



# CHIEF ELECTED OFFICIALS

WORKFORCE INNOVATION & OPPORTUNITY ACT  
ROLES AND RESPONSIBILITIES TRAINING

MAY 2021

# WELCOME & OPENING REMARKS

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# TODAY'S PRESENTERS



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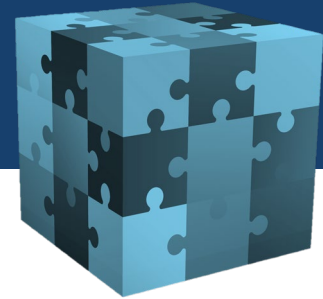
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# TRAINING OBJECTIVES



- ▶ Support Chief Elected Officials' understanding of the Workforce Innovation & Opportunity Act as a tool to drive workforce and economic development in their communities.
- ▶ Helping the Chief Elected Officials understand their roles and responsibilities outlined in the law as well as the roles and responsibilities of Local Workforce Area Board Members, and board staff, and the firewalls required to prevent conflict of interest and mitigate risk to the integrity of federal funding.
- ▶ Ensure Chief Elected Officials understand key roles and responsibilities assigned to them under the law to support comprehensive oversight of the public workforce system.

# AGENDA



1. The Workforce Innovation & Opportunity Act as a Tool to Drive Community Prosperity
2. Workforce Innovation & Opportunity Act Governance Structure, Role and Firewalls
3. Chief Elected Officials' Roles and Responsibilities under the Workforce Innovation & Opportunity Act
4. Questions and Answers
5. Wrap up and Next Steps

## ENGAGING WITH US DURING THE SESSION

- ▶ We will have dedicated time throughout the training to answer any questions you may have.
- ▶ Please feel free to type questions in the chat at any point in the training.
- ▶ All questions are good questions!

# CHIEF ELECTED OFFICIALS' GUIDE

- ▶ Outlines each function of the Chief Elected Officials.
- ▶ Today's training will cover the key functions of Chief Elected Officials.
- ▶ You are encouraged to refer to your Guide throughout today's training.

## TERMINOLOGY

- ▶ There are various elected official organizational structures in Florida. If your local area uses a consortium model, the term “Chief Local Elected Official,” applies to the consortium.
- ▶ In Florida, the term local workforce development board is used synonymously with local “board of directors.”





# THE WORKFORCE INNOVATION & OPPORTUNITY ACT AS A TOOL TO DRIVE ECONOMIC STABILITY

WORKFORCE INNOVATION & OPPORTUNITY ACT

# WORKFORCE INNOVATION AND OPPORTUNITY ACT

- ▶ Signed into law with broad, bi-partisan support on July 22, 2014
- ▶ First major workforce development legislation since the Workforce Investment Act of 1998
- ▶ Outlines the vision, goals, objectives, and requirements for how the public workforce system is structured and operates



# WORKFORCE INNOVATION & OPPORTUNITY ACT VISION

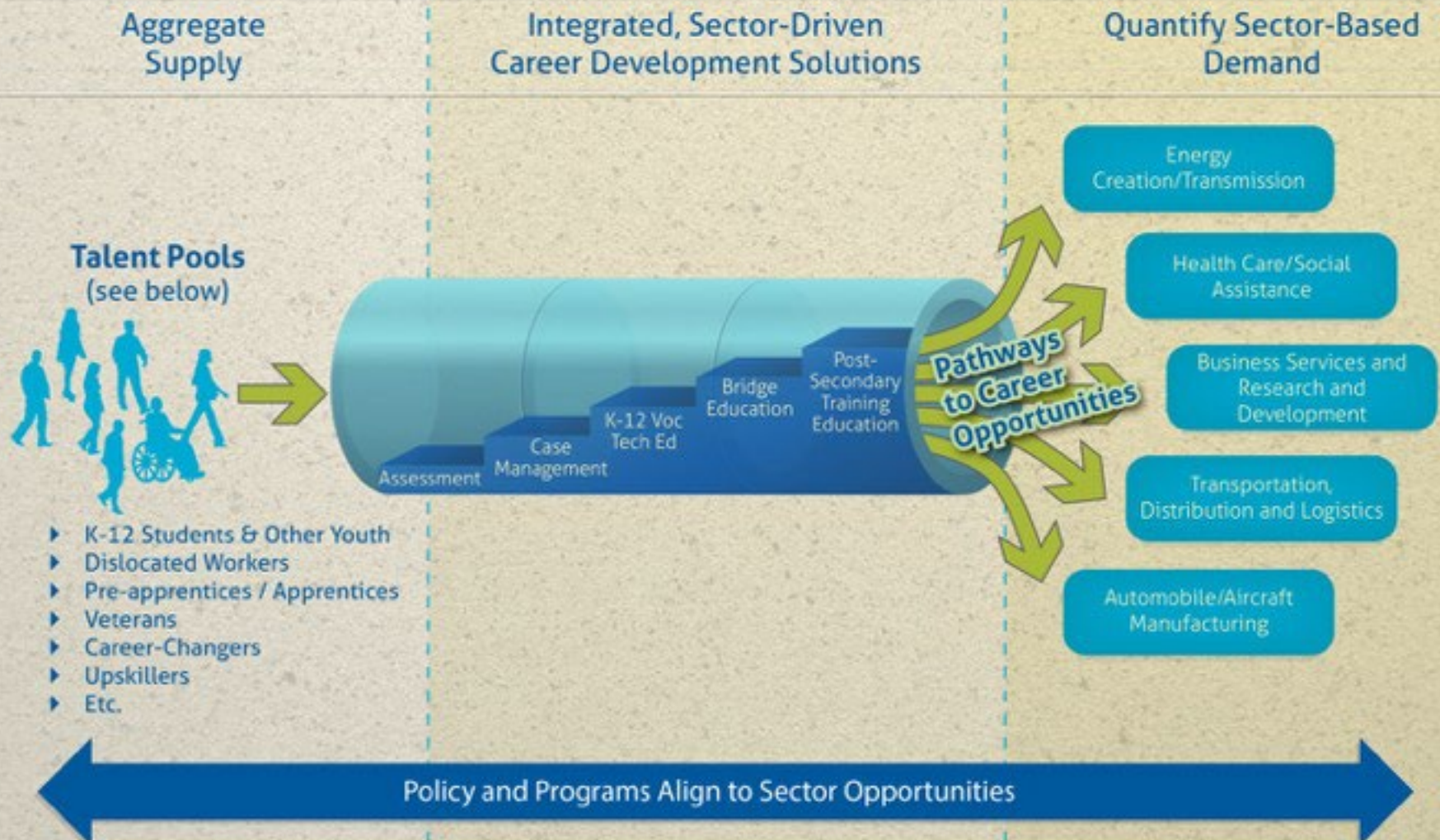
Seeks to improve job and career options for our nation's workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses.

Supports the development of strong regional economies where businesses thrive, and people want to live and work

Based on idea that public workforce system supports development of a talent pipeline

# A World-Class Talent Pipeline:

## The Talent Supply Chain Vision



# FIVE KEY PRINCIPLES

## WIOA Operating Guidance



- ▶ Integrated Service Delivery
- ▶ Focus on Strategy
- ▶ Regional Economic Development
- ▶ High-Quality Services
- ▶ Accountability & Transparency

# HALLMARKS OF EXCELLENCE

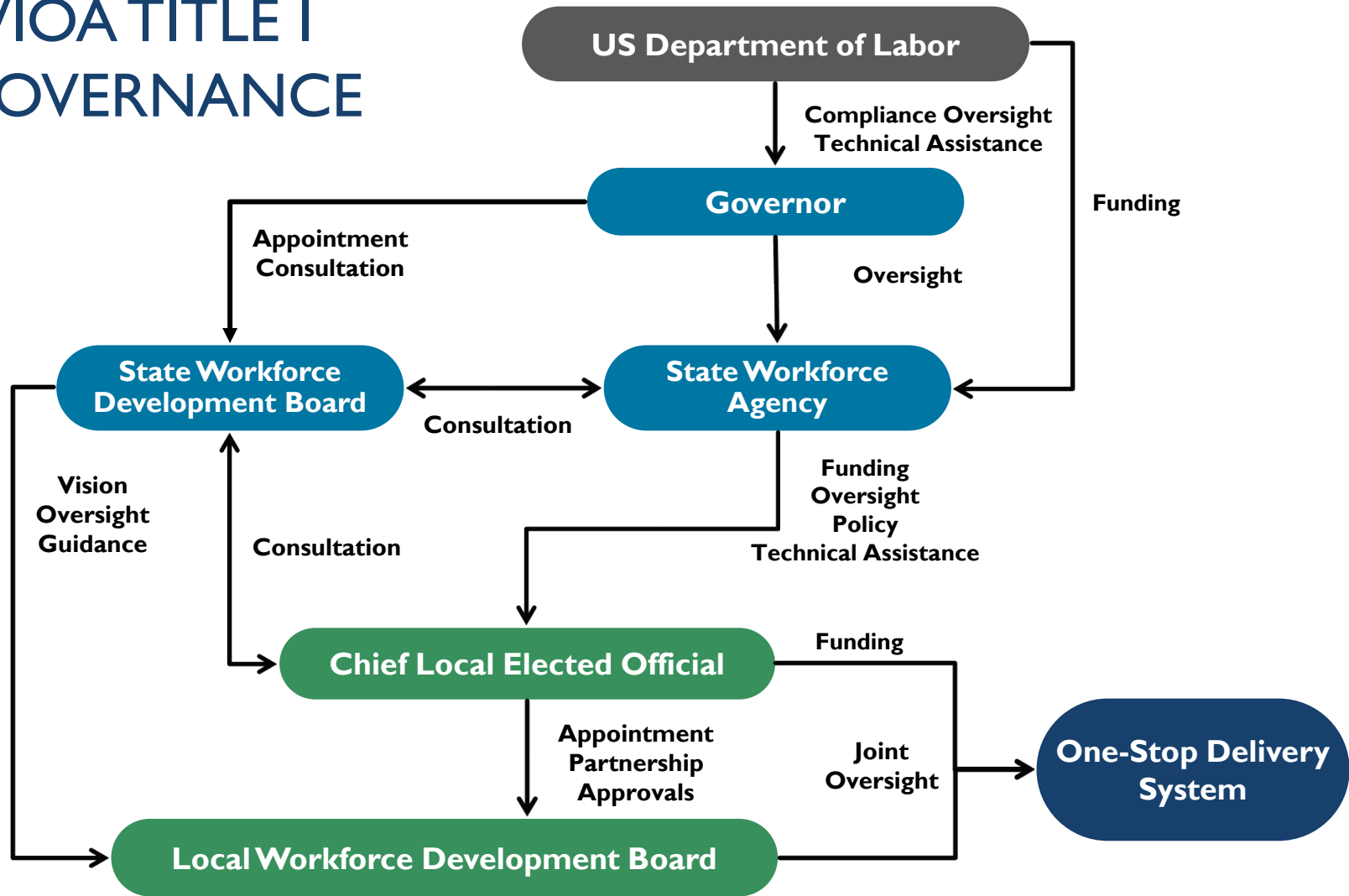




# WORKFORCE INNOVATION & OPPORTUNITY ACT GOVERNANCE STRUCTURE, ROLES AND FIREWALLS



# WIOA TITLE I GOVERNANCE





# US DEPARTMENT OF LABOR EMPLOYMENT AND TRAINING ADMINISTRATION

- ▶ Federal agency that administers the Workforce Innovation & Opportunity Act Title I program and grants funding to states
- ▶ Mission: To contribute to more efficient functioning of U.S. labor market by providing high-quality job training, employment, labor market information, and income maintenance services primarily through state and local workforce development systems
- ▶ National Office and six Regional Offices
  - Federal Project Officers work directly with states to conduct monitoring/oversight and provide technical assistance

# GOVERNOR

- ▶ Official Workforce Innovation & Opportunity Act grant recipient
- ▶ Designates a State Workforce Agency to receive and administer the funding on his/her behalf
  - Department of Economic Opportunity
- ▶ Appoints members to the CareerSource Florida Board of Directors following criteria outlined in the law
  - CareerSource Florida
    - Board
    - Staff

# STATE WORKFORCE AGENCY

- ▶ The Florida Department of Economic Opportunity is the state workforce agency
  - Grants local Workforce Innovation & Opportunity Act funding to Chief Elected Officials (or the fiscal agents designated to receive it)
  - Provides subject matter expertise to the state workforce development board / CareerSource Florida (along with other key state partner agencies)
  - Develops policy and guidance for the local system
  - Monitors implementation of the Workforce Innovation & Opportunity Act program for compliance and effectiveness
  - Provides technical assistance and training to support effective implementation

# STATE WORKFORCE DEVELOPMENT BOARD – CAREERSOURCE FLORIDA

Appointed by the Governor to oversee implementation and continuous improvement of the state workforce system.



Purpose is to convene state, regional and local partners to:

Enhance the  
capacity of the  
system

Align and  
improve program  
outcomes

Promote  
economic  
growth

Engage  
businesses and  
other  
stakeholders

Support  
achievement of  
the state's vision  
and goals

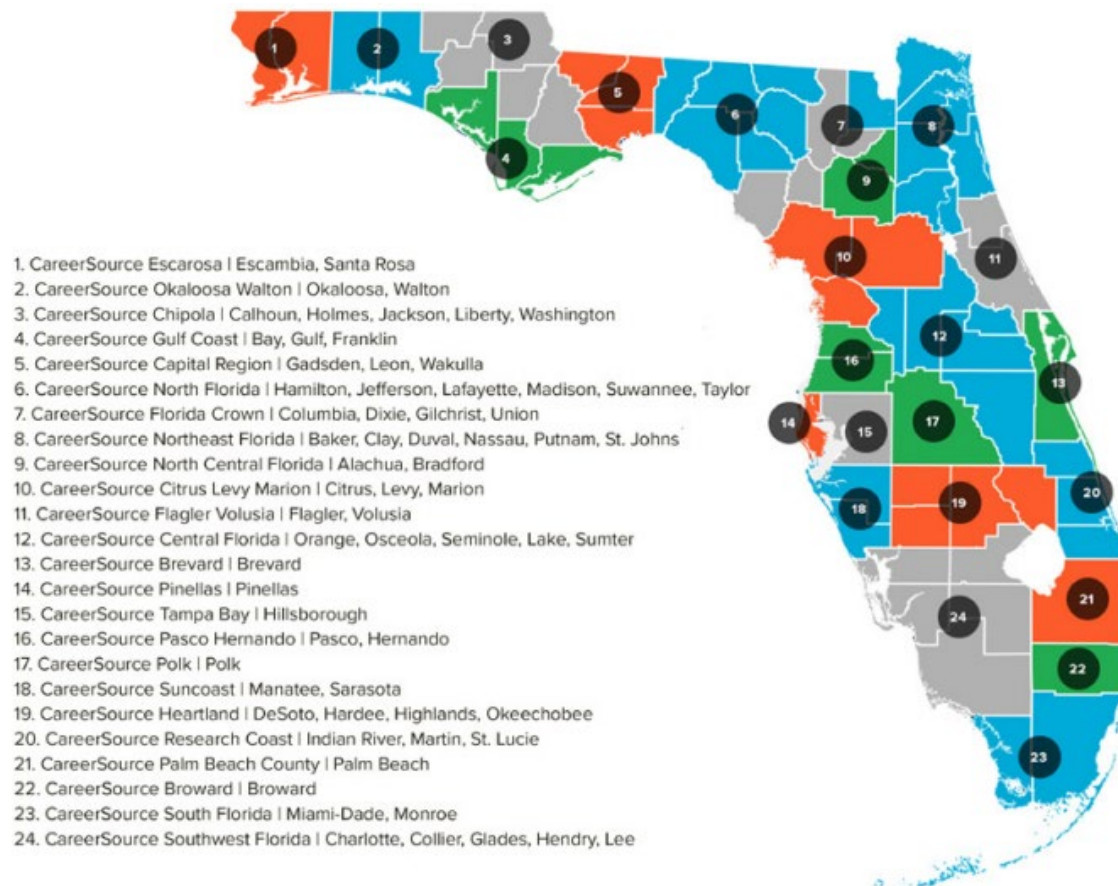
# CHIEF ELECTED OFFICIALS

- ▶ Chief elected official is the head of a unit of local government
- ▶ Significant responsibility and opportunity to shape the local system and use it as a tool to drive community prosperity
- ▶ Sets the foundation which allows the local workforce development board to be strategic and visionary

# LOCAL WORKFORCE DEVELOPMENT AREA

- ▶ Local workforce development areas are designated by the Governor after taking into consideration:
  - Local labor markets
  - Regional economic developer areas
  - Area resources and capacity
- ▶ Local workforce development board publishes a Workforce Innovation & Opportunity Act local plan outlining vision, goals, strategies and investments for the area.

# LOCAL WORKFORCE DEVELOPMENT AREAS



# LOCAL WORKFORCE DEVELOPMENT BOARD



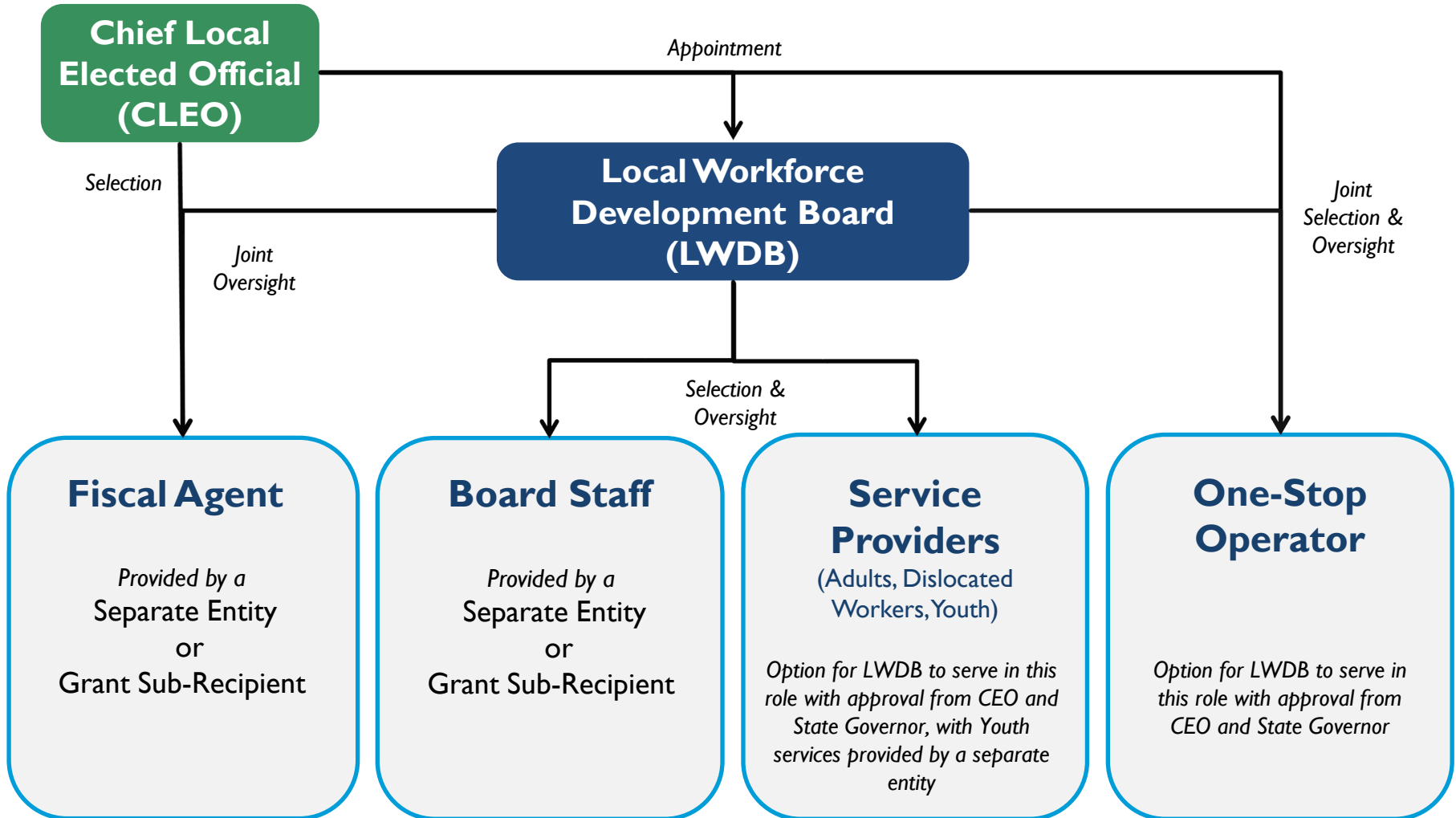
- ▶ Appointed by Chief Local Elected Official
- ▶ Serves as the strategic leader and convener of workforce development system stakeholders in the local area
- ▶ Majority of members represent business
  - Board Chair must represent business
- ▶ Partners with employers and the workforce system to develop local Workforce Innovation & Opportunity Act plan, policies and investments that drive the vision for economic prosperity.



# AMERICAN JOB CENTERS

- ▶ Physical centers where job seeker and business customers access employment and training services
  - Career Source Florida
  - Referred to as career centers
- ▶ Designed to provide a full range of assistance under one roof (and virtually)
  - Job seeking customers
  - Business customers
    - Staff may travel to meet at place of businesses but job fairs, applicant screening, sector meetings may also happen at local career centers

# LOCAL WORKFORCE SYSTEM OVERSIGHT



# ROLE OF THE FISCAL AGENT

**In general, the fiscal agent is responsible for the following functions:**

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- ▶ Receive funds
- ▶ Ensure sustained fiscal integrity and accountability for expenditures in accordance with Office of Management and Budget, Workforce Innovation & Opportunity Act and its corresponding regulations, and state policies
- ▶ Respond to audit findings
- ▶ Maintain proper accounting records and adequate documentation
- ▶ Prepare financial reports
- ▶ Provide technical assistance to sub-recipients regarding fiscal issues

# LOCAL WORKFORCE DEVELOPMENT BOARD STAFF

- ▶ The local workforce development board sets the vision, determines priorities, and creates action plans for workforce staff to implement.
  - Local workforce development board staff operationalize the vision through partnerships, strategies, and programs.
  - They serve as project managers for executing on the board's vision and priorities and report back to the board on progress.
- ▶ Staff must be led by the local workforce development board of directors. The board should not be led by the staff.

# SERVICE PROVIDERS

Deliver front-line services to customers, typically through American Job Centers

Engaged through a contract with the administrative entity to provide services such as:

- Case management
- Assessment
- Job search assistance
- Training referrals

Play a role in implementing the vision, goals and strategy laid out by the local workforce development board in the Workforce Innovation & Opportunity Act local plan

# ONE-STOP OPERATOR



Organization (or consortium) procured to coordinate service delivery of partners and service providers



May provide some services or be the primary provider of services



Prohibited from performing certain functions



**Does not** have a role in developing local plan, but **does** have a role in operationalizing the vision, policy and strategies defined by the LWDB

# WHAT QUESTIONS DO YOU HAVE?





# CHIEF ELECTED OFFICIALS

## ROLES AND RESPONSIBILITIES



# KEY CHIEF ELECTED OFFICIAL RESPONSIBILITIES



Determine how to share financial liability



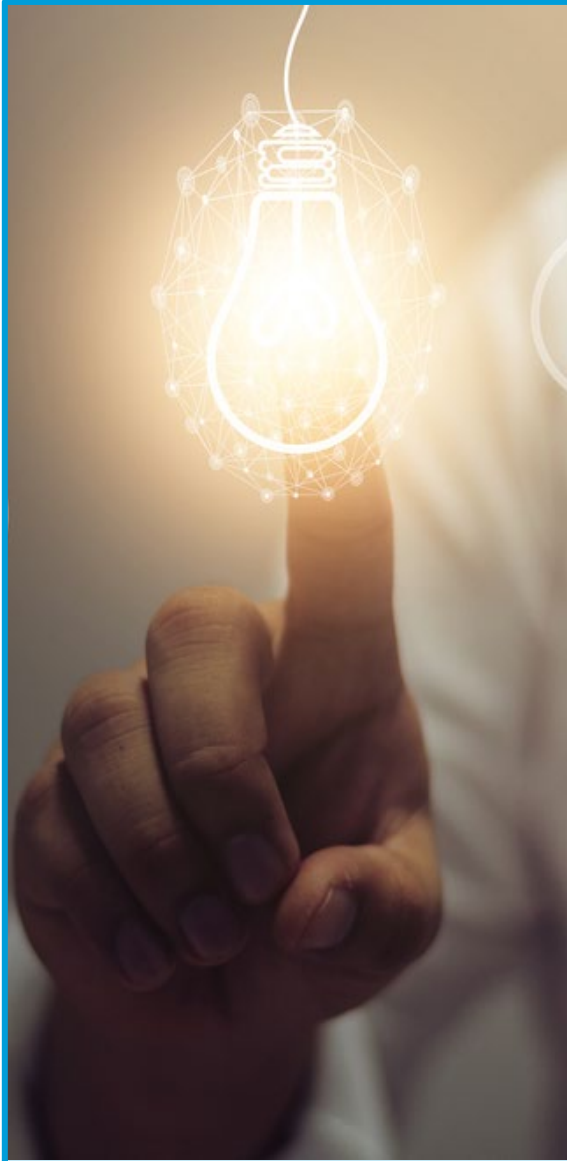
Designate a Grant Sub Recipient or Fiscal Agent



Appoint local workforce development board members



Review and approve for key Workforce Innovation & Opportunity Act provisions



## FINANCIAL LIABILITY OPPORTUNITY

- ▶ Liability for the Workforce Innovation & Opportunity Act funding is not without the opportunity to oversee and approve how and by whom the funds are spent.

# FINANCIAL LIABILITY

- ▶ Chief Elected Officials bear financial liability for funds with or without a designated grant sub-recipient or fiscal agent.
  - The law does not provide opportunity for a Chief Elected Official to waive this responsibility.
- ▶ In most cases, liability for costs which are determined to be disallowed and require repayment, rest with the entity responsible for incurring the cost.
  - This should be clearly stated in contracts and other legal documents of the local workforce development board.

# INTERLOCAL AGREEMENT

- ▶ If the local workforce development area is multi-jurisdictional, a written agreement is required which outlines how Chief Elected Officials will apportion liability in the event costs are determined as disallowed and require repayment to U.S. Department of Labor or Florida Department of Economic Opportunity.



# CHIEF LOCAL ELECTED OFFICIAL MAY DESIGNATE GRANT SUB RECIPIENT OR FISCAL AGENT

- ▶ The Chief Local Elected Official agrees the entity has reliable internal controls and ability to perform role.
- ▶ The Chief Local Elected Official ensures the designated entity has clearly defined roles and responsibilities.
- ▶ The designated grant sub-recipient/ fiscal agent disburses funds at direction of local workforce development board.
- ▶ Designation of a fiscal agent/ sub-recipient does not relieve the chief elected officials of liability for the misuse of grant funds.
- ▶ Should an entity not be designated, the Chief Local Elected Official's unit of government shall fulfill the role.

# APPOINT MEMBERS TO THE LOCAL WORKFORCE DEVELOPMENT BOARD

- ▶ Chief Local Elected Official appoints the Local Workforce Development Board members.
- ▶ Workforce Innovation & Opportunity Act provides clear guidelines for who can serve on a local board.
- ▶ All required members must have voting privilege.

# CATEGORIES OF LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

- ▶ Business
- ▶ Workforce
- ▶ Employment & Training
- ▶ Government



# APPROVE KEY ACTIONS OF LWDB



- I. Approve local workforce development board budget
- II. Approve One-Stop Operator Selection
- III. Approve Memorandum of Understanding and Infrastructure Funding Agreement



# I. LOCAL WORKFORCE DEVELOPMENT BOARD BUDGET

- ▶ All funds awarded to the local workforce development board must be budgeted.
  - Adult, dislocated worker, youth
- ▶ Develop a budget based on needs of the workforce system customers (business and individual) in the local area.
  - Budget must be consistent with local plan
    - Document which outlines what services will be provided and how.
  - Budget must include Infrastructure Funding Agreements for the local system.
    - Document which outlines how partners will share costs within the local system.

## II. ONE-STOP OPERATOR SELECTION

- ▶ Must be competitively procured every four years
- ▶ The role of the One-Stop Operator must be clearly articulated in the procurement process as well as in the legal agreement between the local workforce development board and the selected operator.
- ▶ Local workforce development boards with the approval of the chief local elected official and Governor may be selected as the One-Stop Operator.
  - This does not waive the requirement for competitive procurement
  - Local boards must prepare written documentation outlining the competitive process to be used.

# ROLE OF THE ONE-STOP OPERATOR

- ▶ Primary responsibility of One-Stop Operator is to coordinate the service delivery of required one-stop partners and service providers
- ▶ Optional roles:
  - Primary service provider in the center
  - Provide some of the services in the center
  - Coordinate service providers across the system

### III. MEMORANDUM OF UNDERSTANDING

- ▶ The agreement which outlines the operation of the one-stop delivery system and identifies the role each partner will play.
  - Must be renewed, at a minimum, every three years
  - Must include Infrastructure Funding Agreement which outlines how each Partner will fund the services of the local workforce system.

# CHIEF ELECTED OFFICIALS & LOCAL WORKFORCE DEVELOPMENT BOARD SHARED RESPONSIBILITIES

- ▶ Local Plan Development
- ▶ Conduct oversight of the local system
  - Set policy
  - Fiscal oversight
- ▶ Performance negotiations
- ▶ Regional planning, if applicable

# FIREWALLS

## Four roles designated or selected at the local level:



Any organization selected or appointed to perform more than one role must develop a written agreement with the chief local elected official and local workforce development board outlining how the organization will demonstrate internal controls and prevent conflicts of interest.

# WHAT QUESTIONS DO YOU HAVE?





# WRAP-UP & NEXT STEPS



# UPCOMING TRAINING SESSIONS

- ▶ Oversight Roles & Responsibilities for Local Workforce Development Board Members
  - May 27, 9:00 am EDT
- ▶ Roles & Responsibilities for Local Workforce Development Board Staff
  - June 2, 9:00 am EDT



# CONTACT INFORMATION



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# THANK YOU!



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Maher & Maher is a specialized change management and talent-development consulting firm focused on advancing the collaboration between workforce, education and economic development.