments are two representatives each from economic development, education, organized labor and community-based organizations.
- The Workforce Investment Board elects its own Chair from among the private sector representatives.

Governors have the authority under the Workforce Investment Act to set the criteria for any additional requirements in the appointment of Board members and are responsible for officially certifying the local board. Mayors may also appoint other representatives as long as a private sector majority is retained.

Responsibilities of Workforce Investment Boards

Local Workforce Investment Boards are the central planning authority for funding under the Workforce Investment Act. As such they are responsible for :

- Crafting a plan for a local unified workforce investment system.
- Developing a budget.
- Selecting the One-Stop operator(s).

²Private sector members are appointed from among individuals nominated by local business organizations and business trade associations.

³Required partners in the One Stop system include: Adult, dislocated worker and youth activities under WIA; U.S. DOL Welfare-to-Work program; Adult Education under WIA; Employment Service; Unemployment Insurance; Veterans Employment & Training; Vocational Rehabilitation Services; Older Americans Act; Post-secondary Vocational Education under Perkins; NAFTA and Trade Adjustment Assistance; Community Services Block Grant; Housing & Urban Development; and Optional partners per local decision.

- Negotiating memoranda of understanding with One Stop partners.
- Identifying providers of training and labor market services.
- Overseeing the allocation of resources to certified service providers.
- Identifying and awarding competitive contracts to providers of youth services based on recommendations of a Youth Council.
- Setting local performance measures and standards.
- Conducting oversight of all workforce activities.

All of these services must be planned in partnership with the Mayor, as the chief elected official. Some of these functions are planned in accordance with the preparation of a five-year workforce investment plan; others require the specific sign-off and approval of Mayors as described in this Guidebook.

Youth Councils

The Workforce Investment Act requires the establishment of Youth Councils as a subgroup of the Workforce Investment Board. These Councils are appointed by the Workforce Investment Board and are approved by the chief elected official. Youth Councils are responsible for planning, recommending providers of youth programs and oversight.

In appointing Youth Councils,⁴ the aim is to coalesce the expertise of a wide range of community experts and employers to build a comprehensive and well-designed set of policies and procedures. Required appointments to the Youth Council include:

- Members of the local Workforce Investment Board who have a special interest or expertise in youth policy.
- Representatives of youth services agencies including juvenile justice and local law enforcement agencies.
- Representatives of local public housing authorities.

⁴All Youth Council members are voting members of the Youth Council. Members of the Youth Council who are not members of the Workforce Investment Board are nonvoting members of the WIB.

- Parents of eligible youth.
- Former participants.
- Representatives of organizations with experience in youth activities.

Many local housing authorities, city parks, and local school districts have funding for youth programs and may also make an important contribution. Mayors may also want to consolidate other locally-sponsored youth boards and committees into the Youth Council so that a more coordinated approach throughout the City can be achieved.

Responsibilities of Youth Councils

For many Mayors, investing in youth programs is a high priority. Under the Workforce Investment Act, youth programs are to be restructured to allow for a continuum of youth program services, thus offering Mayors the opportunity to design a community-wide, coordinated strategy coalescing a number of city and school-sponsored youth programs and services with funding⁵ from the Workforce Investment Act.

Envisioned are programs that encourage creative approaches to fostering academic and occupational learning coupled with a menu of support services as needed. Notably the summer youth program is no longer a separately funded program. When developing the plan for youth programming, Mayors may want to ensure that summer program activities are integrated into the overall design and that a continuum of services is planned that will incrementally add value to the participating youth⁶ and result in academic and employment success.

⁵Thirty percent of the Workforce Investment Act's youth funds must be targeted to out-of-school youth.

⁶Eligibility for youth is an individual who is at least 11 and not yet 22 years old, who is low income and has one barrier to employment such as deficient in basic skills, school drop out, homeless, runaway, or a foster child, pregnant and a parent, offender or needs additional assistance to complete school and get a job.

Required Youth Program Elements⁷

- ◆ Tutoring, study skills training and instruction leading to completion of secondary school, including drop out prevention.
- ◆ Alternative secondary school services as appropriate.
- ◆ Summer employment opportunities directly linked to academic and occupational learning.
- ◆ Paid and unpaid work experiences including internships and job shadowing as appropriate.
- ◆ Occupational skill training as appropriate.
- ◆ Leadership development opportunities which may include community service and peer-centered activities encouraging responsibility and other positive social behaviors, as appropriate.
- ◆ Supportive services.
- ◆ Adult mentoring.
- ◆ Follow-up services for not less than 12 months after the completion of the participation
- ◆ Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

Workforce Investment Plans

Workforce Investment Boards are responsible for developing a five-year local workforce investment plan that outlines the community's labor market needs and articulates the community's vision and goals for a workforce system. Chief elected officials approve the plan prior to submission to the Governor.

Mayors play a critical role in the development of the workforce investment plan. This plan should reflect the labor market needs of the local community in concert with the economic development goals. The plan can be used to set expectations, improve performance and create accountability with partnering organizations in achieving performance. Also, it validates and empowers the Workforce Investment Board to do the work it is designed and required to do.

⁷Grants and contracts must be awarded through a competitive bid process.

Guiding Principles

The workforce system envisioned by this legislation is to be market-driven, where customer choice and customer satisfaction guide how services are delivered. There are several principles in the new legislation that fundamentally change how workforce programs are delivered which should be deliberated on at the local level and incorporated into the workforce investment plan.

<i>Guiding Principles</i>		
<ul style="list-style-type: none">▪ True collaboration is also required among a number of workforce-related organizations. Program services are to be <i>integrated</i> and <i>streamlined</i>, particularly in the One Stop Centers, to avoid the duplication and fragmentation that has long existed with employment and training activities.	<ul style="list-style-type: none">▪ The workforce system envisioned by this legislation is to be a market-driven system, where <i>customer choice</i> and <i>customer satisfaction</i> guide how services are delivered. More complete information must be given to employers, job seekers and those individuals needing training so that they can make an informed decision on which services they wish to select.	<ul style="list-style-type: none">▪ <i>Increased accountability</i> is expected from State and local government. If there is not demonstrable improved quality in the programs and services over what existed under the Job Training Partnership Act, then there is a real risk that the Workforce Investment Act may not be refunded after five years.

Key Components of a Workforce Investment Plan

A goal under the Workforce Investment Act is for state and local areas to consolidate their planning into one comprehensive “unified plan”. States are encouraged to include as many as fourteen different federally supported programs.

On a local level, a significant portion of the plan will center on the integration of a wide variety of federal, state and city programs into the One Stop delivery system. If done well, the strategic plan becomes a living, breathing document that will energize the community, motivate partners and create value for what a workforce development system brings to the local community. In addition, it can be used to communicate positive elements about local leadership in linking workforce development issues to local economic expansion. This plan creates the framework for the work to be done and will minimize turf struggles.

WHAT'S TO BE INCLUDED IN A
WORKFORCE INVESTMENT PLAN

as outlined in the Workforce Investment Act

- Workforce investment needs of businesses, job seekers and workers.
- Current and projected employment opportunities.
- Job skill requirements necessary to obtain employment.
- Description of the One Stop delivery system including how local boards will insure continuous improvement of providers; how local boards will insure that providers meet the employment needs of employers and job seekers, MOUs between Board and One Stop partners.
- Performance levels negotiated with the Governor and chief elected official.
- Description and assessment of the type and availability of adult & dislocated worker employment and training.
- Local coordination for rapid response.
- Description and assessment of the type and availability of youth activities including identification of successful providers of such activities.
- Public comment process.
- Identification of entity responsible for the disbursement of grant funds.
- Description of the competitive bid (RFP) process for the awarding of grants and contracts.
- Such other information as required by the Governor.

CREATING A ONE STOP CAREER CENTER SYSTEM

One-Stop Career Centers

Workforce Investment Boards are responsible for selecting One-Stop operators, negotiating “memoranda of understanding” with One Stop partners, determining how the more intensive services will be provided to job seekers and identifying providers of training... in partnership with the Chief Elected Official.

One Stop Career Centers are the initial point of delivery for all workforce investment programs and services mirroring the direction that many Mayors articulated over the years in their quest for a more locally-directed system. Through a combination of the most advanced technology that provides up-to-date, on time information, and at least one physical location providing comprehensive services, One Stops are envisioned as the “mecca” where employers and job seekers — from high level professionals to individuals who are looking for their first job — can get first-rate customer service.

Mayors and others can refer constituents and employers alike to a One Stop system and expect that:

- Labor market information will be up-to-date and instantaneously available.
- A pool of qualified workers will be immediately available for job interviews.
- One Stop staff are well-prepared to counsel, assess, pre-interview, test job applicants and match them to an employer’s job specifications.
- Critical information on the performance and cost of training is readily available.

One Stop Core Services

- ◆ Orientation to the various programs and services in the One Stop system.
- ◆ Determination of eligibility for special programs.
- ◆ Initial assessment of skill levels, aptitudes, abilities and support service needs.
- ◆ Job search and placement assistance..
- ◆ Career counseling.
- ◆ Labor market information.
- ◆ Referral to other local services and agencies for supportive services.
- ◆ Performance and cost information on training providers.
- ◆ Assistance in filing claims for Unemployment Insurance.

Intensive Services

- ◆ More extensive assessment of job skills, preparedness to go to work and need for support services.
- ◆ Individual counseling that results in the development of a career/employment plan.
- ◆ Career planning and group counseling programs.
- ◆ One-on-one case management services.
- ◆ Short-term training in pre-vocational services.

The development of the One Stop system is guided by interagency decision-making at the state and local levels. It is best understood as a system within which all workforce investment and related programs function as if they are a single entity. The local workforce investment plan and the memoranda of understanding with the partnering agencies are important tools that will help facilitate the planning and development of the local One Stop system.⁸ Ultimately success for One Stop will be determined through customer satisfaction surveys and long term success on the job.

Required Partners

- ◆ Workforce Investment Funds, Title I including One Stop Career Center systems.
- ◆ Dislocated Workers and Rapid Response activities.
- ◆ Trade Adjustment and NAFTA TAA.
- ◆ Employment Service and all Wagner Peyser activities.
- ◆ Unemployment Insurance Programs.
- ◆ Veterans Employment and Training.
- ◆ Vocational Rehabilitation Services.
- ◆ U.S. Housing and Urban Development.
- ◆ Community Services Block Grant.
- ◆ Youth Council and youth programs funded through WIA.
- ◆ Adult Education and Literacy.
- ◆ Employment and Training Programs for Older Workers (Title V of the Older Americans Act).
- ◆ U.S. DOL Welfare-to-Work.
- ◆ Governors may require additional partners.

⁸Memoranda of Understanding with One Stop partners must describe the services to be provided through the One Stop delivery system; how the costs of such services and the operating costs of the One Stop will be funded, and the methods for referral of individuals between the One Stop operator and the One Stop partners.

Achieving this goal is not simple. It requires the joint effort of Mayors, Workforce Investment Boards and the partnering agencies who provide the services. In many instances, it is city or county staff that provides a number of the services. Therefore, a powerful partnership between the Mayor and the Workforce Investment Board is critical to establishing high standards of performance and placing value on first-rate customer service — qualities a One Stop system must demonstrate.

Training

Workforce Investment Boards are responsible for identifying local training providers based on criteria established by the state. The state reviews the information and places the program on a statewide list of “certified” providers.

A significant difference in the Workforce Investment Act is the determination of funding for training programs. Individual Training Accounts (ITAs) or “vouchers” as they are more commonly known, replace adult-contracted training services. No longer will larger scale training programs be funded unless they meet the requirements for serving special populations or if the funds are targeted for youth.⁹

The Local Workforce Investment Board will circulate a request to local education, training and community-based organizations to identify those organizations eligible and desiring to be included on a statewide list of “certified providers”. Local standards may be developed that extend beyond the minimum requirements established by the Governor.

⁹The only other programs exempted from the vouchering/Individual Training Account selection process are employer-based customized training and OJT (on-the-job training) contracts.

ACCOUNTABILITY AND PERFORMANCE

Fiscal Accountability

Chief elected officials have ultimate fiscal responsibility and accountability for these funds.

The Workforce Investment Act is being funded by Congress at approximately \$4 billion annually. Eighty-five (85%) percent of the adult and youth funds, and sixty-five (65%) percent of the dislocated worker funds must be allocated locally to the Workforce Investment Areas.¹⁰

Chief elected officials serve as the fiscal agent, formerly known as the local grant recipient, or may designate an entity to serve as the fiscal agent.¹¹ The role of the fiscal agent is to disburse funds for workforce investment activities at the direction of the local Workforce Investment Board. Under the regulations of the Workforce Investment Act, funds must be disbursed immediately upon receiving such direction from the local Board.

The new federal Workforce Investment Act also lowers the cap for administrative expenditures from the current fifteen (15%) percent under the Job Training Partnership Act to ten (10%) percent under the new Act.¹² This requires chief elected officials, the Workforce Investment Board, and staff from partnering agencies to examine very carefully how their organizations are presently structured, what functions are being provided and how to redefine

¹⁰ Funds will continue, as in the past, to be distributed on a three part formula: percentage of excess unemployed individuals in area of unemployment, excess unemployed individuals and disadvantaged individuals.

¹¹ Designating an entity to serve as the fiscal agent does not relieve chief elected officials from the liability for any misuse of grant funds.

¹² In the Workforce Investment Act regulations, the U.S. Department of Labor has redefined cost categories for program and administration from a change in focus toward categorizing costs by purpose or function.

job responsibilities appropriate to the requirements under the Workforce Investment Act.

Negotiating Program Performance

The chief elected official and the Workforce Investment Board will negotiate and reach agreement with the Governor on required performance for their Workforce Investment Area, taking into account the specific economic, demographic and other characteristics of the populations to be served.

Local Workforce Investment Boards and chief elected officials are jointly accountable for the performance of the workforce system in their local community. An underpinning of the Workforce Investment Act is the desire for increased performance at the state and local levels. Therefore, performance levels are anticipated to be negotiated annually with an emphasis on continuous improvement and incrementally higher goals each year. Incentive funds will be awarded to those Workforce Investment Areas that meet these goals.

There will also be a minimum performance level established. If a Workforce Investment Area falls below these minimum performance levels, then sanctions will be imposed and that community is at risk for losing its state certification as a Workforce Investment Area. An important role that Workforce Investment Boards play in their partnership with chief elected officials is to take the more visible role in requiring higher performance from all of the partnering agencies. They can help initiate redefining of organizational functions around the Workforce Investment Act required services — particularly in the One Stop Career Centers — and can initiate the continuous improvement programs that may be necessary to achieve these higher level performance goals.

Performance will be measured on “core performance indicators” in areas such as placements, wages and long term success on the job as well as customer satisfaction as reported by employers and job seekers.

**Core Performance Indicators
For adults, dislocated workers and youth
(19-21)**

- ◆ Entry into Unsubsidized Employment.
- ◆ Six-month retention in unsubsidized employment.
- ◆ Six-month earnings received in unsubsidized employment.
- ◆ Attainment of education or occupational skills credentials for participants who enter unsubsidized employment or by youth who enter postsecondary education, advanced training or unsubsidized employment.

**Core Performance Indicators
For youth (14-18)**

- ◆ Attainment of basic skills, work readiness an/or occupational skills.
- ◆ Attainment of secondary school diplomas and or its equivalent.
- ◆ Placement and retention in post secondary education/advanced training, military, employment or qualified apprenticeships.

IN CONCLUSION ...

Passage of the Workforce Investment Act will dramatically change the workforce investment landscape throughout America. With a diminished role for the federal government and increased accountability at the state and local levels, Mayors have the opportunity to build a powerful ally with their Workforce Investment Board to direct, plan and implement a highly effective local workforce investment system. The clock is already ticking. We are in the first year of the five mandated by Congress to improve the nations' workforce investment system and to demonstrate, in real and concrete terms, that the investment of these funds adds value to the nation's cities and to the constituents and stakeholders we serve.

FUNCTIONS AND PARTNERSHIP RESPONSIBILITIES

CHIEF ELECTED OFFICIALS & WORKFORCE INVESTMENT BOARDS

CHIEF ELECTED OFFICIAL (LEO) MANDATORY FUNCTIONS	Requires WIB approval	
	yes	no
Appoint WIB members		<input checked="" type="checkbox"/>
Accept liability for funds to local area		<input checked="" type="checkbox"/>
Disburse funds, directly or via sub-grant recipient	<input checked="" type="checkbox"/>	
Approve 5-year plan developed by WIB	<input checked="" type="checkbox"/>	
Approve WIB-selected One Stop Operator(s), terminate for cause	<input checked="" type="checkbox"/>	
Approve WIB's budget	<input checked="" type="checkbox"/>	
Program oversight and evaluation	<input checked="" type="checkbox"/>	
Negotiate Local Area performance standards with State	<input checked="" type="checkbox"/>	
Approve Youth Council membership	<input checked="" type="checkbox"/>	
Approve Memorandum of Understandings between WIB and One Stop Partners	<input checked="" type="checkbox"/>	
Approve waiver for WIB as "training services" provider	<input checked="" type="checkbox"/>	

WIB Mandatory Functions

	Requires LEO approval	
	yes	no
Develop 5-year Local Area Plan	<input checked="" type="checkbox"/>	
Designate One Stop Operator(s)	<input checked="" type="checkbox"/>	
Terminate One Stop Operator(s) for cause	<input checked="" type="checkbox"/>	
Select youth service contractors, award and oversee contracts		<input checked="" type="checkbox"/>
Identify eligible providers of adult "training services", review annually		<input checked="" type="checkbox"/>
Identify eligible providers of "intensive services" (if not via One Stop)		<input checked="" type="checkbox"/>
Develop priority system for intensive and training services to low income		<input checked="" type="checkbox"/>
Develop WIB's budget	<input checked="" type="checkbox"/>	
Direct LEO/GR to disburse funds in compliance with law		<input checked="" type="checkbox"/>
Hire staff		<input checked="" type="checkbox"/>
Accept grants and donations		<input checked="" type="checkbox"/>
Program oversight and evaluation	<input checked="" type="checkbox"/>	
Negotiate Local Area performance standards with State	<input checked="" type="checkbox"/>	
Coordinate with economic development and businesses		<input checked="" type="checkbox"/>
Appoint and confer with Youth Council	<input checked="" type="checkbox"/>	
Enter into MOUs with One Stop Partners	<input checked="" type="checkbox"/>	

ROLE OF GOVERNOR

Role of Governor	Requires LEO approval	Requires WIB approval	Requires Public Comment
Establish and serve on state WIB			
Define "conflict of interest" for state WIB members			
Submit 5-year state plan to USDOL			<input checked="" type="checkbox"/>
Establish formula for allocations to Local Areas			
-- for adult and youth activities	<input checked="" type="checkbox"/>		
-- for dislocated worker activities			
Establish procedures for local procurement of training providers		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Designate Local Areas	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Facilitate or require regional cooperation in planning and programs			
Establish criteria for appointments to local WIB			
Certify one WIB for each Local Area			
Decertify WIB for cause			
Negotiate Local Area's performance standards	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Develop Statewide employment statistics system		<input checked="" type="checkbox"/>	
Issue waiver for WIB to deliver "training services"		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Approve WIB as One Stop Operator, or to provide "core services" or "intensive services" LEO & WIB	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Define "conflict of interest" for local WIB members			
Approve pre-WIA98 local entity as WIB and/or youth council			
Approve/disapprove Local Area's 5-year plan			
Certify pre-WIA98 One Stop entity as One Stop Operator		<input checked="" type="checkbox"/>	

Role of Governor

Establish procedures for WIB to select eligible adult trainers

Specify added data to be submitted by adult trainer applicants

Approve/disapprove WIB-selected adult trainers for state list

Establish appeal process for rejected adult trainer applicants

Evaluate accuracy of adult trainer data, terminate for cause

Publish statewide list of approved adult trainers

Accept vouchers from other states

Specify information required from OJT and customized providers

Establish criteria for WIB selection of youth service providers

Establish procedures for Local Areas to avoid fund reallocation

Reserve up to 15% of state funds for State-wide activities

Allocate at least 70% of youth funds to Local Areas per WIA98 formula, remainder (if any) based on other factors developed by State Board

Confer with USDA re: "administrative cost" definition

Reallocate among Local Areas unobligated funds over 80%

Use State-wide funds to publish list of youth service providers, conduct evaluations, give incentive grants for regional cooperation, provide TA, assist One Stop development, operate fiscal/MISsystems, provide other optional services State-wide (R&D, nontraditional employment, Empowerment Zones, assessment, ISS development, training, employer linkages)

Requires
LEO
approval

Requires
WIB
approval

Requires
Public
Comment



	Requires LEO approval	Requires WIB approval	Requires Public Comment
Role of Governor			
Reserve up to 15% of all funds for State-wide activities, and up to 25% of dislocated worker funds for rapid response			
Allocate at least 70% of adult funds per WIA '98 formula, and up to 30% based on additional factors; establish own allocation formula for dislocated worker funds			
Approve/disapprove Local Area's transfer of 20% of adult funds or 20% of dislocated worker funds to other program		<input checked="" type="checkbox"/>	
Add optional performance measures to those contained in WIA '98			
Negotiate Local Area performance levels	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Evaluate statewide workforce investment activities		<input checked="" type="checkbox"/>	
Establish and manage a fiscal and management accountability system, produce reports	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Provide technical assistance to Local Area which fails to meet performance levels for one year, take corrective action after second year of failed performance with full discretion on what measures to impose			