
Local Elected
Officials
Guide

Final



for the Implementation of the
Workforce Investment Act

May 1999

Table of Contents

I.	Introduction	3
II.	Moving from JTPA to WIA	
	A. What is different about the Workforce Investment Act (WIA)?	4
	B. How might a WDB member be different than a PIC member?	4
	C. WIA Required Partners - How will they all link together?	5
	D. Wisconsin's Coordination Planning Efforts	5
	E. Basic Timeline for Implementation of the WIA	5
III.	Initial Activities of the Local Elected Official	
	A. Appointment of the Workforce Development Board	6
	1. Role of the Board - In Brief	6
	2. Composition Requirements and Criteria	6
	3. Options for "Grandfathering" in the WDBs	10
	B. Certification of the WDBs	10
	C. Designation of the Workforce Development Area	11
	D. Regional Planning and Cooperation	11
	E. JTPA Close-Out and Transition to WIA	11
	F. Check List of Tasks for Local Elected Officials	12
IV.	Ongoing Role of the Local Elected Official	
	A. Serve as Grant Recipient for WIA Title I Funds	13
	B. Approve budget for carrying out duties of the Local Board	13
	C. Provide comprehensive oversight of the activities of the board	13
	D. Ensure that partnerships are functioning effectively	13
V.	Partnership Roles of the Local Elected Official under the WIA	
	A. In Partnership with the Workforce Development Board	14
	B. In Partnership with the Governor	14
	C. In Partnership with the state Council on Workforce Investment	15
VI.	Attachments	
	A. Letter of Intent for the Workforce Development Area	16
	B. Letter of Intent to Transition from PIC to WDB	17
	C. Area Industry Matrices	18
	D. Partner Relationships	19
	E. Template of County Board Resolution for Counties to Work Together	22
	F. Template of a Charter LEO Consortium Agreement	23
	G. Template of LEO Consortium By-Laws	26
	H. Map of Workforce Development Areas	31
	I. WDB Membership Nomination Form	32

Note: A template of a LEO and WDB Agreement will be drafted by a state and local workgroup that will be convened during the summer and distributed as soon as possible.

I. Introduction

This booklet provides the information that Local Elected Officials (LEOs) will need to kick off implementation of the Workforce Investment Act with the appointment of the Workforce Development Boards.

In 1998, the Workforce Investment Act was signed into law, ending the 15 year old Job Training Partnership Act and recognizing Job Centers as the way to provide publicly funded employment and training services. Much of this legislation was based on the experiences in Wisconsin with our Job Center system and the Partnership for Full Employment.

Local Elected Officials will have a stronger role, thanks to efforts by the National Association of Counties and the League of Cities, as well as individual leaders across the country. LEOs will continue to provide leadership in workforce development, serving as the linchpins for establishing and overseeing the system and working as partners, hand-in-hand with the new Workforce Development Boards. In addition, the local elected officials have a more visible role with the state Council on Workforce Investment and the Governor. They also have a more active role in developing the 5 year Local Plan with the local board.

To take full advantage of the breadth of the Workforce Investment Act, board members should be individuals who are actively involved, energetic and interested in all aspects of developing the workforce. While we recognize that many areas may opt to transition their current Private Industry Council into the new board, we encourage you to think of this as an opportunity to make the changes to a new board that may enable the area to move forward with new energy and a new mission.

Additional guidance will be provided at a later date on issues such as: administrative transfer of PIC operations to WDBs, the certification process for One-Stop Operators, and the process for WDBs to provide services under WIA.

Note: This document does not provide an overview of the Workforce Investment Act of 1998. Various summaries have been shared previously. If the reader is interested in more detail on the Act, contact your local PIC/WDB office; Sarah Diedrick-Kasdorf at the Wisconsin Counties Association (608-224-5330); or Sue Gleason at the Department of Workforce Development (608-266-1145).

Information is also available on the DWD Internet Web Page at www.dwd.state.wi.us/dwdwia

II. Moving from JTPA to WIA

A. What is different about the Workforce Investment Act (WIA)?

The WIA replaces the Job Training Partnership Act and offers a broader approach to employment and training. Some of the key differences are:

- ✓ WIA establishes Workforce Development Boards (WDB) to oversee the One-Stop delivery system and a Youth Council as a subgroup of the board.
- ✓ The partnership between the Local Elected Officials and the WDB is strengthened to ensure that local needs drive the system.
- ✓ WIA mandates a “One-Stop” Job Center approach for integration of service delivery.
- ✓ The role of the board is to improve coordination, not to control other funding sources.
- ✓ WDBs cannot operate programs directly. LEOs and the local board could agree to provide core and intensive services with the Governor’s approval but a formal waiver from the Governor is required for the board to provide training services.
- ✓ WIA allows services to be provided to the general public, not just disadvantaged persons.
- ✓ WIA adopts 3 levels of services for adults. The initial level - core services, is available for all; more intensive and training service is available for those who need them.
- ✓ WIA is not a block grant but does call for “unified planning” among the WIA partners and common use of the Job Center system.
- ✓ Youth services are combined with no more specific summer youth program. The scope of youth services is to be determined by LEOs/WDB.

B. How might a WDB member be different than a PIC member.

As nominations are sought and appointments are made, the expanded charge to the new board may call for members with different backgrounds and characteristics to be appointed.

- ✓ The local boards under the WIA operate at the big picture, strategic planning level, versus detailed program operation, and so to be fully effective, members should be “big thinkers” and influential community leaders.
- ✓ Appointees, both public and private sector, **must be** people with optimum policy making authority, meaning those who function at a higher level in their organization.
- ✓ 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.
- ✓ Most of our workforce development areas now contain several counties, requiring board members to be interested in a larger labor market and area-wide planning.
- ✓ WIA incorporates additional programs and requires local board representation from certain types of agencies that may not have been involved under JTPA.

C. WIA Required Partners - How will they all link together?

The required One-Stop programs will provide services through the One-Stop Job Center in at least one physical center in each WDA and also through a network of affiliated job centers. WIA requires three basic methods to ensure that all partners are part of the One-Stop delivery system:

- A Memorandum of Understanding between the WDB and the one-stop partners.
- Each required One-Stop program partner is represented on the Workforce Development Board.
- The 5 year local plan will describe how all program partners will participate in the One-Stop delivery system for that area.

Note: For additional information, see Attachment D on Key Partner Relationships

D. Wisconsin’s Local Coordination Planning Efforts

In addition to the above WIA requirements, another source of information for you is the area-wide coordination planning process that is currently underway. In early April, Local Collaborative Planning Teams received planning guidelines and the revised 1999 Job Center Standards. They have until August 2, 1999, to complete this planning process which includes:

- an assessment of job seeker and employer needs
- an assessment of Job Center Standards achievement by each Job Center

The coordination planning activity will be very timely in preparation for the new Workforce Development Boards, which will be appointed by September, and the WIA Local Planning that will begin in November. The Coordination Plans from each of the 11 workforce development areas will be provided to the LEOs and WDB members.

Local Collaborative Planning Teams are comprised of the majority of the required WIA program partners and have been the local planning group for Job Centers since 1993. Local Elected Officials are encouraged to look to their LCPTs for assistance and input during this pre-WIA planning phase.

E. Basic Timeline for Implementation of the WIA

9/1/99	11/1/99	2/11/00	4/1/00	7/1/00
<ul style="list-style-type: none"> • Workforce Development Boards Appointed 	<ul style="list-style-type: none"> • WIA Local Plan Guidelines Released by DWD 	<ul style="list-style-type: none"> • WIA Local Plans Due to DWD 	<ul style="list-style-type: none"> • Local Plans Approved • Youth program begins • State Plans Submitted 	<ul style="list-style-type: none"> • WIA Adult & Dislocated Worker program starts • JTPA funds end, WIA Title I funds begin

III. Initial Activities of the Local Elected Official

A. Appointment of the Workforce Development Board

1. Role of the Board - In Brief

A local board in each of the 11 workforce development areas has the key role of providing direction on local strategic workforce issues, identifying local needs and developing strategies to address those needs. The local board will be responsible for administering the Title I program of WIA and also the Welfare-to-Work program. The local board is appointed by the LEO, and then works in conjunction with the LEO, to:

- develop the 5-year workforce investment plan;
- select the One-Stop Operator(s);
- determine conditions to allow the local board to provide core and intensive services, and determine the potential need to request waivers from the Governor to provide training services.
- appoint the Youth Council along with the local elected officials;
 - The Youth Council must be chaired by a Workforce Development Board member and other Youth Council members may be drawn from the board, but Youth Council members should also be drawn from other interested individuals.
 - The School-to-Work program in Wisconsin has been operating for 5 years. There are over 1000 employers that have been actively involved and would be excellent members of the WDB and/or the Youth Council.
 - There are also hundreds of School-to-Work leaders from high schools and technical colleges that could bring their background in programs serving youth to the WDB and/or the Youth Council.
 - As LEOs seek nominations and make appointments to the full board, they should keep in mind the need for members who have an interest in, or connection to, youth services and programming.

Note: A complete listing of board responsibilities can be found in the Act at Section 117(d)(1-8) at the Department of Workforce Development webpage: www.dwd.state.wi.us/dwdwia

2. Composition Requirements and Criteria

The following table provides the requirements for membership to the local workforce development boards and the criteria developed by the Governor for nominations to the board.

General board criteria:

- To ensure demographic diversity on the local boards, membership must be comprised of at least 20% female members.
- In addition, if there are at least 3% minority population in an area, there must be at least one minority representative appointed to the local board.

Note: Use Attachment I – WDB Membership Form to submit proposed membership.

Composition Requirements	Nomination Process Criteria
<i>Private Sector Business</i>	
<p>The majority of the board must be represented by businesses from the area, and must be businesses with employment opportunities that reflect employment opportunities within the area.</p>	<ul style="list-style-type: none"> • To ensure that business members are those with employment opportunities in the area, we strongly encourage the following: Industries that make up more than 10% of the industries in an area should have members equal to at least one per every 10%, i.e. 33% manufacturing would mean at least 3 business representatives from manufacturing businesses; 25% service would require at least 2 service industry representatives. • Additional industry representation would be chosen from other industries in order to comply with the WIA requirement of a private sector majority. • If an area chooses not to follow this guideline, you must provide an explanation of why you choose a different industry mix, i.e. focusing on particular industries to deal with needs in the area. • An industry matrix that shows percentages for each area is included as Attachment C.
<p>The board must be chaired by a business representative</p>	<ul style="list-style-type: none"> • The local workforce development board must elect their chair from the business representatives.
<p>Nominations must be made by local business organizations and business trade organizations</p>	<ul style="list-style-type: none"> • Nominations must be actively sought from local business organizations and trade associations from the entire area. Only 1 nomination per board seat is needed.
<p>Nominees must be business owners, chief executives, or operating officers or employers with optimum policy-making or hiring authority</p>	<ul style="list-style-type: none"> • Efforts should be made to seek representatives who will have an interest and background in youth issues for possible appointment to the Youth Council.

Two or more representatives from each of the following categories:	
Local educational entities selected from nominations by regional or local educational agencies	<ul style="list-style-type: none"> Nominations must be sought from regional or local educational agencies. Efforts should be made to seek representatives who will have an interest and background in youth issues for possible appointment to the Youth Council.
Labor organizations nominated by local labor federations	<ul style="list-style-type: none"> Nominations must be sought from local labor federations (or, for a local area in which no employees are represented by such organization, other representatives of employees).
Community based organizations	<ul style="list-style-type: none"> WIA includes a wide variety of new programs. LEO's should actively approach agencies that serve those groups, i.e. HUD, veterans, older individuals.
Economic Development organizations	<ul style="list-style-type: none"> May also be private sector economic development organizations.
Others as deemed appropriate by the chief local elected official	<ul style="list-style-type: none"> LEOs have the option locally of appointing additional members, however keep in mind that this will increase the overall size and require additional private sector members to maintain majority.
Representative(s) from the mandatory One-Stop Service Delivery Partners: (These are minimum requirements with discretion at the local level for additional representatives.)	
WIA activities for Adults; Youth & Dislocated Workers Welfare-to-Work	One representative to serve for these programs.
Job Service- - Labor Exchange (Wagner-Peyser) Trade Adjustment Assistance (and NAFTA – TAA) Veterans E & T Services, & local veteran's outreach programs	One representative to serve for these programs. DWD will provide the names of representatives for each area.
Vocational Rehabilitation	One representative to serve for this program. DWD will provide the names of representatives for each area.
Unemployment Insurance	One representative to serve for this program. DWD will provide the names of representatives for each area.

Revised 06/21/99

TANF (W-2) Food Stamp Employment & Training	These program partners are required in the Wisconsin State Plan and so therefore are a required One-Stop partner in Wisconsin. Minimum requirements for representation of these programs is one for WDAs with four or fewer W-2 agencies and two for WDAs with five or more W-2 agencies. The process for selection is at the discretion of local elected officials but nominations from Tribal TANF agencies should be considered.
Adult Education and Family Literacy Postsecondary Vocational Education	One representative to serve for these programs. Contact local technical colleges for representatives.
Community Service Employment for Older Americans Community Services Block Grants (CSBG)	This could include agencies such as Green Thumb, County Commissions on Aging, etc. This could include a CAP agency.
Housing and Urban Development -Employment & Training Activities	This program might be represented by same agency that represents the CSBG program if that agency also operates a HUD E & T program.
Representatives from national programs - if present in area:	
Native American Programs	Under WIA, each of these national programs are required One-Stop partners and will require a separate representative where they are present in their local area . If they are local "One-Stop partners" then they must also be represented on the board. This should be reviewed every two years to see if they still have a presence in the area.
Migrant and Seasonal Farmworker Programs	
Job Corps	
Youth Opportunity Grants	
Veterans Workforce Investment Program	
Others LEOs may add additional members such as:	
National and Community Services	Additional members could be added based on their involvement and/or interest in the One-Stop delivery system.
Wisconsin Service Corps	
Conservation Corps	
Literacy Councils	
Child Care agencies	
Others	

Attachment I is provided to use as a membership form.

This should be completed and submitted to: Ron Hunt, DWD-DWE, 201 E. Washington Ave., PO Box 7972, Room 211X, Madison, WI 53707-7972

The DWE Program Managers are available for technical assistance if needed.

3. “Grandfathering” in the Workforce Development Boards

While “grandfathering” the current PIC is provided for in the WIA, Wisconsin, following the U.S. Department of Labor’s lead, strongly encourages the establishment of new boards to meet the spirit of the law.

In limited situations, “grandfathering” might be appropriate, but the entity must meet the following criteria per the WIA.

- Was established to serve the same local area.
- Was in existence on December 31, 1997.
- Is a PIC and is substantially similar to the board described in WIA.
- Includes at a minimum at least 2 or more business representatives and 2 or more labor representatives.
- Has not had any significant change to the structure since December 31, 1997. If any significant changes have occurred, a new board must be established. This would mean that the recently merged areas would not meet this requirement.

Please note that if you must establish a new Workforce Development Board, there is nothing that prohibits you from re-appointing any of the same individuals that may be currently serving on the PIC, plus additional representatives to satisfy WIA requirements.

If your area is interested in pursuing this grandfathering option, contact Ron Hunt at the Department of Workforce Development, phone 608-266-2687 or e-mail huntro@dwd.state.wi.us.

B. Certification of the Workforce Development Boards

1. The Governor will certify a local board for each local area by September 1, 1999 and then once every 2 years beginning July 1, 2000. This certification will be based on:
 - Criteria established by the Governor based on the membership requirements in WIA. (section II. A.2 on pages 7-9 of this guide)
2. If the local elected officials cannot agree on members for the board, the Governor may appoint the members of the board from individuals that have been nominated via the local process.
3. The Governor can also decertify a board under either of the following conditions:
 - fraud, abuse or failure to carry out functions.

- failure to meet local performance measures for 2 consecutive years.

C. **Designation of the Workforce Development Area**

WIA encourages consolidation of areas. In anticipation of this and in response to local legislative requirements, Wisconsin initiated this 3 years ago. Thanks to the leadership of many local elected officials, Wisconsin successfully consolidated from 17 to 11 areas in 1998. The state intends to implement the WIA with these 11 areas without further changes unless changes are requested by local areas.

Please complete the **Letter of Intent to Apply for Workforce Development Area Designation (Attachment A)** and send to DWD-DWE by **June 30, 1999** to indicate whether you intend to:

- Proceed with implementation of the WIA with the current counties, or
- Plan to convene local meetings with other local elected officials to discuss possible changes to the current configuration of counties.

D. **Regional Planning and Cooperation**

As a part of developing the State Plan, Wisconsin may require regional planning and cooperation between two or more local boards. Two or more states may also designate interstate regions for these same activities. Required activities include:

- Planning that results in establishing regional performance measures
- Information sharing on employment statistics, employment opportunities and trends, and other information that might improve performance
- Coordination of services, including transportation and supportive services

Pending action by the state Council on Workforce Investment, DWD may contact local elected officials about regional planning. In addition, local areas may make voluntary decisions to collaborate on regional planning issues.

E. **JTPA Close-Out and Transition to WIA**

The State's preferred transition plan is that the WDB, once appointed, will assume the functions of the PIC and continue administering the JTPA program while planning for the full implementation of WIA. JTPA funds would be administered by the new WDB, with the new WDB honoring any sub-contracts in place for the program year July 1, 1999 to June 30, 2000. Please complete the **Letter of Intent to Transition from PIC to WDB (Attachment B)** and send to DWD-DWE by **June 30, 1999**.

Separate detailed instructions will be provided in the spring of 2000 regarding the transition for JTPA to the WIA. These instructions will address JTPA administrative requirements during this transition year as well as grant close-outs and continuation

of services to customers as we move towards full implementation of WIA on July 1, 2000.

F. Check List of Tasks for Local Elected Officials

The following is a suggested timeline (required dates in bold) and a checklist of tasks to be accomplished between June and September with the goal of having a board in place by September 1, 1999:

<input type="checkbox"/>	6/15/99	Begin nomination process for WDB members (letters to appropriate business and labor organizations, other organizations, current PIC members, etc.)
<input type="checkbox"/>	6/30/99	Complete the two Letters of Intent (Attachments A & B) and send to DWD by June 30, 1999
<input type="checkbox"/>	7/30/99	Revise LEO Consortium Agreement (Attachment F) per Wisconsin Statute 66.30
<input type="checkbox"/>	7/30/99	Revise LEO Consortium By-laws (Attachment G)
<input type="checkbox"/>	7/30/99	Close nomination process for WDB members
<input type="checkbox"/>	8/16/99	Submit nominations for WDBs to DWD for certification by August 16, 1999
<input type="checkbox"/>	9/1/99	Local boards certified by Governor. Begin drafting LEO-WDB agreement
<input type="checkbox"/>	11/1/99	With WDB, begin work on Local Plan

IV. Ongoing Role of the Local Elected Official

A. Serve as grant recipient and fiscally liable party for grant funds under WIA Title I adult, dislocated worker and youth programs.

Slightly different from the arrangement in place since 1984 under the Job Training Partnership Act, the local elected officials are named directly as the grant recipient, but do have the option to designate another entity to receive the grant. However, the LEOs do retain fiscal liability regardless of whether they designate another entity to be the grant recipient. Fiscal liability only applies to the WIA Title I funds, not to any of the other One-Stop partner agency funding.

B. Approve budget for carrying out duties of the Local Board

The Workforce Development Board is responsible for developing a budget for the purpose of carrying out the duties of the Local Board and WIA Title I programs, but that budget is subject to approval of the chief local elected official.

C. Provide comprehensive oversight of the activities of the board

The WIA provides for local elected officials to be involved in the majority of local board activities. The exact wording or the role varies, including phrases such as: *with the agreement of, unless agreed to by, in partnership with, subject to the approval of, in cooperation with and consulted with*. Except where it clearly states “approval” such as with *approval of the budget*, the details of how local elected officials and workforce development boards will work together should be negotiated and contained in an agreement between the two groups. A sample LEO-WDB agreement will be developed by a state/local workgroup in the next couple of months.

D. Ensure that partnerships are functioning effectively

The LEOs can play a role as facilitators with the board and the partner agencies to make sure that job seeker and employer customers are being served and that local needs are being met. Effectiveness of the board will be a factor in recertification every 2 years, and local elected officials should take an active role in monitoring this.

V. Partnership Roles of the Local Elected Official under the WIA

This section provides a glimpse of the roles and responsibilities for LEOs in the overall Workforce Investment Act. These activities most likely will be initiated by others and brought to the LEOs for consultation, or to seek concurrence or approval.

A. In Partnership with the Workforce Development Board

The following are duties that the LEOs and WDB **must** do together:

- Appoint a Youth Council as a subgroup of the board, based on WIA criteria and agreement of board chairperson and chief elected official
- Develop 5 year Local Plan for the workforce development area
- Conduct oversight of One-Stop system, youth activities, and employment and training activities
- Select One-Stop operators and providers and may also terminate for cause
- Agree on Memorandum of Understanding between the board and the One-Stop operator
- Negotiate and reach agreement on performance measurement levels and any additional local measures (Local Boards, LEOs and Governor)
- Determine whether to seek waivers from the Governor

B. In Partnership with the Governor

The following are duties that the LEOs and Governor **must** do together:

- Agree on whether board may provide core or intensive services, or if board can serve as the One-Stop operator
- Negotiate on waiver requests as needed
- Negotiate and reach agreement on state and local performance measures (Local Boards, LEOs and Governor)
- Agree on accepting regional planning activities in lieu of individual area planning requirements
- Agree on whether board may provide core or intensive services, or if board can serve as the One-Stop operator (Local Boards, LEOs and Governor)
- Coordinate on state Rapid Response activities and disasters, plant closing, and mass layoffs

C. In Partnership with the state Council on Workforce Investment

The following are duties that the LEOs and state Council on Workforce Investment must do together:

- A chief elected official be represented on the state council
- Consultation with LEOs on methods and factors used for distributing youth and employment and training funds

VI. Attachments

- A. Letter of Intent for the WD Area
- B. Letter of Intent to Transition from PIC to WDB
- C. Area Industry Matrix
- D. Partner Relationships
- E. Template of County Board Resolution for Counties to Work Together
- F. Template of a Charter LEO Consortium Agreement
- G. Template of a LEO and WDB Agreement
- H. Map of Workforce Development Areas
- I. WDB Membership Nomination Form

Attachment A

Letter of Intent to Apply for
Workforce Development Area Designation
under the
Workforce Investment Act

As the Chief Local Elected Official of the _____ Workforce Development Area, and
on behalf of the counties identified herein,

I hereby indicate our intent to: (check one)

Proceed with implementation of the Workforce Investment Act with the above listed counties.

Convene local meetings to discuss possible changes to the current configuration of counties in
this workforce development area.

Name:

_____ Signature
Typed name

Title:

Chief Local Elected Official Date: _____
_____ Workforce Development Area

By submitting this Letter of Intent, you express your commitment to implement the Workforce
Investment Act with the current area, containing the counties listed and according to the attached map
OR to inform DWD that you will be considering changes. **This letter is due on June 30, 1999.**

Mail or fax letter to:

Ron Hunt
DWD-DWE
201 E. Washington Ave.
PO Box 7972, Room 211X
Madison, WI 53707-7972

Fax: 608-267-0330

Attachment C

**WIA Title I
KEY PARTNER RELATIONSHIPS**

The following is a descriptive narrative to help the reader understand the various groups and their relationships. This does not indicate any final DWD policy at this time.

Governor

The Governor will establish the framework for implementing WIA including key areas of policy governance and workforce development system directions. As a member of the state Council on Workforce Investment, Governor Thompson will provide the direction on a continuing basis to the CWI for addressing the workforce issues of Wisconsin.

Council on Workforce Investment

Once the current state council is reconfigured and appointed, the Council on Workforce Investment will work hand-in-hand with the Governor on overall workforce visions and specific strategies to best serve employers and job seekers. The Council will work toward the alignment of workforce development funding of individual programs through common objectives via the WIA Unified Plan. This will involve interaction with effected partners. The Council's ongoing plan approvals and policy/programmatic oversight roles will help to ensure the accomplishment of statewide objectives. Additional direction will also be provided directly to the local workforce development boards. Finally, further emphasis will be placed on addressing the labor shortage needs with improved employer linkages.

Initially, the Council, in tandem with the Governor's designated state agency, will focus on key implementation aspects of WIA Title I including directions to the local elected officials on key issues of local board criteria and allocations; certifying local boards, approving waivers and training providers; negotiating performance levels with DOL and the local boards. Directions on individually funded programs for local partner actions will also be provided. The Council's review and approval of the WIA Plan will step off a five-year thrust of comprehensive training, education-related training and employment placement activities among the WIA partners which the Council will continually monitor and adjust policy directions accordingly.

Chief Local Elected Official(s)

After the chief local elected official(s) agree on appointments to the local board and designates grant recipient(s), there will be an ongoing relationship between the LEO's and the local board. Whether the LEO's regularly attend board meetings, or establish other venues, they will be mutually working together on youth council appointments; identifying roles and responsibilities of all parties including selecting a One-Stop Operator; an operating budget, and; any waivers. The LEO must agree on performance measures, and whether the local board directly provides core or intensive services

which also requires Gubernatorial approval. In general, the LEO has ongoing oversight of the local board's activities due to their legal liability.

The LEO will also be the liaison to the other local elected officials, and may serve in a broker role among state/local policy-makers or one-stop partners. In conjunction with the local board, the LEO will connect with the Governor/Council on rapid response issues and negotiate performance measures. Cooperation on larger pieces such as regional planning and economic development/labor market issues will also regularly occur between the LEO's and the local boards.

Local Workforce Development Boards

A local board in each of the 11 workforce development areas(WDA) will serve the key role of providing direction on local strategic workforce issues, identifying local needs and developing strategies to address those needs. The local board will be appointed by the LEO and work in conjunction with the LEO to establish infrastructures, and operational and programmatic protocols, including: development of the 5-year workforce investment plan; selection of the One-Stop Operator; appointment of Youth Council; determine conditions for direct local board service provision, and potential waiver requests to the Governor. The board will interface with all of the mandatory one-stop partners and other partners determined by the State or LEO as individuals at the table on the local board and as service providers or contractual agents for services. Brokering may need to occur with other non-traditional service providers and other community groups when the board certifies designated One-Stop facilities and determines resources for other sites/networks. As local entities package these operational pieces ongoing dialogue will occur with state agencies for technical assistance and contract compliance.

In addition to the policy and oversight roles of the local board, they will provide outreach to employers to meet the WIA requirements of developing employer linkages and economic development strategies to assist employers in meeting hiring needs. There will also be dialogue with neighboring WDA's to meet their regional planning responsibilities. Finally, the boards will make contact with the general public to garner input on their plan, meet open meeting law requirements, and provide performance and cost information on training providers.

One-Stop Operator(s)

The One-Stop Operator(s), mutually selected by the LEO and local board, may be an independent contractor, or a consortium of entities, or the local board/staff upon waiver by the Governor. Its role will be agreed to by the board ranging from simply coordinating service providers within the designated one-stop center to being the primary provider of services within the center. This entity will work directly with the WIA partners, the training providers and contractual entities for training. Depending on the entity designated, it could also be the direct link to the Job Seeker/Employer Customers.

Models will be developed for consideration by the local boards in the local planning guidelines.

WIA Partners

Each WIA designated, and State identified partner must have representation on the local board. Continual dialogue will occur among the board and partners as joint efforts are solidified including the memoranda of understanding on their operational responsibilities to maintain the one-stop delivery system, and the delivery of core services applicable to the partner's programs. Each WDA must have at least one designated one-stop site with comprehensive core services, and must provide access to other programs and activities provided by each WIA partner. Ongoing working relationships will continue for the efficacy of services to the job seekers and employers such as sharing labor market and other appropriate information; reconfiguring affiliated sites and networks with board approval, and; meeting performance standards. Each separately funded program will also have a direct link with the respective agencies for allocations and contract compliance and reporting.

Training Providers

Training services may be provided under contract or by an "Individual Training Account." A list of State-certified training providers will be established through a process with the state, local board and LEO to enable broader customer choice via the ITA system. Local boards may not provide training services unless the Governor grants a waiver for a restricted duration. Contracts for training services may be used instead of the direct training individual account system only under specific circumstances such as on-the-job training or customized training or based on insufficient/ineffective training providers in the area. In either case, these services will be directly connected with the designated One-Stop.

Attachment E

**SAMPLE - COUNTY BOARD RESOLUTION
FOR COUNTIES TO WORK TOGETHER**

Authorizing the County Board Chairperson/County Executive to execute a joint agreement between the counties in the workforce development area to form a consortium under the federal Workforce Investment Act.

WHEREAS, the Congress of the United States adopted Public Law 105-220, the Workforce Investment Act, to replace the Job Training Partnership Act (JTPA); and

WHEREAS, the purpose of this Act is to: streamline services through a One-Stop service delivery, empower individuals through information and access to training resources, provide universal access to core services, increase accountability for results, ensure a strong role for Local Boards and the private sector in the workforce investment system, facilitate State and local flexibility and improve youth programs.

WHEREAS, under Section 116 of the Act the Governor has designated 11 workforce development areas within the state to administer the provisions of the Act therein; and

WHEREAS, the Act and state regulations adopted by the Governor under the Act allows the counties within a workforce development area to enter into a "consortium agreement" to define their roles and relationships in administering their responsibilities under the Act; and

WHEREAS, the Act requires the Chief Elected Official (County Board Chairperson or County Executive) or his/her designee to perform several duties which assure local government control over the Local Plan adopted in our Workforce Development Area, and

WHEREAS, the counties in this Workforce Development Area need to adopt a formal consortium agreement between them for filing with the Governor:

NOW THEREFORE BE IT RESOLVED, by the County Board of Supervisors, that the County Board Chairperson/County Executive be and hereby is authorized to execute the "CHARTER LEO CONSORTIUM AGREEMENT" of the _____ WORKFORCE DEVELOPMENT AREA under the WORKFORCE INVESTMENT ACT (P.L. 105-220) which is attached hereto and made a part hereof.

ADOPTED this _____ Day of _____, 1999.

(County Committee Name)

Attest: _____
County Clerk

Attachment F

**SAMPLE - CHARTER
LEO CONSORTIUM AGREEMENT**

of the
_____ fill in name here _____ WISCONSIN COUNTIES CONSORTIUM
under the
WORKFORCE INVESTMENT ACT (P.L. 105-220)

THIS AGREEMENT, made and entered into this _____ day of _____ 1999,
by and between the COUNTIES OF _____
In the State of Wisconsin (hereinafter, the Counties):

WITNESSETH:

WHEREAS, the County Board of Supervisors of the aforementioned counties did previously
adopt resolutions authorizing the County Board Chairperson to sign a charter creating the
_____ Wisconsin Consortium under section 66.30, Wisconsin
Statutes, in order to administer the provisions of Public Law 105-220, the federal Workforce
Investment Act, and

WHEREAS, the County Board of Supervisors of each of the aforementioned counties has adopted a
resolution authorizing the County Board Chairperson or County Executive to sign this
"Charter of the _____ Wisconsin Counties Consortium under the
Workforce Investment Act (P.L. 105-220)" (hereinafter, the "Charter"):

NOW, THEREFORE, in consideration of the above premises and the mutual covenants of the parties
hereinafter set forth, the receipt and each party acknowledges sufficiency of which for
itself, the Counties do hereby agree to the following Charter:

AGREEMENT

SECTION 1: That the Counties of _____
_____.

under Section 66.30, Wisconsin Statutes, do hereby constitute themselves to be a consortium for the
purposes of Section 117 (c)(1)(B) of Public Law 105-220, the Workforce Investment Act.

-
- SECTION 2: The chief local elected officials (the chairpersons of the County Board of Supervisors or County Executives) or the designees of said officials of the Counties in paragraph 1 shall constitute the Workforce Development Area Consortium of Commissioners (hereinafter, the “Consortium”) which shall appoint the Workforce Development Board under Section 117(c)(1)(A) of the Act.
- SECTION 3: The Consortium shall elect from its membership a Chairperson, a Vice-Chairperson and such other officers as may be provided in the by-laws to serve for a term of one year or until a successor is elected and qualified. Vacancies shall be filled by election for the residue of the unexpired term. The Chairperson shall appoint a staff person of one of the consortium member counties or the administrative entity to serve as board clerk.
- SECTION 4: Roberts Rules of Order, Newly Revised, shall govern the procedures of the Consortium insofar as they do not conflict with applicable law or administrative rules or by-laws duly adopted by the Consortium.
- SECTION 5: The Consortium may adopt operational and procedural bylaws consistent with this Charter, applicable federal and state laws, and rules or regulations pursuant thereto. By-laws or amendments thereto may be adopted by the affirmative vote of 2/3 of the entire membership of the Consortium at any regular meeting called for that purpose, provided that written copies thereof are delivered to each member 15 days prior to consideration.
- SECTION 6: The Consortium shall appoint the Workforce Development Board of the area, under Section 117(c)(1)(A) of P.L. 105-220 and applicable rules thereunder.
- SECTION 7: The Consortium shall execute an agreement with the Workforce Development Board for the operation and functions of the Board under Section 117 of the Act, and shall approve all Local Plans under Section 118 of the Act.
- SECTION 8: The Consortium shall perform all functions for local elected officials as contained in P.L. 105-220, the federal Workforce Investment Act.
- SECTION 9: This Charter agreement shall be effective when approved by Resolutions adopted by the County Board of Supervisors of each county party hereto and executed by the chief elected official thereof pursuant to said resolution and shall thereupon act to repeal and supersede any and all prior written or oral consortium agreements under P.L. 102-367, the Job Training Partnership Act.
- SECTION 10: Amendments to the Charter agreement may be adopted with the concurrence of the Board of Supervisors of each county party hereto. The Consortium may be dissolved and this agreement may be rescinded only with the consent of all the Boards of Supervisors of the counties party hereto and the Governor.

◆-----◆
IN WITNESS WHEREOF, the parties hereto have caused this Charter Agreement to be executed
by the Chairperson of the County Board of Supervisors or the County Executive of
the aforementioned Counties.

COUNTY
BY: _____
County Executive

COUNTY
BY: _____
County Board Chairperson

ETC. ETC. for the number of counties in the
area

Done this _____ Day of
_____, 199__.
in the City of _____, WI.

ATTEST:

Attachment G

**SAMPLE – LOCAL ELECTED OFFICIAL CONSORTIUM
BY-LAWS
OF THE
_____ WISCONSIN COUNTIES CONSORTIUM
UNDER THE WORKFORCE INVESTMENT ACT
(P.L. 105-220)**

Preamble

WHEREAS, the Counties of _____
have been duly constituted themselves to be the Wisconsin Counties Consortium; and

WHEREAS, the Consortium has been duly authorized by the Charter of the
_____ Wisconsin Counties Consortium to adopt bylaws for said
consortium;

NOW, THEREFORE, the Consortium does hereby adopt the following bylaws:

Article I
Consortium Established

The counties aforementioned, under Section 66.30, Wisconsin Statutes do hereby constitute themselves to be a consortium for the purpose of Section 117 (c)(1)(B) of Public Law 105-220, the Workforce Investment Act.

Article II
Governance

A. CONSORTIUM:

The Consortium shall be governed by _____ members (hereinafter, “the Consortium”), which shall consist of the Chief Local Elected Officials of each member county or the designee thereof, as provided hereinafter.

-
1. The County Executive shall be the Chief Local Elected Official (LEO) of any county having a County Executive. In all other counties, the County Board Chairperson shall be the LEO.
 2. The appointment of any Commissioner designated by the LEO of any member county shall be subject to confirmation by the county board of said county. Notice of confirmed appointments shall be filed in writing with the clerk of the Consortium.
 3. The appointed Commissioner shall be an elected or appointed official of the county represented, and shall serve a term concurrent with the term of the LEO making the appointment. Should the appointee vacate his or her county office, his or her seat on Consortium shall be deemed vacant.
 4. No alternates, other than the Commissioner designated hereunder, shall be permitted on the Consortium.

B. OFFICERS:

1. The Consortium shall annually in May select from its membership a Chairperson, a Vice-Chairperson and a Treasurer to serve for a term of one year or until a successor is elected and qualified. All officers shall be elected county officials. Vacancies shall be filled by election for the residue of the unexpired term. The Chairperson shall appoint a staff person of one of the Consortium member counties or of the Workforce Development Board staff to serve as Clerk.
2. The Chairperson shall preside over meetings of the Consortium, act as chairperson of the executive committee, appoint all committees created by the Board, be responsible for the management of the affairs of the Consortium, and serve as the Consortium Chief Elected Official under Section 117 (c)(1)(B) of P.L. 105-220. The Chairperson shall sign all documents and contracts when authorized by the Consortium.
3. The Vice-Chairperson shall perform the duties of the Chairperson in his/her absence or disability.
4. The Treasurer shall be responsible for keeping or causing the financial records of the Consortium to be kept in proper order. The Treasurer shall deposit all funds in the Consortium treasury and shall countersign all orders for the disbursement of Consortium funds.
5. The Clerk shall be responsible for the taking, recording, duplicating, distribution and filing of all minutes of the Consortium. The Clerk shall be responsible for keeping on file all official public records and correspondence of the Consortium or its members, upon request thereof.

C. COMMITTEES:

1. There is created an Executive Committee consisting of the officers in B(1) above. The Chairperson and Vice-Chairperson of the Consortium shall serve as the Chairperson and Vice-

Chairperson of the committee, respectively. The committee shall be responsible for management of the day-to-day affairs of the Consortium between meetings thereof as authorized from time to time by the Consortium in accord with the provisions of P.L. 105-220.

2. The Consortium may create other standing committees designate, their duties and membership, and authorize the Chairperson to appoint same. All such committees shall consist only of Consortium members.
3. The Consortium may create such joint committees with the Workforce Development Board as are needed to effectively administer the provisions of P.L. 105-220.
4. All committees authorized hereunder shall report and be accountable to the Consortium.

D. **TREASURY:** The Consortium shall designate the treasury of one of the member counties or a Grant Recipient as the Consortium treasury. The Consortium shall provide for the countersignature of at least two persons on all order checks, the Chairperson and the Treasurer.

E. **POWERS OF THE CONSORTIUM:**

The Board shall exercise those powers granted to the Local Elected Officials in a consortium of local units of government under P.L. 105-220, including:

1. Appointment of the Workforce Development Board (hereinafter, "the WDB") under Section 117(c) of the Act, and any applicable agreements.
2. Designate an entity to serve as a local grant subrecipient or as a local fiscal agent.
3. Entering into planning and operations procedural agreements with the WDB under Section 117 (d-i) of the Act.
4. Selection of a One-Stop Operator, jointly with the WDB under Section 121 (d)(1).
5. Approval of a Local Plan, jointly with the WDB, under Section 118 of the Act.
6. Approval of a budget, developed by the WDB, for the carrying out the duties of the local board under Section 117 of the Act.
7. Exercise such other powers and establish such policies under the Act as may be necessary and proper in order to carry out the foregoing powers.

ARTICLE III
PROCEDURAL RULES

- A. **RULES OF ORDER:** Roberts Rules of Order, Newly Revised, shall govern the proceedings of the Consortium insofar as they do not conflict with applicable law, administrative rules or these Bylaws.
- B. **QUORUM:** A quorum shall consist of a majority of the Consortium duly representing member counties.
- C. **AGREEMENTS, PLANS AND BUDGETS:** All agreements, local plans, and budgets for the administration of programs under P.L. 105-220 requiring Consortium approval, and any amendments thereto, shall be approved by majority vote of the members present at a meeting of the Consortium prior to execution by the Chairperson.
- D. **MEETINGS:** Regular meetings shall be established by the Consortium or may be called by the Chairperson when deemed necessary. The Chairperson may cancel any meeting so called if he/she deems that the business is not sufficient to warrant it, with the consent of a majority of the Consortium.
- E. **WDB APPOINTMENTS:**
1. All regular appointments to WDB positions shall be made by the Consortium after advertisement and solicitation for nominations in accord with the Consortium approved plan of representation and P.L. 105-220.
 2. All appointments to fill vacancies on the WDB shall be made by the Consortium for the residue of the unexpired term.
 3. Resumes solicited from persons interested in serving on the WDB shall be kept for one year and destroyed thereafter. If a WDB vacancy occurs within one year of solicitation for candidate resumes, the Consortium may select from the candidates without further solicitation, providing the candidates meet the requirements of the plan of representation and P.L. 105-220.
 4. All Consortium appointments shall require the approval by the recorded vote of a majority of the Consortium members present.
- F. **WDB RECORDS:** All records of the Consortium shall be kept at the office of the Workforce Development Board in the custody of the general manager. The Consortium shall promulgate guidelines for public record accessibility and the rates to be charged for duplication.
- G. **VOTING:**

-
1. All Consortium members shall vote on all questions unless excused by the Consortium for a conflict of interest. The member shall obtain Consortium consent prior to any recorded vote in order to abstain.
 2. A recorded vote shall be taken by roll call at the request of any member upon any question before the Consortium.

ARTICLE IV
AMENDMENTS TO BYLAWS

- A. Amendments may be proposed to the Consortium in writing by any member, and upon introduction, shall be referred to the Executive Committee, which shall report its recommendations to the Consortium at a subsequent meeting. Adoption shall require approval by the recorded vote of 2/3 of those present at a meeting of the Consortium.
- B. Copies of all proposed amendments shall be furnished to each member at least ten (10) days prior to consideration.

ARTICLE V
RATIFICATION

These Bylaws shall be effective _____, 1999 upon adoption by a recorded vote of 2/3 of those present at a meeting of the Consortium called for such purpose.

Attachment H
Workforce Development Area Map
Link from WIA homepage <http://dwd.state.wi.us/dwdwia>

Attachment I