



IOWA State Workforce
Development Board



Iowa Chief Elected Officials: System Transformation Summary Session

TODAY'S PRESENTERS



Lori Collins

Senior Consultant
Maher & Maher

✉ lcollins@mahernet.com

📞 **502-542-9355**



Lynn Bajorek

Program Manager
Maher & Maher

✉ lbajorek@mahernet.com

📞 **517-899-0085**



Stacy O'Keefe

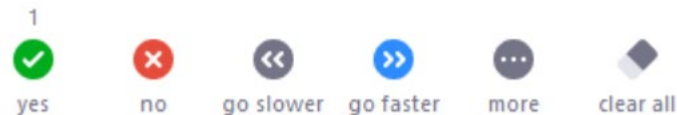
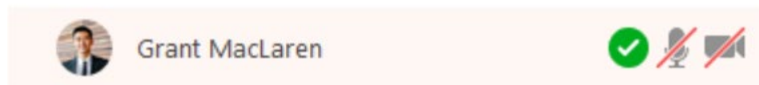
Supervisor
Division of Workforce
Investment
USDOL/ETA Region 5

✉ Okeefe.stacy@dol.gov

📞 **312-596-5527**

ENGAGING WITH US...

- Use the Participants panel on the right-hand side to provide feedback.
- Help us gauge your understanding to responding to polls when prompted.
- We have everyone on mute to minimize background noise, but we will pause to answer questions at designated times and at the end of the webinar.
- Use the chat box to raise questions at any time.



INTRODUCTIONS

- In the chat box, tell us your name and the county you represent
- What is one burning question that you need answered before you leave here today?



WELCOME AND AGENDA

1. Purpose of today's training
2. Workforce System Overview
3. Roles & Responsibilities of Chief Elected Officials
4. Questions & Answers
5. Next Steps








TODAY'S OBJECTIVES

- ✓ Provide a recap of key content delivered at face to face CEO trainings in September and October
- ✓ Build understanding of the role of the CEO in the workforce system
- ✓ Introduce key action steps of CEOs to develop the local governance structure for the workforce system in Iowa
- ✓ Engage CEOs in discussion regarding their roles as drivers of the local workforce system to understand the challenges and needs to be successful

CEO ORIENTATION AND TRAINING GUIDE

- ➡ Most information shared today is located in this guide
- ➡ Can be found at www.iowawdb.gov

**IOWA** State Workforce Development Board



**IOWA CHIEF ELECTED OFFICIALS (CEO)
ORIENTATION AND TRAINING GUIDE**

System Transformation

Submitted To:
Iowa Workforce Development

Submitted By:
Maher & Maher

Date: September and October 2019

This guide was developed to provide a foundational understanding of the role, responsibilities, tools and resources you have as a CEO to achieve your vision for a talent development system that drives community prosperity.

WIOA Overview

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

- 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



WIOA: FIVE PRINCIPLES

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



WIOA “HALLMARKS OF EXCELLENCE”



WIOA REQUIRES

Strategic coordination of
all federal programs
focused on skills
development and
training

- Employment and training services for adults, dislocated workers, and youth (WIOA Title I)
- Adult Education programs (WIOA Title II)
- Wagner-Peyser (WIOA Title III)
- Vocational Rehabilitation (WIOA Title IV)
- Other programs for specific populations:
 - Job Corps, YouthBuild, Indian and Native Americans, and Migrant and Seasonal Farmworkers



IowaWORKS

A proud partner of the American**Job**Center® network



THE IOWA *WORKS* SYSTEM

- Is Iowa's network of federally-funded programs focused on employment and training services
- Includes a broad range of services for unemployed, under-employed and youth, such as
 - Case management
 - Assessment
 - Career exploration
 - Soft skills prep
 - Resume writing, job search techniques and interviewing
 - Direct access or referral to supportive services such as transportation, housing support, daycare, substance abuse treatment, etc.
 - Training
 - Job search and placement
- Includes services for businesses, such as
 - Job postings
 - Referrals
 - Customized training
 - On-the-job training
 - Incumbent worker training



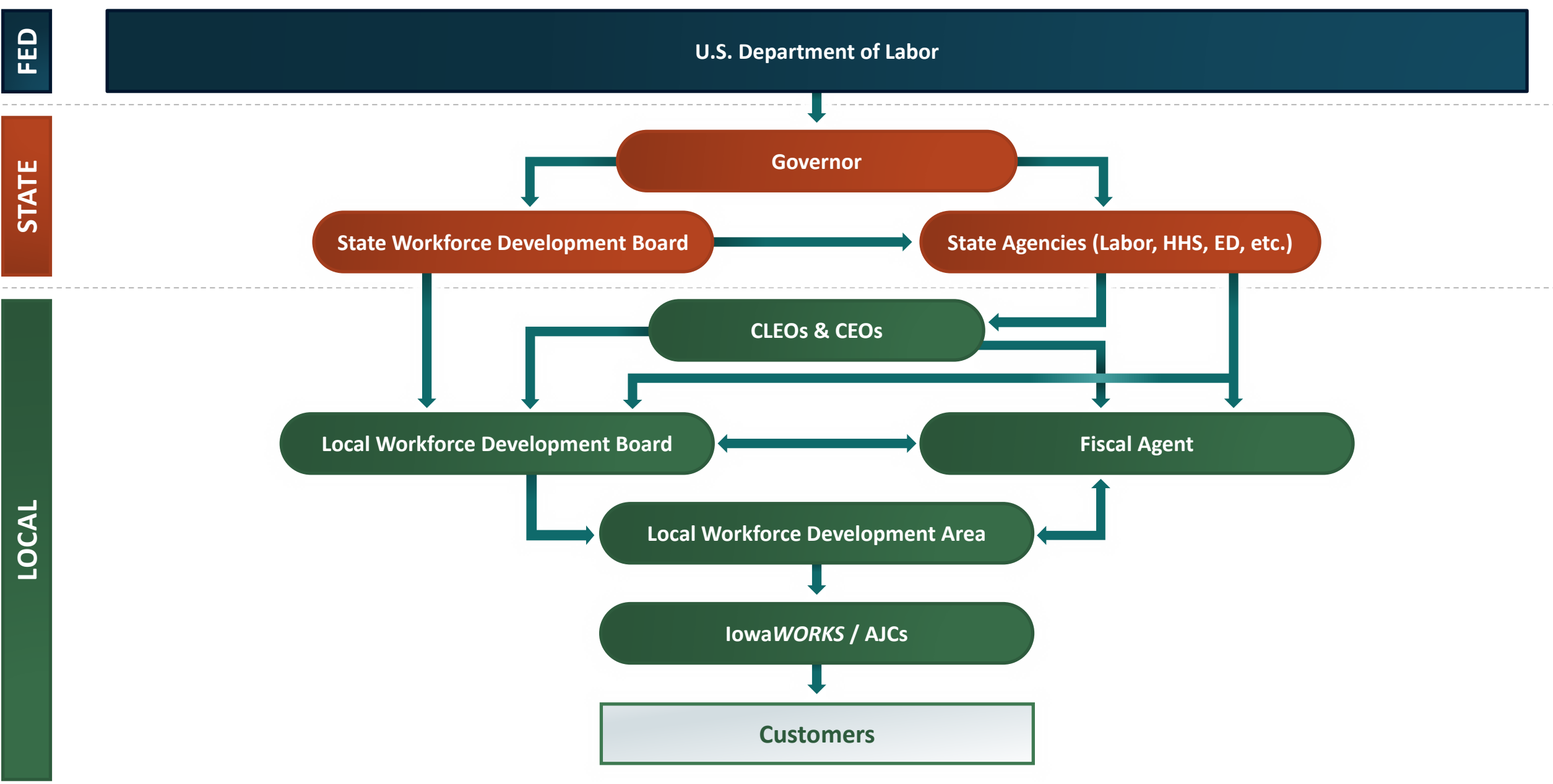
A proud partner of the AmericanJobCenter[®] network

THE IOWA *WORKS* SYSTEM, CONTINUED

- 15 comprehensive American Job Centers and 12 affiliates
- Total individuals served = 173,206
- Key statewide initiatives
 - Future Ready Iowa
 - Goal of 70% of state having some type of post-secondary credential by 2025
 - Home Base Iowa
 - Links veterans from all over the world with jobs in Iowa
 - Others to be determined by the Governor and this Board



A proud partner of the AmericanJobCenter[®] network



THE IOWA CHALLENGE



- Iowa*WORKS* is currently not compliant with the principles or key provisions of WIOA.
 - WIOA passed in 2014 and Iowa never established the required governance structure.
- The U.S. Department of Labor's Employment and Training Administration (ETA) designated IWD as being in “at-risk” status, due to extent of non-compliance
 - ETA required development and execution of a corrective action plan
- ETA's subsequent on-site monitoring and report confirmed the compliance issues and required corrective action

THE FACTS

ABOUT COMPLIANCE

To be compliant, Iowa must ensure that:

- Chief Elected Officials (CEOs) understand their financial liability for WIOA funds
- CEOs agree how their liability will be shared and put this in writing
- CEOs designate an entity to administer the WIOA funds and put this in writing
- CEOs appoint Local Workforce Development Board members
- Local Workforce Development Boards set vision for the local workforce system
- LWDBs perform the more than one dozen WIOA required functions
- Every local area has a competitively procured One Stop Operator

THE BENEFITS OF COMPLIANCE

- Assurance of vital federal funding to support Iowa job seekers and employers which allows services to continue
- The WIOA governance structure is designed to:
 - Promote accountability, transparency and high-quality services
 - Support the role of the workforce development system as a regional economic development tool
 - State and local areas align workforce programs with regional economic development; create unified plans
 - Align programs and services to reduce costs and streamline service delivery
 - Empower local boards to drive a strategic vision for talent development in their communities

QUESTIONS



SYSTEM TRANSFORMATION



The Steps

Workforce System Transformation

SYSTEM TRANSFORMATION TIMELINE

February 2019

- SWDB Vote on Realignment Committee Recommendation

January 2020

- Execute CEO Agreements

April 2020

- LWDBs develop Local WIOA Plan

December 2020

- Certify One-Stops

September 2019

- SWDB Vote on Administrative and Governance Policies
- Training for SWDB and CEOs

February 2020

- CLEOs Appoint new Local Workforce Development Boards
- Training for Local Workforce Development Boards – Beginning

June 2020

- Execute Funding Agreements w/CLEOs

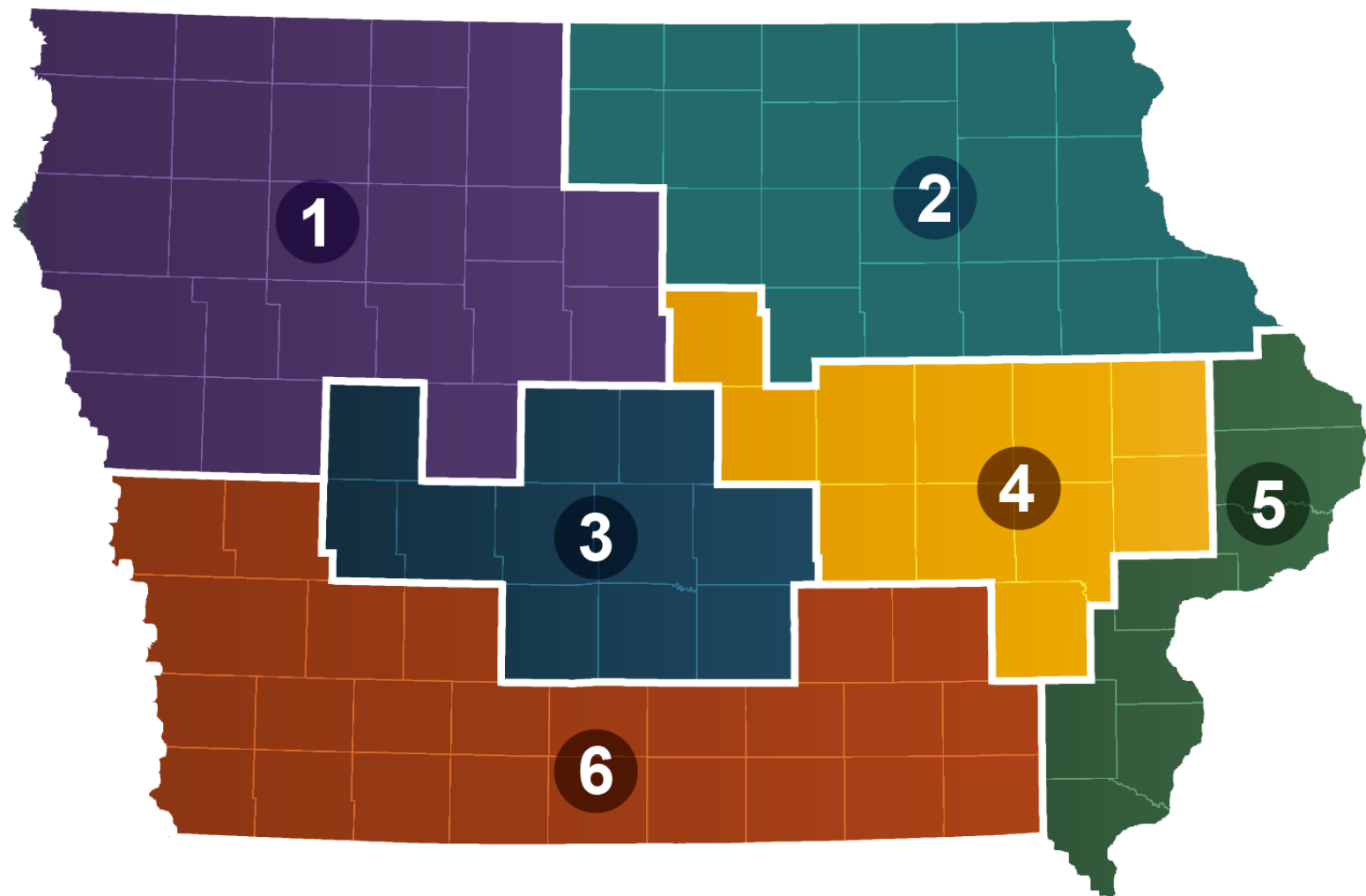
STEP 1: REALIGNMENT

- Recognizing the need to maximize limited funding, the State Workforce Development Board approved a new configuration – or what some of you may think of as a realignment – which reduces the local workforce development areas in Iowa from fifteen to six.
- This change will create much needed cost efficiencies and maximize funding for career counseling, training, supportive services for job seekers and services to business to meet their talent needs.

UPCOMING CHIEF ELECTED OFFICIAL CONSULTATION SESSION

- Background- at the recent trainings, many CEOs expressed concern that the recently approved 6 LWDA configuration is not sustainable with limited funding
- Purpose- to gather input from elected officials on the designation of local workforce development areas
- Goal- to arrive at a recommendation for a new configuration of local workforce development areas based on economic patterns and is sustainable with limited administrative dollars
- November 20, 2019 from 9:00 am – 3:00 pm at Goodwill of Central Iowa 5355 NW 86th St., Johnston Iowa

LWDA REALIGNMENT



LWDA REALIGNMENT APPEALS

- USDOL has received one or more appeals regarding the process used to identify the new LWDA configuration
- Per the established federal appeals process, USDOL requested information and documentation from Iowa regarding the process
- Iowa has supplied that information and documentation and is awaiting response from USDOL
- The realignment continues during the appeals process

STEP 2: SYSTEM TRANSFORMATION FRAMEWORK

- A Framework or plan to serve as a roadmap for all engaged in the system transformation effort
 - Begins with identification of new LWDAs and runs through certification of local Iowa*WORKS* centers/American Job Centers (2019 – 2020)
- Includes steps for key stakeholders:
 - Chief Elected Officials
 - State Workforce Board
 - Local Workforce Development Boards
 - WIOA Core Partner Agencies



STEP 3: SYSTEM TRANSFORMATION FRAMEWORK IMPLEMENTATION

➤ Stakeholder education

- SWDB webinar
 - August 27, 2019
- CEO webinar
 - August 28, 2019
- CEO Training
 - September – October 2019
- SWDB Training
 - October 4, 2019
 - November 21, 2019
- CEO Summary Session
 - November 7, 2019
- SWDB Training & Organizational Session
 - November 21, 2019

➤ Key activities are underway

➤ Establishment of Core Partner Working Group

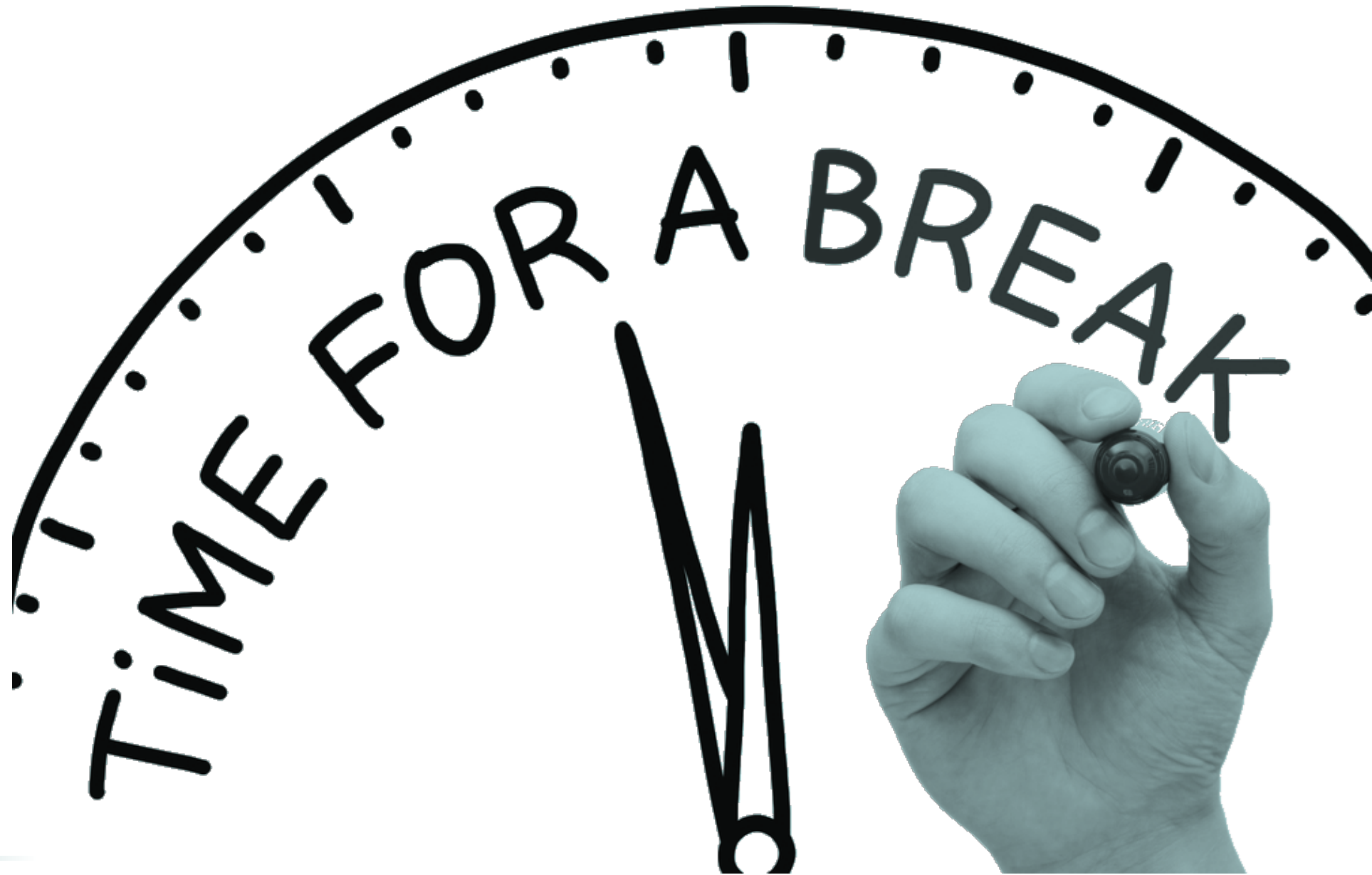
➤ Issuance of policies by IWD

➤ Development of WIOA State Plan

ANY QUESTIONS?




TAKE A BREAK





Roles & Responsibilities of the Chief Elected Officials

CEO ORIENTATION AND TRAINING GUIDE

- The remainder of the session we will be looking at numerous pages in the guide.
- Was emailed and located at www.iowawdb.gov

**IOWA** State Workforce Development Board




**IOWA CHIEF ELECTED OFFICIALS (CEO)
ORIENTATION AND TRAINING GUIDE**

System Transformation

Submitted To:
Iowa Workforce Development

Submitted By:
Maher & Maher

Date: September and October 2019



This guide was developed to provide a foundational understanding of the role, responsibilities, tools and resources you have as a CEO to achieve your vision for a talent development system that drives community prosperity.

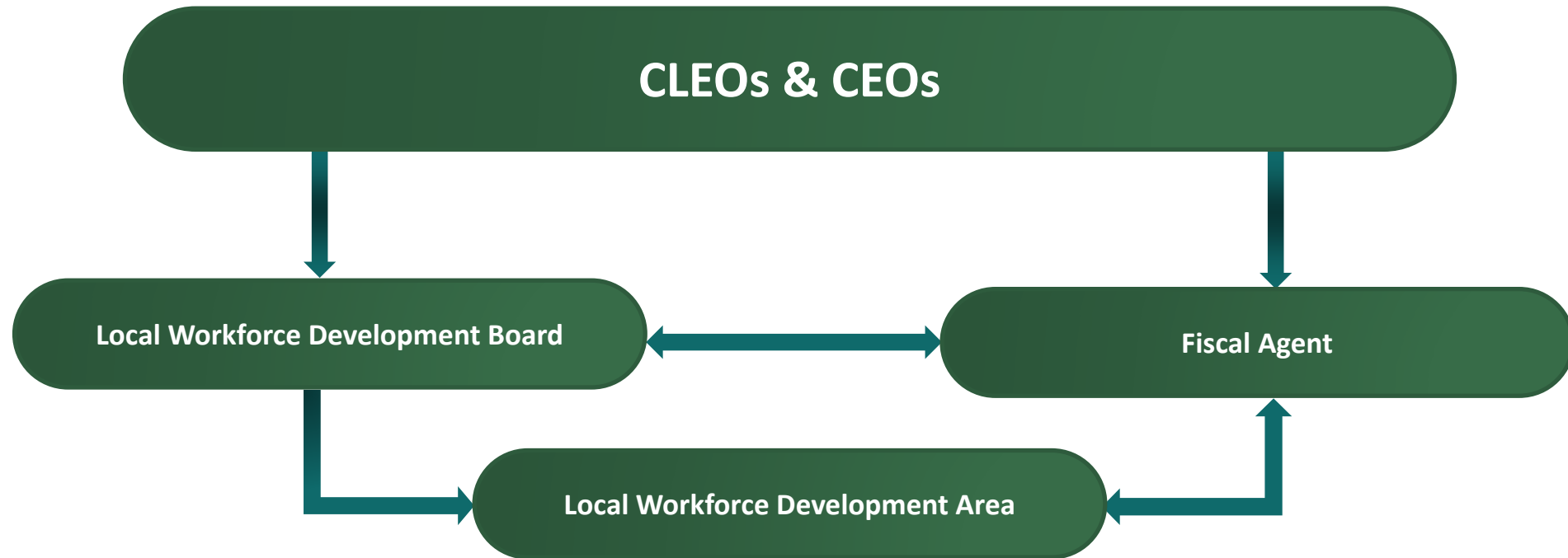
CHIEF ELECTED OFFICIAL (CEO)

Key Facts

- County Board of Supervisors Chairs (or their designee from within the Board of Supervisors) have been designated as the Chief Elected Officials in Iowa
- CEOs are grouped together based on Local Workforce Development Area county boundaries
- Role- to set the foundation for the LWDB to be strategic by ensuring fiscal integrity and ensuring the local area is represented by committed and suitable LWDB members

CHIEF ELECTED OFFICIALS VERSUS LOCAL WORKFORCE DEVELOPMENT BOARD

- ➡ Two distinct entities provide governance at the local level



KEY TOPICS FOR TODAY'S SESSION

- CEO Shared Liability Agreement
- Chief Lead Elected Official (CLEO)
- Local Workforce Development Board membership categories
- Fiscal agent
- Shared liability
- One Stop Operator
- Local Workforce Development Board By-Laws

CEO/ SHARED LIABILITY AGREEMENT- PAGE 31

- Purpose- to document how CEOs will work together to accomplish shared tasks
- Each task reviewed today will be documented in the CEO/ Shared Liability Agreement
 - Commonly referred to as a 28E Agreement
 - Template available on page 58 and www.iowawdb.gov

CHIEF LEAD ELECTED OFFICIAL (CLEO)- PAGE 15

- ➡ Determine a process to designate the CLEO
- ➡ The CLEO will serve as the signatory for the group of CEOs. The CLEO will act on behalf of the CEOs and will collaborate with the LWDB chair on a number of issues and tasks.
- ➡ Serves as convener of the CEO group

QUESTIONS?



LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP CATEGORIES- PAGE 17

- Business
 - Workforce
 - Education & Training
 - Government
-
- A board with only the minimum required seats filled will have 17 members

BUSINESS REPRESENTATIVES

- **Must** be 51% of the board
- **Must** be owners, chief executives or operating officers of businesses with policymaking or hiring authority
- **Must** provide employment in in-demand industry sectors or occupations in the local area
- Two of the seats **must** be filled by small business
- Members are nominated by local business organizations and trade associations

WORKFORCE REPRESENTATIVES

- **Must** be 20% of the board
- **Must** include representatives of labor organizations nominated by local labor federations or by other representatives of employees
- **Must** include a member of a labor organization or a training director from an apprenticeship program
- *May* include a member of a community-based organization with expertise in working with veterans or individuals with disabilities
- *May* include a member of an organization with expertise in serving eligible youth and out of school youth

EMPLOYMENT & TRAINING REPRESENTATIVES

- **Must** include a representative of adult education
- **Must** include a representative from higher education providing workforce investment activities including community colleges
- *May* include representatives of local educational agencies and community-based organizations with expertise in serving individuals with barriers to employment

GOVERNMENT REPRESENTATIVES

- **Must** include a member from economic and community development entities
- **Must** include a member from the state employment service under the Wagner-Peyser Act
- **Must** include a representative from Vocational Rehabilitation
- *May* include a member from agencies running transportation, housing, or public assistance programs
- *May* include a member from philanthropic organizations

IOWA CODE, CHAPTER 84A.42(c)

- The overall members of the LWDB, excluding the Wagner Peyser Act and Vocational Rehabilitation representatives, must be balanced by gender and political affiliation. After applying the exclusions, no more than one half plus one of the remaining board members may be composed of any one gender or political party.

QUESTIONS?



FISCAL AGENT- PAGE 20

- The CLEO *may* designate an entity to serve as a local fiscal agent. Designation of a fiscal agent does not relieve the CLEO of liability for misuse of grant funds. If a fiscal agent is designated, the CLEO must ensure the entity has clearly defined roles and responsibilities.
- If no organization is designated, the CLEO's unit of government shall fulfill the role.
- To ensure conflict of interest is minimized, the organization or entity designated to serve as fiscal agent may not serve in any other selected or designated role within the local workforce system.

QUESTIONS?



SHARED LIABILITY- PAGE 34

- Outline how local government will share in the liability of a disallowed cost regarding WIOA funds.
- It is key that consensus exist regarding this issue.
- Possible methods for apportioning costs
 - Equal distribution based on number of counties
 - Population based formula – the more populated counties would share more of the financial burden
 - Expenditures – the percentage of WIOA funds that have been expended to the benefit of residents per county. The county with the individuals who have accessed more services from the workforce system would share more of the burden.

SHARED LIABILITY- PAGE 34

- ➡ Detail the process for reconciling disallowed costs. In most cases, liability for costs which are recommended for disallowance and which are not resolved, rest with the entity responsible for incurring the cost. In the event the entity responsible cannot or will not assume the liability, this CEO Shared Liability Agreement must provide the process for how funds will be reimbursed.

QUESTIONS?



SELECT THE ONE STOP OPERATOR -PAGE 22

- ➡ The primary responsibility of the One Stop Operator is to coordinate all activities and functions performed by the various one stop partners and to ensure that services provided are fully integrated and of the highest quality. Generally, these functions include-
 - Job search, placement, recruitment, and labor exchange services
 - Local, regional and national labor market information
 - Training services
 - Employment and training activities
 - Employer/business services

SELECT THE ONE STOP OPERATOR- PAGE 22

- Done in conjunction with the local workforce development board
- Must be competitively procured every four years
- To minimize conflict of interest, the entity selected through competitive procurement to serve as the One Stop Operator is limited on other roles it can fulfill within the local workforce system. The One Stop Operator shall not serve as the fiscal agent or staff to the Local Workforce Development Board. The only other roles permitted for the entity selected as One Stop Operator include provider of career services and/ or youth provider.

QUESTIONS?



CREATE INITIAL BY-LAWS OF LOCAL WORKFORCE DEVELOPMENT BOARD- P. 24

- With CEOs being responsible for the local board member nomination process, the CEOs are also responsible for the initial bylaws for the board. A few of the key topics to include-
 - Board member nomination process
 - Term limits and description of how terms are staggered
 - Process and timeline to notify the CLEO of a vacancy
 - Reappointment process
 - Designation of a proxy or alternate
 - Determination on use of technology such as phone and web-based meetings
 - Definition of a quorum

QUESTIONS?



TECHNICAL ASSISTANCE CONTACTS

LWDA	Counties	IWD Contact Person
1	Buena Vista, Calhoun, Cherokee, Clay, Crawford, Dickinson, Emmet, Greene, Hamilton, Humboldt, Ida, Kossuth, Lyon, Monona, O'Brien, Osceola, Palo Alto, Plymouth, Pocahontas, Sac, Sioux, Webster, Woodbury, Wright	Ronee.slagle@iwd.iowa.gov
2	Allamakee, Black Hawk, Bremer, Buchanan, Butler, Cerro Gordo, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Floyd, Franklin, Grundy, Hancock, Howard, Mitchell, Winnebago, Winneshiek, Worth	Michael.witt@iwd.iowa.gov
3	Audubon, Boone, Carroll, Dallas, Guthrie, Jasper, Madison, Marion, Polk, Story, Warren	Michael.witt@iwd.iowa.gov
4	Benton, Cedar, Hardin, Iowa, Johnson, Jones, Linn, Marshall, Poweshiek, Tama, Washington	Ronee.slagle@iwd.iowa.gov
5	Clinton, Des Moines, Henry, Jackson, Lee, Louisa, Muscatine, Scott	Linda.rouse@iwd.iowa.gov
6	Adair, Adams, Appanoose, Cass, Clarke, Davis, Decatur, Fremont, Harrison, Jefferson, Keokuk, Lucas, Mahaska, Mills, Monroe, Montgomery, Page, Pottawattamie, Ringgold, Shelby, Taylor, Union, Van Buren, Wapello, Wayne	Linda.rouse@iwd.iowa.gov

CONTACT



✉ WIOAgovernance@iwd.iowa.gov

✉ Michelle.mcnertney@iwd.iowa.gov



THANK YOU!

