

# PREFACE

## How to Use this Volume

---

This volume contains reports on four of eight case studies being conducted by the Rockefeller Institute of Government on the implementation of the 1998 Workforce Investment Act (WIA). The research is being conducted under a grant from the U.S. Department of Labor.

Chapter 1, Methodology and Case Study Summaries, by project director Patricia Billen, describes the overall project. There follows four case studies on Florida, Indiana, Texas, and Utah. The Appendix is the previously published interim report on this research by Burt Barnow of the Institute of Policy Studies, Johns Hopkins University, and Christopher King of the Ray Marshall Center, the University of Texas at Austin. A second volume of case studies on Maryland, Michigan, Missouri, and Oregon is available. Barnow and King are currently working on the final report on this study.

In the interim report, I commented that the federalism bargain for a large intergovernmental subvention like the Workforce Investment Act is worked out *horizontally* in Washington where a program's goals are agreed upon, and *vertically* by states, localities, and other organizations in the execution of federal policies.

Indeed, the same metaphor can apply for users of this volume. You can bring a horizontal perspective to bear about policy goals or a vertical perspective about policy implementation. Major questions for the purposes of reading these case studies across the major goals of WIA are:

1. **How strong is the state role?**
2. **How engaged are employers?**
3. **What is the TANF role in the One-Stop Career Centers?**
4. **How have federal performance measures affected program management and service delivery?**
5. **Are there state mandated performance measures?**
6. **How have the requirements for the "Eligible Training Provider List" affected community college involvement?**
7. **Who delivers core services?**
8. **Which programs are hardest to integrate into the One-Stop Career Centers?**
9. **How is the state using information technology to provide services and track clients?**

For readers who want to read the case-study reports across the study states, we have organized the chapters in this volume to make it easier for you to do so. Section headings are consistent throughout the case study reports. Major Roman-numeral sections are:

- I. Background Information and Issues**
- II. Leadership and Governance**
- III. Workforce System Planning**
- IV. System Administration: Structure and Funding**
- V. One-Stop Career Center Organization and Operations**
- VI. Services and Participation**
- VII. Market Mechanisms: Their Use and Effects**
- VIII. Information Technologies in the One-Stop Career Centers**
- IX. Summary Observations and Reauthorization Issues of Special Concern**

Readers can also read the cases from top to bottom — that is, vertically. This is likely to be particularly useful to readers who have an in-depth interest in a particular state or in particular approaches to the new law.

---

I wish to express my appreciation for the important contributions to this project to project director Patricia Billen, Neil Bania, Burt Barnow, Amy MacDonald Buck, Christopher King, Laura Leete, Peter Mueser, Dan O’Shea, and Deanna Sharpe.

*Richard P. Nathan*  
*Principal Investigator*