

Oklahoma Employment Security Commission



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Oklahoma Employment and Training Issuance #3-2006

TO: Chief Local Elected Officials
Workforce Investment Board Chairs
Workforce Investment Board Staff

FROM: Richard J Gilbertson, Director
Workforce Integrated Programs

DATE: April 11, 2006

SUBJECT: WIB Certification Process

PURPOSE: (1) To clarify the certification process, timeline, requirements, and sample documentation for Local Workforce Investment Boards. (2) The policy will also include and clarify the specific requirements to be followed for WIB membership nomination, appointment and certification, and, (3) for the separation of WIB, One Stop Operator, and WIA Title I provider staff. This issuance replaces OETI #10-2005, WIA Board Nomination, Appointment and Certification process dated May 18, 2005 and is prepared to better align State policy guidance with the Governor's Council for Workforce and Economic Development.

BACKGROUND:

WHY WIB CERTIFICATION IS IMPORTANT

In Oklahoma's Strategic Two-Year State of the Workforce Investment Plan Governor Brad Henry's ultimate goal is to *"provide quality access to quality services that will create a quality workforce and ultimately link Oklahomans to quality jobs. It will create a workforce system that supports economic development and provides more efficient comprehensive services to business."* To accomplish this goal, one of the major initiatives of the Plan is *"Local Workforce Investment Boards must serve as a broker in coordinating all workforce-related services within a regional area in collaboration with economic development."* This requires that each local WIB progress from the role of managing local workforce programs to the new role of community issues management. This also mandates WIBs to catch the state vision for workforce and economic development, as well as develop themselves to constantly move the system forward.

The Plan also states: *“The goal is to have WIBs that are seen as the authority on workforce and economic development issues. Too often, WIBs are seen as simply “WIA Oversight Committees” and are much too involved in programmatic minutia. The State wants to assist local WIBs to become truly system oriented by aligning services and resources and developing exciting and innovative collaborative efforts with all entities involved in economic and workforce development issues.”* The local WIBs must become a board of directors for system development, a convener of partners, a broker of services, and become focused on system development.

The desired state in each region is to have economic development, education, the WIBs and the One Stop system all moving towards the same goals to solve community workforce issues. It is the responsibility of the local WIB to create that alignment. This requires highly effective WIBs.

WIB certification is a process that will create effective WIBs by:

- ensuring WIBs have proper membership, including
 - key industry representation
 - geographic representation
 - key community leadership
- positioning the WIB to
 - convene and engage partners
 - facilitate community workforce development issue discussions
 - broker services and connect the dots
- WIBs will be able to empower themselves to
 - find solutions
 - provide a system of quality access to services
 - leave no worker behind and increase per capita income
 - enhance regional economic development

APPROACH USED TO DEVELOP THE WIB CERTIFICATION PROCESS

In order to ensure the local Workforce Investment Boards are prepared to meet these challenges, the Governor’s Council during the past year has challenged the WIBs to continually grow and develop by requiring they complete several activities. Several of these activities include:

- Chartering and implementing Business Services Teams
- Developing a WIA compliance plan which includes WIB strategic plan
- Ensuring effective WIB membership
- Creating a separation between WIB staff and WIA service provision
- Identification of One Stop Operators and Center Managers
- A signed partnership agreement

In order to support and prompt the completion of these important WIB development activities and ensure WIBs are recognized and rewarded for their growth and their leadership of the local workforce development systems and staff, the Governor’s Council Strategic Plan calls for a WIB certification process. After initial discussions of the parameters, they collected feedback using focus groups of the stakeholders, including WIB and Council members and WIB staff.

The focus group information was brought back to the Governor’s Council, Benchmarking and Best Practices Team to shape the final draft policy and parameters. After further development and review, the Benchmarking and Best Practices Team brought the WIB Certification process to the Governor’s Council for review and approval. The Governor’s Council approved it on February 3, 2006.

MESSAGE:

WIB CERTIFICATION PROCESS AND TIMELINE

A WIB must meet the WIB certification criteria established by the Council that is listed within this document to be certified. Once the WIB has completed the requirements, it will submit the required documentation to the Governor’s Council for Workforce and Economic Development. The Council will review the documentation and certify each WIB that meets the requirements outlined in this policy.

The following timeline for this process will be followed for the first year of WIB certification:

Process Steps	Completion Date
Council completes certification policy guidance and requirements	February 3, 2006
WIBs submit certification documentation as per the guidelines	June 30, 2006
State reviews the submitted materials against the WIB certification criteria and brings recommendations for certification to the Benchmarking and Best Practices Team	July 30, 2006
The Benchmarking and Best Practices Team reviews and finalizes the recommendation to be brought to the Governor’s Council	August 3, 2006 - September 30, 2006
The Benchmarking and Best Practices Team recommends certification to the Governor’s Council who gives final approval	October 3, 2006
WIBs are notified of certification by official letter	October 30, 2006
At the end of one year, the Benchmarking and Best Practices Team establishes the following year’s criteria and distributes to the WIBs.	December 3, 2006

WIB CERTIFICATION CRITERIA AND DOCUMENTATION TO BE SUBMITTED

The Act requires that the State certify Workforce Investment Boards every two years. The term “certify” means the Local Workforce Investment Area Board meets all the conditions set forth by the Act, regulations, and the Governor’s Council for Workforce and Economic Development.

The following criteria must be completed and documentation submitted for the WIB to be certified this year. (Many of the requirements have already been completed by the WIB, or the WIB is currently working to complete them.) Successful local WIBs and workforce development systems require WIBs to:

- Set a vision, and, develop a mission and strategic and operational plans to carry out the vision
- Ensure effective WIB membership
- Oversee effective staffing and operations, and,

- Provide ongoing capacity building of the members and staff

Therefore, the Governor’s Council has set the following criteria to assist the WIBs to successfully and effectively lead their local workforce development systems:

Certification Criteria	Documentation
Local Two-Year Plan	Copy of the plan(s) that include <ul style="list-style-type: none"> ▪ WIB vision and mission statements ▪ Goals, objectives, strategies, and timeline ▪ WIA compliance information ▪ Revenue leveraging and enhancement plan ▪ Center services plan ▪ Signed WIB/system operator agreement ▪ Copy of draft system performance measures
WIB membership meets the federal and state required local WIB membership guidelines	Membership checklist with names, name of company, company address, position, industry represented and industry cluster.
Staffing and Operations <ul style="list-style-type: none"> ▪ Separate WIB staff/WIA Title I program operations ▪ Have an approved Partnership Agreement (that includes steps 1-4 of the November 2004 Memorandum of Understanding (MOU) Tool Kit) that is signed by all required partners 	<ul style="list-style-type: none"> ▪ Names of agencies and individuals that provide each role or an organization chart showing how separation will be accomplished. ▪ Copy of the signed partnership agreement ▪ BST charter and membership list and their plan of work/goals they were assigned, must be submitted under a separate document.
Ongoing Capacity Building <ul style="list-style-type: none"> ▪ WIB members who have completed WIB Orientation ▪ A Plan for Lead WIB staff to be trained in the required skills to lead the WIB and system 	<ul style="list-style-type: none"> ▪ Membership list of those who have completed the state’s/Council’s orientation ▪ Copy of WIB staff individualized training plan and timeline as prescribed by the State Council

REQUIREMENTS FOR WIB MEMBERSHIP NOMINATION, APPOINTMENT, AND CERTIFICATION

A. Membership Requirements

In order to meet the current and future workforce challenges, the workforce system must shift its paradigm. “Workforce programs have typically been viewed as social programs with an economic benefit. The new Workforce Investment system is an economic program with social benefits.” The Governor’s intent that Oklahoma’s workforce investment system be demand driven changes this paradigm.

The Workforce Investment Boards full membership should represent:

- the key industry clusters,

- the key community and economic development leaders/opinion leaders,
- its diversity of the workforce area, and,
- the workforce area geographically,

With the state and local WIBs focusing on key industry clusters, it is important to have direct input and assistance from businesses from within those key industry clusters. With first hand knowledge of the issues and needs of the industry cluster presented by WIB members from those businesses, the WIB can more efficiently and effectively focus their efforts to address them. As the key industry clusters represent both small and large businesses, the WIB must also ensure that they include representatives from both small and large companies.

To lead an integrated workforce system that has a common focus without the benefit of “holding the funds” for all of the parts of the system, the local WIB will need to be seen as a strong viable resource, and a leader, in the community. This requires members who are known in the community as “the movers and shakers” or, “the go to people who get things done”. Therefore, WIBs will need to ensure their members are those key community leaders who can influence and move the community with their passion and dedication.

The WIBs are responsible for creating a workforce system that serves all populations; the new entrant to the labor market, those looking for better jobs, individuals who have been working in the home without pay and are now seeking jobs with salaries, those who have been dislocated and are seeking re-employment, and the retired senior citizen looking to return to work to alleviate boredom, or to seek additional income. Since the workforce system is no longer targeted to serve only specific populations, the membership must be reflective of the general population that it serves. Therefore, the diversity of the WIB membership should match the diversity levels within the workforce investment area.

Each workforce area is comprised of multiple sub-areas consisting of neighborhoods in a large one county area, or towns and/or counties within a multi-county area. Each example may have multiple labor markets. The sub-areas often have different needs and issues to be addressed. Therefore, each WIB must have balanced representation from those multiple labor markets in order to truly address the region’s workforce development issues.

Business Member Representation: The Workforce Investment Act requires that a majority of the members of the Local Board must be representatives of business in the local area.

The Workforce Investment Act further requires that business representatives on the local Workforce Investment Board represent businesses whose job opportunities reflect the employment opportunities within that specific local area. Therefore, business representatives must be appointed from both large and small businesses. In those workforce investment areas that contain multiple local labor markets, business representatives on the board shall be selected on a proportionate basis from nominations.

In support of the Governor’s intent that Oklahoma’s workforce investment system be demand driven, public entities or businesses should not be appointed to represent business if the public entity represents a specific membership category, such as education, community based

organizations or program service provider. This applies even in those cases where a local board has determined that a public entity or business is a major employer within their workforce investment area. Businesses such as co-ops, hospitals, tribal nations, or military installations/contractors that receive public funds may serve as business representatives.

Other Member Representation: Other WIA Board members will consist, at a minimum, of the following entities or programs:

- At least two representatives of local **educational entities** from the following categories:
 - Local educational agencies,
 - Local school boards,
 - Entities providing adult education and literacy activities, and
 - Post-secondary education institutions (including community colleges where they exist).
- At least two **labor representatives**;
- At least two representatives from **Community Based Organizations**, including organizations representing the following:
 - Individuals with disabilities, and
 - Veterans.
- At least two representatives from **economic development** agencies, including private sector economic development entities;
- At least one representative from each of the **following programs or agencies**:
 - Oklahoma Department of Human Services,
 - Oklahoma Employment Security Commission,
 - WIA Title I (Adult and Dislocated Worker and Youth)
 - Adult Basic Education and Family Literacy Program,
 - Post-secondary Carl D. Perkins Vocational and Applied Technology Education program,
 - Oklahoma Department of Rehabilitation Services,
 - Community Service Block Grant (if that program is expending grant funds for employment and training activities),
 - Title V Senior Community Services Employment program (if National Sponsor), and
 - Housing and Urban Development programs (if those programs are expending grant funds for employment and training activities).
- At least one **WIA Title I National Program operator** for each of the following categories (if they are present in the local labor market):
 - Native American programs,
 - Migrant & Seasonal Farm Worker programs,
 - Job Corps,
 - Youth Opportunity Grants,

- Veterans Workforce Investment programs
- May include such **other** individuals or representatives of entities as the Chief Local Elected Official may determine to be appropriate.

Members of the Local Board must be individuals with optimum policy making authority within the organizations, agencies, or entities that they are representing. Business representatives must be owners of businesses, chief executives or operating officers, or other executives or employers with optimum policy making or hiring authority.

Local Board members terms shall be for fixed and staggered lengths of 1, 2 or 3-year increments as established by the appointing officials and the board's by-laws. Board Chairs may remove members in accordance with the Board's by-laws. Failure to attend regularly, improper handling of a conflict of interest situation, taking a job outside the business or labor sector the member was appointed to represent, or taking a job which does not have optimum policy making authority and other issues as determined by the appointing officials and the board's by-laws shall constitute cause for resignation or removal. Once a WIA Board member has been removed, no re-classification of their membership status will be allowed during the members appointed term.

Vacancies shall be filled in the same manner as initial appointments:

- Members whose terms expire may continue to serve on the Board until their replacement is appointed.
- CLEOs will make every effort to fill a vacancy within ninety (90) calendar days from the date he/she receives appropriate nominations.
- The form at Attachment 2 must be used during this process.

B. Nominations

The Act specifies that certain representatives must be nominated for Local Workforce Investment Board membership by particular organizations. The Workforce Investment Act indicates that business representatives to the Local Workforce Investment Board must be appointed from nominees of local business organizations or business trade associations. Lead city business or trade organizations should nominate business representatives from their local labor market areas.

Local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions including representatives of community colleges where such entities exist, must be selected from individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities.

Representatives of labor organizations must be nominated by local labor federations, or for areas in which no employees are represented by such organizations other representatives of employees.

WIA Board staff must seek appropriate nominations and submit them to their Chief Local Elected Official (CLEO) for action. The CLEO may require more nominations than there are

vacancies in order to exercise discretion in the selection and appointment of business representatives. The CLEO may also initiate the process of adding new members by seeking appropriate nominations, and making appointments in accordance with membership requirements, including the desire to include optional board members. However, entities that represent more than one funding stream should have no more than one representative on the Board.

C. Appointment of representatives

The Act indicates that chief elected officials will make appointments to the Local Workforce Investment Board. Local elected officials in the workforce investment area will address, in their Consortium Agreement, the selection of a *Chief* Local Elected Official and the process for making Local Board appointments. A copy of each completed appointment shall be provided to the Director of Workforce Integrated Programs and is an integral document in the certification process. To avoid confusion between Chief Executive Officers (CEOs) and Chief Elected Officials (CEOs), the State is using the term Chief Local Elected Official (CLEO) for the local elected official selected to function as the “chief.”

The local WIA board is appointed by the chief elected official(s), in the local area, in accordance with state criteria and the local elected official consortium agreement. The local elected officials, in their Consortium Agreement, can identify other local elected officials who may share this appointment authority.

Occasionally new business representatives determine that someone else in their organization is more appropriate to serve on the WIA Board. When this occurs, it is not necessary to seek this member’s resignation and seek new nominations, etc. As long as any substitute is from the same business, and also has optimum policy making authority, it is acceptable to replace the originally appointed member with this designee.

D. Membership Certification

The Act requires that the State certify WIA Board membership every two years. The State requires that local Boards must provide updated Board Membership summaries to the Office of Workforce Integrated Programs whenever changes to membership are made.

The term “certify” means the Local Workforce Investment Area Board membership meets all the conditions for establishment according to the Act and the State’s membership criteria, including the appointments, the methods of nominations, and the final composition of the board. Chief Local Elected Officials will be responsible for submitting information necessary to certify the WIA Board membership.

WIA Boards may vote to add members for a variety of reasons. There may be a need to better meet the employment opportunities in the area or business membership may be below the majority rule, or there could simply be a drop in Local Board membership.

REQUIREMENTS FOR SEPARATION OF WIB, ONE STOP OPERATOR AND WIA PROVIDER STAFF

The State of Oklahoma is committed to each local WIB supporting the State's vision of a workforce system that assists economic development by facilitating regional cooperative efforts among education, workforce and economic development. This requires each WIB to represent and facilitate their work as a neutral entity to all of the partners and stakeholders within the regional area. Therefore, in order for the WIB to be certified, these minimum standards are to be developed and adopted by each WIB regarding the separation required for WIB staff, WIA Title I provider and One Stop Operator staff. The State bases this policy on WIA Sections 117(f)(1) and (f)(2), CFR 661.310 (a), (b), and (c).

The WIA law and regulations indicate that WIBs "may not directly provide core or intensive services, or be designated or certified as a One Stop Operator, unless agreed to by the chief elected official and the Governor". WIBs also "are prohibited from providing training services, unless the Governor grants a waiver". The regulations state the above restrictions "also apply to the staff of the local Board". The regulations call for states to "establish policies, interpretations, guidelines, and definitions to implement provisions of Title I of WIA." This document clarifies the State's guidelines to Oklahoma Local Workforce Investment Boards (LWIBs) for the separation of WIB, WIA Title I provider and One Stop Operator staff.

There are four levels of activities that must be managed within the workforce system. Two of the activity levels relate to the overall **system** and the other two relate to local **program services**.

The **system** activities include planning/oversight activities and system operations. The **system planning/oversight** activities include

- setting the vision for the system,
- chartering and evaluating the One Stops
- conducting community audits to determine the key community workforce development issues that must be addressed,
- communicating the need to address the issues by publishing and sharing results of community audits,
- convening the partners within the system to develop collaborative approaches to addressing the issues,
- focusing system services,
- developing community workforce system budgets and leveraging and focusing funds from throughout the system partners to address the issues,
- developing system outcomes, and,
- measuring results of the overall system

The **system operations** activities include:

- understanding the vision,
- ensuring all partners understand the vision,
- assisting partners to create and implement a plan to reach the vision,
- assisting the WIB in completing the MOU with the partners,

- coordinating
 - diverse service delivery strategies
 - standardized core service provision,
- ensuring integrated service provision
- marketing the system, and,
- implementing quality and continuous improvement within the system.

It is the responsibility of the local WIBs to determine who will fulfill this system operations role. They are often given to either the system coordinator or One Stop Operator.

The **program** services activities also include planning/oversight and operations. The ***program services planning/oversight*** function is the responsibility of the partners and includes:

- creating the process to implement the WIB vision,
- determining the method each funding source will use to address each community issue,
- planning the method to integrate services throughout the system,
- creating Workforce Center budgets,
- creating a Workforce Center business plan, and,
- determining each agency's outcomes, and,
- measuring the results of its funding sources and programs.

The ***program services operations*** function is the implementation of each funding source's service delivery. The service provider agencies are responsible for the following program services operations activities:

- providing services,
- measuring service results,
- improving services based on customer feedback, and,
- updating its program's data for the community service/resource map.

Oklahoma is moving rapidly to a model where the ***system planning/oversight*** function is critical to carrying out the State Council's new vision for a demand driven, industry cluster-focused system. The Governor's Council is responsible for this activity statewide. The success of this model locally depends on some entity serving as an objective, unbiased broker within the community, not tied to one service model or one service entity.

Oklahoma is relying on WIBs to fill that role. Other stakeholders in the community must see the WIBs as strategic bodies that can do broad-based planning; credibly convene diverse players with multiple and at times competing agendas; and create a workforce investment system that extends well beyond Title I of WIA. To accomplish this, WIBs must be in a position to do business that is beyond just conducting meetings and fulfilling the minimal WIA responsibilities of a WIB. They must be able to study local issues, develop strategies and coalitions to address those issues, evaluate progress, garner resources to support initiatives, align service delivery to meet the strategic objectives of the state and the local area, and to make hard decisions when there is not progress against the plans.

Experience from across the country indicates the most effective way to achieve these objectives is to ensure that the WIB function is not perceived as tied to one service delivery partner and the

honest broker role is viewed as viable in the community. The optimum way of achieving this is a full separation of duties between the WIB staff providing the *system planning/oversight* activities, the Title I provider staff responsible for the *program services planning/oversight* and/or *operations* roles, and the System and/or One-Stop Operator staff conducting *system operations* activities. Full separation is defined as the WIB and its staff being a totally separate entity from the Title I provider or One Stop Operator staff – run by separate organizations.

All Oklahoma WIBs are required to move toward total separation. For some WIBs full separation is currently not possible. If this currently is not a reality, an organizational chart and plan (signed by the Chief Elected Official) describing how the following current basic principles will be achieved must be submitted as part of the WIB’s planning documents. If this is the current structure, a description of how these basic principles were achieved must be attached.

- The staff to the WIB will not run programs (a legislative requirement); and will not report to an individual who has direct responsibility for operating WIA programs;
- The WIB has sufficient internal capability to carry out the strategic role of convener, issue identifier, action planner, and evaluator of service delivery. They are recognized as a neutral broker without a specific program to protect and can provide leadership and influence on regional workforce and economic development issues.
- The WIB as a body can make decisions about resource allocation, strategic direction, industry clusters, business engagement, and other things in its purview and there is a staff to carry them out that is responsible to the WIB and not to another entity;
- The WIB can participate in State level planning activities and bring its knowledge and experience to the table, through its leadership and through its staff, to advance State initiatives;
- The WIB can develop its own budget and negotiate with local elected officials on the allocation needed to carry out the WIB duties; and, has a plan for developing multiple funding sources in the medium range timeframe.

An approved plan will constitute a Governor’s agreement for those WIBs submitting proposals that meet the above criteria and include an organizational chart showing how separation will be achieved organizationally. This agreement from full separation will be valid for one year. During that time, WIB progress and effectiveness will be evaluated against the intended criteria and the WIB should continue to move towards full separation as described.

CONTINUOUS IMPROVEMENT ACTIVITIES

The Governor’s Council understands there is a desire for WIBs to be always continually improving and strategic. Following is a partial list of activities that may be required in the next years. WIBs may elect to proceed on these activities after they have met the basic certification.

- Documented progress on the goals/objectives and strategies of the WIB’s local strategic plan
- Local System Development and Certification
 - Determining basic skills required by all One Stop/partner agency/local staff

- Ensuring all One Stop/partner agency/local staff are trained and certified in those basic skills
- Documented change in integration of services and activities as evidenced through
 - New integrated customer flow
 - Center office layout that is based on functions instead of funding sources
 - New integrated management of multiple partner staff
 - The increase in virtual access points
- An established and successful workforce development system operator
- Documented evidence the local system is meeting and/or exceeding its system performance and common performance measures
- Documented evidence of changes to local services as a result of a local service gap analysis
- The Partnership Agreement includes resource sharing information
- Documented evidence of the success of the Business Services Team
- Examples of continuous improvements made in a
 - *product* distributed by the *system*
 - *service* provided by the *system*
 - *process* conducted by the *system* in response to customer feedback and/or benchmarking others
- One key local economic development or education related issue has been completed where partners contributed/collaborated and leveraged resources to address it
- Additional funds have been obtained and/or there is evidence the resource development plan has been implemented
- Examples of continuous improvements made in a
 - *product* distributed by the **WIB**
 - *service* provided by the **WIB**
 - *process* conducted by the **WIB** in response to customer feedback and/or benchmarking others

Although these activities are not part of the WIB Certification Criteria for the first year, they will be instrumental in helping the WIB maintain progress towards becoming an effective WIB and meeting future certification goals.

DECERTIFICATION

Failure to submit WIB certification requests in a timely fashion may result in:

- de-certification of Workforce Investment Boards,
- withdrawal of the State's agreement that Workforce Investment Board staff may also perform WIA Title I services,
- or other appropriate actions.

The State may de-certify a Workforce Investment Board for

- fraud,
- abuse,
- failure to carry out the functions of the Board,

- failure to meet all WIB certification requirements (including WIB membership and separation of staff requirements), or,
- for failure to meet the performance measures for two consecutive program years.

Decertification may occur any time after the State has provided notice to the Workforce Investment Board granting them a reasonable opportunity for comment. If the State de-certifies a Workforce Investment Board, the State may require that a new Workforce Investment Board be appointed and certified pursuant to a reorganization plan developed by the State in consultation with the Chief Local Elected Official for the area.

ACTION: This issuance is official policy, and should be retained in local policy files. Please ensure that all interested parties are aware of this issuance.

CONTACT PERSON: Ann Pendergraft, Chief, Workforce Integrated Programs
ann.pendergraft@oesc.state.ok.us or Tami Decker, Program Manager, Workforce Integrated Programs
tami.decker@oesc.state.ok.us

h. The WIA Board includes at least one representative from the Community Services Block Grant (CSBG) program (employment and training).

NOTE: Community Action Agencies will nominate WIA Board representatives. Representatives are only required in the program operator expends CSBG funds on employment and training activities.

Member's Name & Title	Industry Cluster	Member's Organization	Member's Organization Address	Number of Employees	Orientated		Nominating Organization
					Yes	No	

IV. LABOR REPRESENTATIVES

Note: Nominations of the labor representatives must be made by state or regional labor councils.

Member's Name & Title	Industry Cluster	Member's Organization	Member's Organization Address	Number of Employees	Orientated		Nominating Organization
					Yes	No	

V. Community Based Organizations

Note: Nominations must include organizations representing veterans and persons with disabilities if they are operating employment and training programs in the Workforce Investment area

Member's Name & Title	Industry Cluster	Member's Organization	Member's Organization Address	Number of Employees	Orientated		Nominating Organization
					Yes	No	

VI. Economic Development Entities

Note: At least two economic development agencies, even if they are private, must be included in the membership. Economic development agencies include local Chambers of Commerce.

Member's Name & Title	Industry Cluster	Member's Organization	Member's Organization Address	Number of Employees	Orientated		Nominating Organization
					Yes	No	

Local Workforce Investment Board Nomination Slate

Workforce Investment Area: _____

Name of Nominee: _____

Position/Title: _____

Organization: _____

Nominated to Represent: _____
(Business or Mandated Workforce System Partner)

Contact Information

Address: _____

Telephone No: Work _____ Home _____

FAX: _____

E-Mail: _____

Nominating Agency/Organization: _____

Address: _____

Telephone No: _____ FAX No: _____

Signature of President, Director, or other Official of Nominating Organization

Date

Has person agreed to serve? Yes or No