Introduction to Local Governance Policy

Module 1 of GSETA's Local
Governance Policy Training Series

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- Welcome to the pre-recorded webinar "Introduction to Local Governance Policy"! This is Module 1 of GSETA's Local Governance Policy Training Series.
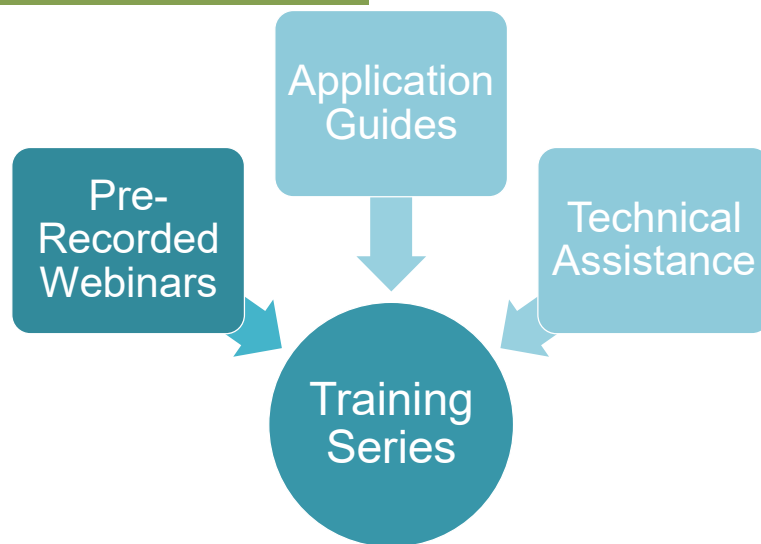
Training Series

Number	Title
Module 1	Introduction to Local Governance Policy
Module 2	The Local Workforce Development Board
Module 3	Competitive Procurement 3A: Workforce Procurement Introduction, Standards & the LWDB's Role in Procurement
	Competitive Procurement 3B: Competitive Procurement Process & RFP Best Practices
Module 4	Competitive Procurement: Evaluating Proposals
Module 5	Setting Up Clear Agreements

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- As you can see, there are five pre-recorded modules in this training series.
  1. The first module is the Introduction to Local Governance Policy
  2. Our next module will focus specifically on The Local Workforce Development Board
  3. Next, we will dive into the topic of competitive procurement. As this is such an important topic, module 3 has been broken into two smaller parts.
     1. The first, Competitive Procurement 3A is titled Workforce Procurement Introduction, Standards & the LWDB's Role in Procurement.
     2. Then, module 3B is called "Competitive Procurement 3B: Competitive Procurement Process & RFP Best Practices."
  4. After we've set the foundation for competitive procurement and its process, we move into discussing Evaluating Proposals
  5. Lastly, we will wrap this training series up with our final module on Setting Up Clear Agreements
- We are in Module 1 now. Let's look more closely at the format of this training series, and how to best use it for your local needs.

Format of Training

- The training series has three components:
  - The pre-recorded webinars, a 5-module series, which we just reviewed
  - Application guides, which accompany each webinar,
  - And technical assistance, afterwards. Technical assistance involves you scheduling time to meet with a WIOA subject matter expert, who can help to coach you or answer questions in a customized way!
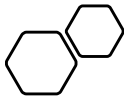
Application Guide

As you go through this training, you will see these icons which indicate a prompt for reflection. You can:
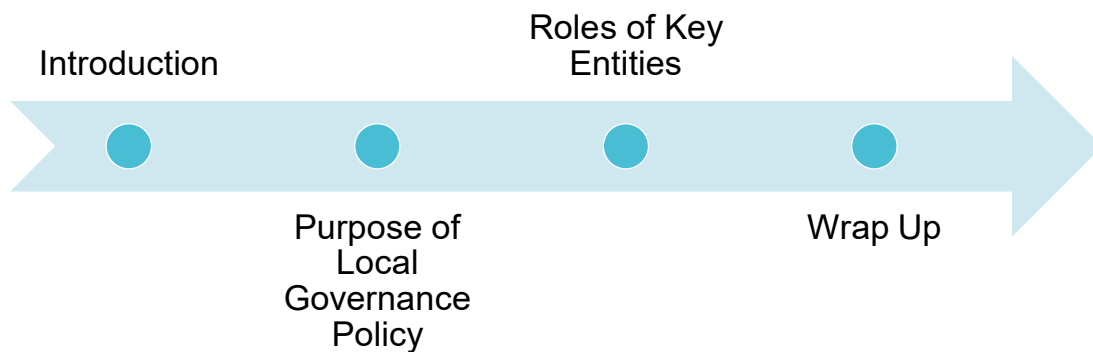
1. Pause the training and do the prompt, OR
2. Complete the training and then go through the guide.

- Let's look more closely at the application guide – this resource is all about putting policy into practice at the local level. The focus is, "What is the practical application here?"
- *Click* - As you go through this training, you will see these icons which indicate a prompt for reflection. You can:
    1. Either, Pause the training and do the prompt, OR
    2. Complete the training and then go through the guide.
- All right, let's look at our agenda for Module 1.

Agenda

Introduction

Roles of Key Entities

Purpose of Local Governance Policy

Wrap Up

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- Here is the agenda, or main topics, for this module.
  1. We are in the introduction section now.
  2. Then, our first main topic will be the purpose of local governance policy,
  3. Followed by the roles and responsibilities of key entities.
  4. And, finally, we will wrap up, and preview the next module in the training series.
- Let's move onto reviewing our objectives for this module.

Objectives

✓ Explain the purpose of establishing local governance policy

✓ Define the Local Workforce Development Board (LWDB), the One Stop Operator, One Stop Career Services Provider, and One Stop Youth Services Providers

✓ Compare and contrast the roles of the LWDB, the One Stop Operator, One Stop Career Services Provider, and One Stop Youth Services Providers

✓ Identify possible areas of change for local governance

- Objectives refer to what you should able to do by the end of this module. Our objectives today are for you to be able to:
    1. Explain the purpose of establishing local governance policy.
    2. Define the Local Workforce Development Board (LWDB), the One Stop Operator, One Stop Career Services Provider, and One Stop Youth Services Providers.
    3. Compare and contrast the roles of the LWDB, the One Stop Operator, One Stop Career Services Provider, and One Stop Youth Services Providers.
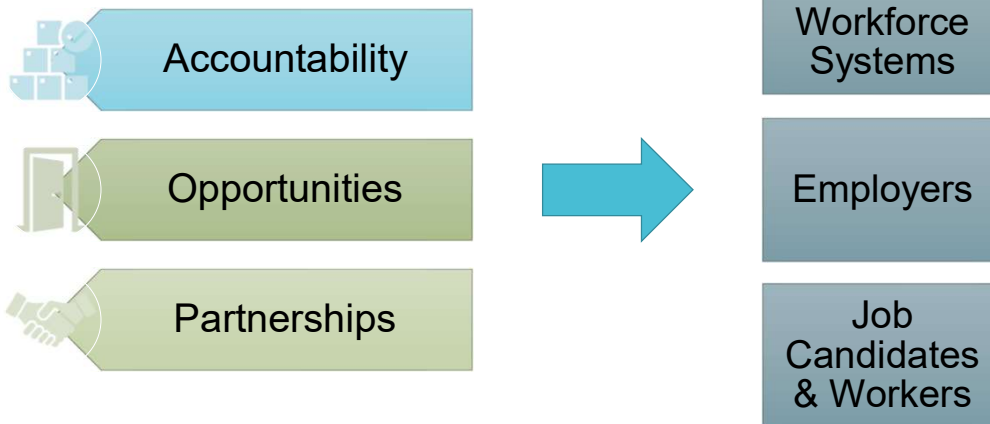   4. And lastly, identify possible areas of change for local governance.

Purpose of Local Governance Policy

For Local Workforce Systems, Employers, and Candidates

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- As mentioned, let's start off by discussing the purpose of local governance policy.

Introduction to Purpose

Accountability

Opportunities

Partnerships

Local Workforce Systems

Employers

Job Candidates & Workers

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- Local governance policy, as outlined in both WIOA and NJ Public Contracts Law, is important.
- Its purpose is to create and enhance:
    - Accountability,
    - Opportunities, and
    - Partnerships,
- For local workforce systems, employers, and job candidates & workers!
- Let's look at each purpose in a little more detail…

Accountability

- ✓ Accountability in the context of local governance policy refers to accepting responsibility for the proper use of public funds.
- ✓ Accountability comes from:
  - Competitive procurement
  - Setting measurements for success
  - Consistency
  - Monitoring systems

- Accountability in the context of local governance policy refers to accepting responsibility for the proper use of public funds. Using public funds should be done with integrity and transparency.
- Accountability comes from:
  - **Competitive procurement** (we will dive into this in Modules 3 and 4!)
  - **Setting measurements for success.** This means having clear goals in place, as well as methods of tracking and monitoring progress toward goals. This allows you to measure not only the fiscal side of things, but also the customer side – employers and candidates.
  - **Consistency.** There are a lot of organizations who partner together to form a local workforce development system. Consistency in understanding performance and tracking data, for example, helps provide accountability across partners. To make decisions, and evaluate progress, governance needs consistent, good data.
  - **And lastly, Monitoring systems.** Through consistent evaluation, a "checks and balances" system is created to ensure that funds are properly spent and the funded work and/or services are leading to the intended outcomes.
- In addition to *accountability*, another purpose of local governance policy is to

create and enhance *opportunities*…

- Local governance policy creates opportunities for our customers and stakeholders. It creates a stronger system which in turn creates stronger services.
- **For Employers:**
    - **Local governance policy strengthens the pipeline of labor for employers' needs.** An example of how LWDBs and One Stop Centers do this is by identifying High Priority Occupations (HPOs), developing career pathways, and establishing work-based learning programs.
- **For Candidates:**
    - **An integrated one-stop center allows candidates to access whatever service they need.** This includes a range of federal, state, and local partner organizations, and both procured and non-procured services. We will look more closely at procured and non-procured services in Module 3.
- **And For Training Providers**
    - **Local training providers receive funds, while complying with policies, to prepare candidates for employment opportunities.** These providers are a crucial part of the workforce development system.
- And the last purpose of local governance policy is to create and enhance partnerships.

The structure, of both the LWDB and the One-Stop center, encourages partnerships and collaboration.

Partnerships

- The structure, of both the LWDB and the One-Stop center, encourages partnerships and collaboration to make a system that works for every stakeholder and customer.
    - In one example, WIOA policy requires that a majority of the board is to be representatives of businesses in the local area. Other required members include labor unions, community-based organizations, adult education and literacy providers, community colleges, government partners, and so on. This structure of the LWDB helps ensure partnerships and collaboration throughout the community.

The Roles of Key Entities

The Local Workforce Development Board, One Stop Operator,
One Stop Career Services, and One Stop Youth Services

- Now that we've reviewed the purpose of local governance policy, let's dive into roles and responsibilities of key entities – namely, the Local Workforce Development Board, the One Stop Operator, One Stop Career Services and One Stop Youth Services.
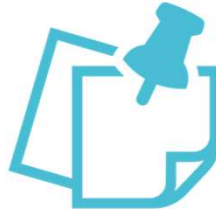
Roles vs. Responsibilities

Role	Responsibilities
Role refers to a position within a system. Role determines responsibilities.	**Responsibilities** refer to the duties or tasks accompanying that position.

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- So what do we mean when we say the "roles and responsibilities" of an entity?
- Well, **role** refers to a position within a system. Role determines responsibilities.
- On the other hand, **responsibilities** refer to the duties or tasks accompanying that position.
- We are going to establish roles first, and then discuss responsibilities.

Roles – Governance vs. Operations

Governance
The structures of governing, which drive local workforce development strategy. Sets local priorities, enacts policies, and monitors operations.

Operations
Service delivery. Follows policies and provides services.

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- Let's compare and contrast the roles of governance and operations.
    - *Governance* refers to the *structures* of governing, which drive local workforce development strategy. It sets local priorities, enacts policies, and monitors operations.
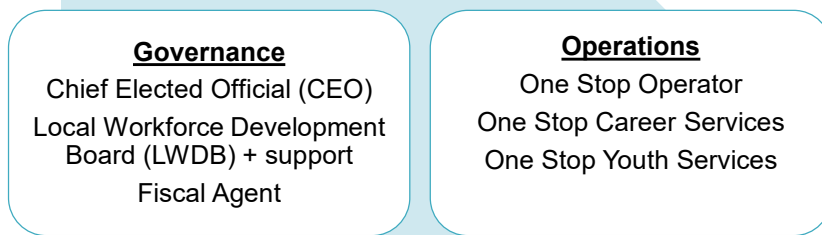   - *Operations* is service delivery. It follows policies and priorities that the federal, state, and local governments have established, and provides services to a range of customers.
- Separating governance from operations in line with WIOA policy helps to provide that accountability and structure we mentioned earlier. As such, governance **guides and directs** operations, and should not be providing services. Also, governance is *not* merely administration, although it may include that.
    - **Note:** We will talk more about avoiding conflict of interest by keeping governance and operations separate in Module 2.
- So who and what constitute "governance" at the local level?

Roles – Governance vs. Operations

Governance
Chief Elected Official (CEO)
Local Workforce Development Board (LWDB) + support
Fiscal Agent

Operations
One Stop Operator
One Stop Career Services
One Stop Youth Services

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- In local governance policy, *governance* means the Chief Elected Official (CEO), the Local Workforce Development Board (LWDB), and the Fiscal Agent. This also includes any support staff.
- *Operations,* which is a system or network of providers, includes the One Stop Operator, One Stop Career Services, and One Stop Youth Services. Operations also includes One Stop required partners.
- Since governance should be the driver of your local workforce system, let's spell out the entities and responsibilities of governance…
- [Click] Your **Application Guide** has specific prompts for reflection, under the section "Roles – Governance vs. Operations". At this point, you can either pause the recording and go through these prompts, or you can wait until after the recording concludes.

Roles of Governance

Appoints

Chief Elected Official (CEO)

Local Workforce Development Board (LWDB)

The CEO and LWDB share governance

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- WIOA local governance begins with the Chief Elected Official (CEO). The CEO is financially responsible for the workforce funds allocated to Local Workforce Development Area (LWDA). The CEO appoints members to the Local Workforce Development Board (LWDB) and approves LWDB serving as a local grant sub-recipient.
  - o Note that there may be *more than one* CEO. For example, if two different counties form one LWDA, there would be two CEOs – one from each county – who enter into a special inter-governmental agreement. We will cover agreements in more detail in module 5!
- The CEO and the LWDB share governance. In fact, the LWDB and the CEO must enter into a written agreement which describes how they will carry out their shared governance responsibilities. Again, we will look at this agreement in detail later in the training series.
- [Click] Your **Application Guide** has specific prompts for reflection, under the section "Roles of Governance". At this point, you can either pause the recording and go through these prompts, or you can wait until after the recording concludes.

Structure of Governance
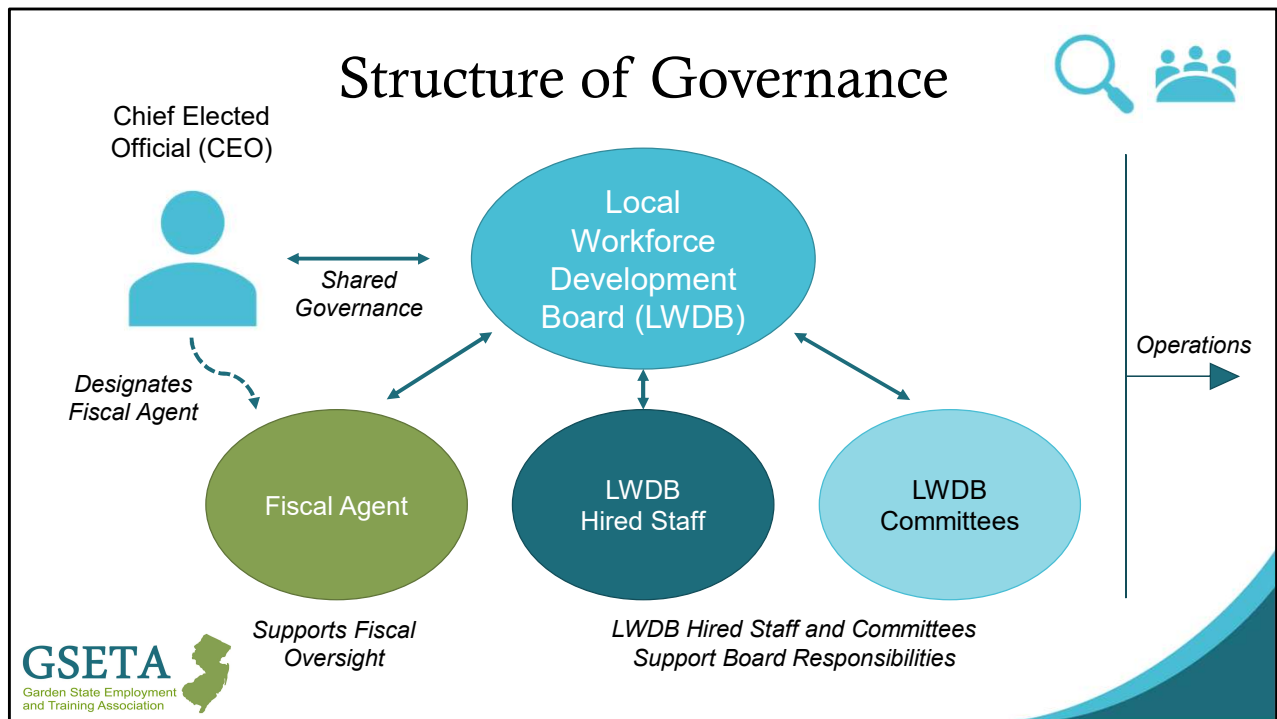
- Since there is a lot that goes into governance, the CEO and LWDB are going to need support! There are three key entities that can help the CEO and LWDB carry out their responsibilities.
  - **First, there is a Fiscal Agent.** "Fiscal agent" simply means the person or organization that receives and manages funds, so there is always a fiscal agent. However, the CEO may optionally designate a specific person as a local fiscal agent to assist in administration of grant funds. The CEO needs to clearly outline responsibilities of the fiscal agent, and at the end of the day, the CEO is still accountable for the proper use of public funds.
  - **Next, there is the LWDB Paid Staff.** LWDBs can designate or hire a director and other staff. These staff help the LWDB carry out its required responsibilities, and thereby expand its capacity.
  - **And lastly, there are LWDB Committees.** In New Jersey, there are required committees as well as optional ones. We will be discussing the structure of governance, including these required committees in more detail in Module 2.
- [Click] Your **Application Guide** has specific prompts for reflection, under the section "Structure of Governance". At this point, you can either pause the recording and go through these prompts, or you can wait until after the

recording concludes.

Governance Responsibilities

CEO & LWDB, plus support

Leading local and regional **planning**

Analyzing **labor market information**

Convening, brokering, and leveraging **stakeholders**

Engaging with **employers**

Developing **career pathways**

Identifying proven and **promising practices** for dual customers

Using **technology** to maximize accessibility and effectiveness

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- Now that we have established roles, let's move into reviewing governance responsibilities.
- Governance responsibilities – shared by the CEO and the LWDB, in addition to supporting entities – include the following:
    - Leading local and regional planning
    - Analyzing labor market information
    - Convening, brokering, and leveraging stakeholders
    - Engaging with employers
    - Developing career pathways
    - Identifying proven and promising practices for dual customers
    - Using technology to maximize accessibility and effectiveness

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Governance Responsibilities
Continued

Conducting **program oversight**

Setting local **performance accountability** measures

Negotiating with stakeholders on **infrastructure costs**

Competitive selection of One Stop Operators & Career & Youth Services Providers

Coordinating with **education providers**

Developing and administrating the **budget**

Evaluating accessibility for **individuals with disabilities**

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- o Conducting program oversight
- o Setting local performance accountability measures
- o Negotiating with stakeholders on infrastructure costs
- o Selecting One Stop Operators and Career and Youth Services Providers
- o Coordinating with education providers
- o Developing and administrating the budget
- o Evaluating accessibility for individuals with disabilities
- ▪ These are the 14 areas of local governance responsibilities. Remember, the CEO and the LWDB can have support in carrying out their duties…

Governance Responsibilities
Continued

CEO & LWDB, plus support

Fiscal Agent

Conducting *fiscal* oversight

Setting local performance accountability measures

Negotiating with stakeholders on infrastructure costs

Selecting One Stop Operators and Career and Youth Services Providers

Coordinating with education providers

Developing and administrating the budget

Evaluating accessibility for individuals with disabilities

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- This support includes the **fiscal agent**, **LWDB paid staff**, and **LWDB committees.**
  - The fiscal agent can help carry out governance responsibilities related to finances. [Click] On this list, the fiscal agent would be responsible for ***Developing and administrating the budget***. [Click] They may also partner with the board and CEO in ***Negotiating with stakeholders on infrastructure costs (and budgets)***. [Click] Finally, they would conduct ***fiscal (although not program) oversight.***
  - The LWDB paid staff, and the LWDB committees are also valuable for helping to carry out these 14 governance responsibilities. For example, your disability committee could be in charge of evaluating accessibility for individuals with disabilities, and to incorporate technology to increase accessibility of services. Additionally, your youth committee could assist in the procurement of One Stop Youth Services through evaluating RFP effectiveness and reviewing service landscape to ensure the 14 required youth program elements are available.
- [Click] Your **Application Guide** has specific prompts for reflection for each of these areas. At this point, you can either pause the recording and go through these prompts, or you can wait until after the recording concludes.

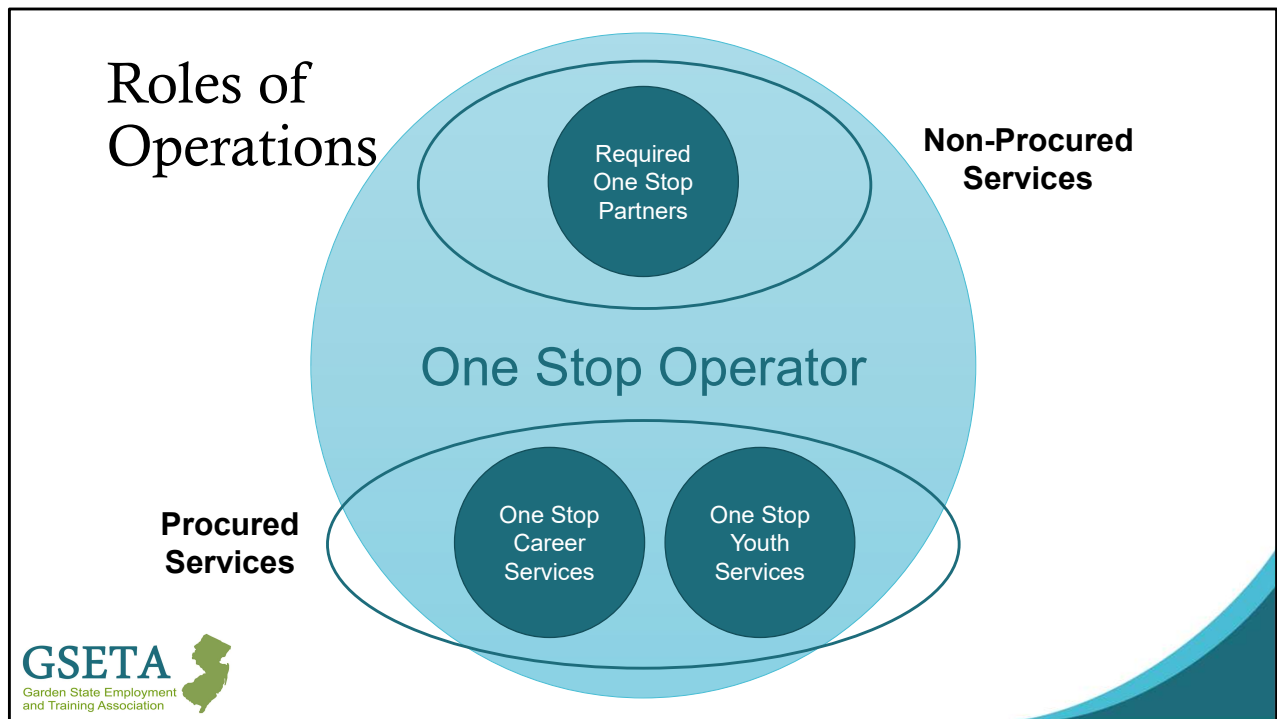- Let's revisit this slide, showing the separation of roles between governance and operations. Recall that operations are the deliverer of services. Operational entities follow policies and provides services to the dual customers (employers and candidates).
- Central to operations are the **One Stop Operator, One Stop Career Services,** and **One Stop Youth Services. All three of these are competitively procured by the LWDB (more on competitive procurement in Module 3)!**
- Next, we will look at each of their roles in more detail.

Roles of Operations

Required One Stop Partners

Non-Procured Services

One Stop Operator

Procured Services

One Stop Career Services

One Stop Youth Services

- **The One Stop Operator** has a unique role in that it coordinates all WIOA-required services – procured and not procured – in the one stop system. The One Stop Operator is the intermediary between governance and operations. The One Stop Operator can be thought of as responsible for the ecosystem, or environment, in which these services operate.
- These services include procured services – namely, **One Stop Career Services** and **One Stop Youth Services** – as well as non-procured services, which are the many WIOA-required One Stop Partners.
- Let's examine the roles of those three competitively procured entities in more detail…

Roles of Operations

One Stop Operator Provider	One Stop Career Services Provider	One Stop Youth Services Provider(s)
• Role is to coordinate the service delivery of one-stop partners and service providers. • May also act provide One Stop site functional management.	• Role is to provide a range of career services to the dual customers (employers and candidates). • These services include developing and providing work-based learning opportunities, supportive services, and career coaching.	• Role is to provide services for youth-specific needs of the community, making 14 WIOA-required elements available for youth.

- Here is a broad review of the roles of the three competitively procured providers – the One Stop Operator, the One Stop Career Services, and One Stop Youth Services.
    - **One Stop Operator Provider:** Their role is to coordinate the service delivery of one-stop partners and service providers. May also provide One Stop functional site management to ensure seamless delivery of services and operational protocols.
    - **One Stop Career Services Provider:** Their role is to provide a range of career services to the dual customers (employers and candidates). These services include developing and providing work-based learning opportunities, supportive services, and career coaching.
    - **One Stop Youth Services Provider(s):** Their role is to provide services for youth-specific needs of the community, making 14 WIOA-required elements available for youth.

Wrap Up

Key Takeaways, Application Guide, &
Technical Assistance Registration

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- As we wrap up this module, let's quickly review some key takeaways and discuss the method of registering for technical assistance.

Key Takeaways

The purpose of local governance policy is to create and enhance **accountability** for public funds, **opportunities** for customers, and **partnerships** across stakeholders.

Governance is the driver of local workforce development strategy, setting priorities, enacting policies, and monitoring **operations**, which is service delivery.

WIOA local governance begins with the **Chief Elected Official (CEO),** who appoints the **Local Workforce Development Board (LWDB).** These two share governance, and may have further support staff to help them carry out governance responsibilities.

On the operations side, the procured **One-Stop Operator** coordinates all partners in the one-stop system, including the other procured services – the providers for **One Stop Career Services** and the **One Stop Youth Services.**

- The main takeaways from today include:
  - The purpose of local governance policy is to create and enhance **accountability** for public funds, **opportunities** for customers, and **partnerships** across stakeholders.
  - **Governance** is the driver of local workforce development strategy, setting priorities, enacting policies, and monitoring **operations**, which is service delivery. Keeping governance separate and above operations helps to provide accountability and avoid conflict of interest.
  - WIOA local governance begins with the **Chief Elected Official (CEO),** who appoints the **Local Workforce Development Board (LWDB).** These two share governance, and may have further support staff to help them carry out governance responsibilities.
  - On the operations side, the procured **One-Stop Operator** coordinates all partners in the one-stop system, including the other procured services – the providers for **One Stop Career Services** and the **One Stop Youth Services.**

Application Guide & Technical Assistance

✓ Go through the prompts for reflection in your application guide.

✓ Address outstanding questions with a WIOA Subject Matter Expert by registering for Technical Assistance. Click the link or scan the QR code to register.

✓ Click Here to Register for TA!

✓ The next module in the training series focuses in more detail on the LWDB and avoiding conflict of interest.

- As a reminder, go through the prompts for reflection in your application guide.

- Address outstanding questions with a WIOA Subject Matter Expert by registering for Technical Assistance. You may click on the link or *(click)* scan the QR code to complete the registration application.

- And as a preview, the next module in the training series focuses in more detail on the LWDB and avoiding conflict of interest.

Thank You!

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- Thank you for your time and we look forward to connecting with you again in Module 2!