

**2016**

# **REGION 7 LOCAL SERVICE PLAN**

## **July 1, 2016- June 30, 2020**

Regional Policies and Procedures for WIOA Core Partners

Updated June 28, 2018

**Contents**

- Board Details ..... 5
  - Local Area's Chief Elected Official Chair ..... 5
  - Region 7 Core Partners ..... 5
  - Region 7 Service Locations ..... 7
- Fiscal Agent ..... 9
  - Title I Fiscal Agent ..... 9
- Economic Analysis and Labor Market Information ..... 9
  - Industry Sectors and Occupations ..... 9
- Workforce Analysis ..... 10
  - Employment and Unemployment ..... 10
  - Labor Market Trends ..... 11
  - Educational Skill Level of the Regional Workforce ..... 12
  - Skills Gaps ..... 13
  - Employer Needs: ..... 13
- Activities Analysis ..... 14
  - Strengths and Weaknesses ..... 18
  - Current Integration Strategies in Region 7 ..... 19
  - K-12 and Post-Secondary Service Delivery Alignment ..... 20
- Regional Strategic Vision and Goals ..... 20
  - Alignment with State Vision ..... 27
- Regional Strategies ..... 27
  - Strategic Alignment of Resources ..... 27
  - Expanded Access ..... 29
  - Facilitate Career Pathways and Co-enrollment ..... 29
  - Strategy Alignment with State Strategies ..... 30
- Performance Goals (Joint Goals across Core Programs) ..... 31
  - State Joint Performance Goals (Pending) ..... 31
  - Core Partner Statement ..... 31
- Assessment for Continuous Improvement ..... 32
  - Tracking Performance Outcomes and Continuous Improvement ..... 32
- Implementation of Strategies ..... 33
  - Regional Workforce Development Board ..... 33
  - Core Partners ..... 33

Integrated Customer Service.....	39
Connecting with Special Populations .....	44
Special Populations.....	44
Coordination, Alignment and Provision of Services .....	47
Employer Focus .....	47
Entrepreneurial Skills Training and Microenterprise Services.....	49
Board Support for Regional Expansion of Registered Apprenticeships.....	49
Rapid Response Coordination.....	50
Career/Technical Education Training Focus .....	52
Leveraging Resources.....	53
Improving Access to Post-Secondary Credentials .....	53
Coordination with Economic Development.....	54
Regional Workforce Development Board Functions.....	54
Board Structure and Decision Making Process .....	54
Oversight and Monitoring.....	56
Youth Standing Committee Roles and Responsibilities: .....	57
Disability Access Committee Roles and Responsibilities: .....	58
One-Stop Center Access .....	59
Compliance with the ADA of 1990 .....	59
Regional Workforce Development Board Policies.....	60
Ensuring Continuous Improvement .....	60
Regional Self-Sufficiency Definition .....	61
Ticket to Work .....	61
Career Readiness and Soft Skills Preparation.....	62
Regional Workforce Development Board Fiscal Policies .....	62
Awarding WIOA Service Provider Contracts Process .....	62
Out-of-School Expenditure Requirement .....	63
Regional Oversight and Monitoring Policy .....	63
Title I Services .....	63
Title II Services.....	65
Attachments .....	67
Mandatory and Core Partners List .....	67
AIWP Customer Flow Chart.....	69
Individual Training Accounts Policy .....	70

Regional Support Services Policy.....	73
Local Board List .....	77
Regional Board by-laws.....	80
Priority of Services Policy .....	93
EEO Grievance Procedure .....	98
Certificate Regarding Debarment/Assurances .....	102
Certificate Regarding Assurances.....	102
Certification Regarding Debarment.....	107
WIOA Public Comments Response Document .....	110
Labor Market Data - Regional Needs Assessment .....	113
Signature Page .....	121
Conflict of Interest .....	122
Regional Memorandum of Understanding (MOU).....	124

## **Board Details**

Board Chair Name: Deborah Collett  
Title: Vice President  
Business Name: Bloom Manufacturing Inc.  
Business address: 1443 220th Street Independence, Iowa 50644  
Business phone: 319-827-1139  
Board Chair business email: dcollett@bloommfg.com

## **Local Area's Chief Elected Official Chair**

Local Area's Chief Elected Official Chair Name: Harlyn Riekema  
Elected Title: Grundy County Supervisor  
Local Government Affiliation: Grundy County Courthouse  
Address: 11589 1085th Street, Wellsburg, Iowa 50680  
Phone: 319-231-2410  
Email: hkriekema@aol.com

## **Region 7 Core Partners**

Title I  
WIOA (Title I) Director - Adult and Dislocated Worker Services  
Organization Name: IowaWORKS Cedar Valley  
Address: 3240 University Ave, Waterloo, Iowa 50701  
Phone: 319-291-2705 extension: 281  
Email: chris.hannan@iwd.iowa.gov

WIOA (Title I) Director - Youth Services  
Organization Name: IowaWORKS Cedar Valley  
Address: 3240 University Ave, Waterloo, Iowa 50701  
Phone: 319-291-2705 extension: 281  
Email: chris.hannan@iwd.iowa.gov

Title II  
Adult Education and Literacy Services Coordinator:  
Title: Director, Urban Centers and Adult Literacy  
Organization: \*Hawkeye Community College  
Address: 844 West 4th Street, Waterloo, Iowa 50702  
Phone: 319-234-5745  
Email: sandra.jensen@hawkeyecollege.edu

Title III  
Wagner-Peyser  
Operations Manager: Andrew Trower  
Organization Name: IowaWORKS Cedar Valley

Address: 3240 University Ave, Waterloo, Iowa 50701  
Phone: 319-291-2705 extension: 230  
Email: andrew.trower@iwd.iowa.gov

Title VI  
Rehabilitation Services  
Vocational Rehabilitation Supervisor: Mike Howell  
Address: 3420 University Ave. Waterloo, Iowa 50701  
Phone: 319-234-0319  
Email: Michael.howell@iowa.gov

Department for the Blind Representative  
Counselor: Joe Weigel  
Address: 524 4th Street, Des Moines, IA 50309  
Phone: 515-971-7049  
Email: joe.weigel@blind.state.ia.us

## Region 7 Service Locations

Service Location	Core Partner	Address	City	County	Phone	Office Hours	Point of Contact	Email
Cedar Valley IowaWORKS	Adult	3420 University Ave.	Waterloo	Black Hawk, Bremer, Buchanan, Butler, Grundy	319-291-2705	M,T,Th, F 8:30-4:30, W 9-4:30	Chris Hannan	<a href="mailto:chris.hannan@iwd.iowa.gov">chris.hannan@iwd.iowa.gov</a>
Cedar Valley IowaWORKS	Dislocated Worker	3420 University Ave.	Waterloo	Black Hawk, Bremer, Buchanan, Butler, Grundy	319-291-2705	M,T,Th, F 8:30-4:30, W 9-4:30	Chris Hannan	<a href="mailto:chris.hannan@iwd.iowa.gov">chris.hannan@iwd.iowa.gov</a>
Cedar Valley IowaWORKS	Youth	3420 University Ave.	Waterloo	Black Hawk, Bremer, Buchanan, Butler, Grundy	319-291-2705	M,T,Th, F 8:30-4:30, W 9-4:30	Chris Hannan	<a href="mailto:chris.hannan@iwd.iowa.gov">chris.hannan@iwd.iowa.gov</a>
Hawkeye Community College Metro Center	Adult Education and Literacy	844 West 4th Street	Waterloo	Black Hawk	319-234-5745	M, T, W, TH 8 AM to 8 PM; F 8 AM to 4:30 PM	Sandra Jensen	<a href="mailto:sandra.jensen@hawkeyecollege.edu">sandra.jensen@hawkeyecollege.edu</a>
Hawkeye Community College Waverly Center	Adult Education and Literacy	Willow Lawn Mall, 215 20th Street NW	Waverly	Bremer	319-296-4288	T and TH 6-8:30 PM	Sandra Jensen	<a href="mailto:sandra.jensen@hawkeyecollege.edu">sandra.jensen@hawkeyecollege.edu</a>
Online/Hybrid Classes	Adult Education and Literacy	online	Region 7	Region 7	N/A	24/7	Sandra Jensen	<a href="mailto:sandra.jensen@hawkeyecollege.edu">sandra.jensen@hawkeyecollege.edu</a>
Cedar Valley IowaWORKS	Title 4/IVRS	3420 University Ave.	Waterloo	Black Hawk, Bremer, Buchanan, Butler, Grundy	319-234-0319	Monday through Friday, 8:00-4:30	Mike Howell	<a href="mailto:michael.howell@iowa.gov">michael.howell@iowa.gov</a>
Waterloo West High School	Title 4/IVRS	425 E. Ridgeway	Waterloo	Black Hawk	319-830-6922	Monday through Friday, 8:00-4:30	Paul Fuller	<a href="mailto:paul.fuller@iowa.gov">paul.fuller@iowa.gov</a>
Waterloo East High School	Title 4/IVRS	214 High St.	Waterloo	Black Hawk	319-429-3815	Monday through Friday, 8:00-4:30	Laura Gray	<a href="mailto:laura.gray@iowa.gov">laura.gray@iowa.gov</a>
Cedar Falls High School	Title 4/IVRS	1015 Division St.	Cedar Falls	Black Hawk	319-830-6922	Monday through Friday, 8:00-4:30	Paul Fuller	<a href="mailto:paul.fuller@iowa.gov">paul.fuller@iowa.gov</a>

River Hills High School	Title 4/IVRS	2700 Grand Blvd	Cedar Falls	Black Hawk	319-830-0351	Monday through Friday, 8:00-4:30	Nakia VanArsdale	<a href="mailto:nakia.vanarsdale@iowa.gov">nakia.vanarsdale@iowa.gov</a>
Don Bosco High School	Title 4/IVRS	405 16th Ave.	Gilbertville	Black Hawk	319-830-0351	Monday through Friday, 8:00-4:30	Nakia VanArsdale	<a href="mailto:nakia.vanarsdale@iowa.gov">nakia.vanarsdale@iowa.gov</a>
Dunkerton High School	Title 4/IVRS	509 S Canfield St.	Dunkerton	Black Hawk	319-830-0351	Monday through Friday, 8:00-4:30	Nakia VanArsdale	<a href="mailto:nakia.vanarsdale@iowa.gov">nakia.vanarsdale@iowa.gov</a>
Hudson High School	Title 4/IVRS	245 S. Washington St.	Hudson	Black Hawk	319-830-0351	Monday through Friday, 8:00-4:30	Nakia VanArsdale	<a href="mailto:nakia.vanarsdale@iowa.gov">nakia.vanarsdale@iowa.gov</a>
Expo Learning Center	Title 4/IVRS	1410 Independence Ave	Waterloo	Black Hawk	319-429-3815	Monday through Friday, 8:00-4:30	Laura Gray	<a href="mailto:laura.gray@iowa.gov">laura.gray@iowa.gov</a>
Denver High School	Title 4/IVRS	540 Lincoln St.	Denver	Bremer	319-830-0765	Monday through Friday, 8:00-4:30	Krista Monroe	<a href="mailto:krista.monroe@iowa.gov">krista.monroe@iowa.gov</a>
Sumner-Fredericksburg High School	Title 4/IVRS	802 W. 6th St.	Sumner	Bremer	319-830-0765	Monday through Friday, 8:00-4:30	Krista Monroe	<a href="mailto:krista.monroe@iowa.gov">krista.monroe@iowa.gov</a>
Tripoli High School	Title 4/IVRS	209 8th Ave. SW	Tripoli	Bremer	319-830-0765	Monday through Friday, 8:00-4:30	Krista Monroe	<a href="mailto:krista.monroe@iowa.gov">krista.monroe@iowa.gov</a>
Wapsie Valley High School	Title 4/IVRS	2535 Viking Ave.	Fairbank	Bremer	319-830-0765	Monday through Friday, 8:00-4:30	Krista Monroe	<a href="mailto:krista.monroe@iowa.gov">krista.monroe@iowa.gov</a>
Janesville High School	Title 4/IVRS	401 S. Randall Ave.	Janesville	Bremer	319-830-7582	Monday through Friday, 8:00-4:30	Valerie Hillner	<a href="mailto:valerie.hillner@iowa.gov">valerie.hillner@iowa.gov</a>
Hawkeye Community College Service Unit	Title 4/IVRS	1501 E Orange Rd. Bremer Hall, Room 15A & 15B	Waterloo	Black Hawk	319-296-2323 ext. 1386	Monday through Friday, 8:00-4:30	Tamara Venenga	<a href="mailto:tamara.venenga@iowa.gov">tamara.venenga@iowa.gov</a>
University of Northern Iowa, Service Unit	Title 4/IVRS	102 Gilchrist Hall	Cedar Falls	Black Hawk	319-273-6348	Monday through Friday, 8:00-4:30	Chris Crews-Larsen	<a href="mailto:christine.crews-larsen@iowa.gov">christine.crews-larsen@iowa.gov</a>
Independence Service Unit	Title 4/IVRS	2277 Iowa Ave	Independence	Buchanan	319-334-5209	Monday through Friday, 8:00-4:30	Melissa Ward	<a href="mailto:melissa.ward@iowa.gov">melissa.ward@iowa.gov</a>



## **Fiscal Agent**

### **Title I Fiscal Agent**

Fiscal Agent Organization: Hawkeye Community College

Fiscal Agent - Daniel Bogart

Fiscal Agent Title: Business Office Accountant Hawkeye Community College

Fiscal Agent DUNS: 73485716

Does the board have a separate Fiscal Agent for Administrative funds? No

By providing the Data Universal Numbering System (DUNS), the agency is assuring that the it will maintain the correct DUNS number on file with the STATE (2 CFR 200.300) as well as an assurance of a valid and current Central Contractor Registration (CCR) in the System for Award Management (SAM.gov) system (2 CFR 200.300).

## **Economic Analysis and Labor Market Information**

### **Industry Sectors and Occupations**

As of 2014, Iowa Workforce Development's (IWD) Region 7's largest private industry was Manufacturing, representing 19.8 percent (19,788) of the region's total covered employment of 99,709 (IWD LMI Division). The region's total employment increased by 0.4 percent since 2013, while the average annual wage increased by 2.6 percent to \$41,812 for all industries. The Agricultural industry posted the largest employment percentage increase of 8.4 percent during 2014.

Industry sectors such as construction, manufacturing, health care and transportation have large concentrations of jobs in Region 7. According to Iowa LMI data ([www.iowalmi.gov](http://www.iowalmi.gov)), the greatest number of worksites in 2014 in Region 7 are:

- Trade - 1,146
- Professional and Business Services - 728
- Education and Health Services - 659

According to EMSI data as of November, 2015, the 10 top posted occupations in Region 7 are:

1. Heavy and Tractor-trailer Truck Drivers
2. Registered Nurses
3. First-line Supervisors of Retail Sales Workers
4. Retail Salespersons
5. Cashiers
6. Industrial Engineers
7. Insurance Sales Agents

8. Accountants
9. Customer Service Representatives
10. First-line Supervisors of Food Preparation and Serving Workers.

### Top 10 Emerging In Demand Industries

According to Middle Skill Jobs in Iowa, released November 2015, middle skill jobs account for over half of Region 7's economy. It is projected that in 2022, 55% of employment in Iowa will be in middle skill jobs. Middle skills jobs pay family- sustaining wages and provide pathways to advancement. Emerging opportunities in Region 7 are in the following sectors: information technology, healthcare, utilities, and manufacturing (IHUM). These industries provide viable jobs that are in high demand.

According to IWD's LMI Division, Region 7's top eleven occupations expected to have the largest employment growth for 2012-2022 will account for 3,030 (or 26%) of the projected 11,550 new jobs. The major occupational groups of healthcare; food prep and serving; sales; and transportation and material moving will account for 1,965 (or 65%) of the 3,030 new jobs.

Region 7's Regional Workforce Development Board will work with employers and the local community college for career pathways in emerging industries to align with the labor market information addressed in the attached Region 7 analysis. Examples of career pathways we will work to develop are health care and advanced manufacturing. The Board will encourage the development of basic employability skills (critical thinking, time management, organization, self-motivation, etc.), interpersonal skills, and industry recognized credentials for individuals in Region 7 who have barriers to employment (lacking high school diploma, lacking English language proficiency, disability, etc.) The Board will oversee expanded access for employment by working directly with employers to decrease disability barriers through expertise regarding assistive technology solutions and accommodations.

## Workforce Analysis

### Employment and Unemployment

See below analysis of current employment and unemployment data and trends in the region:  
Region 7 Unemployment Rate Trends per County between November 2015 - November 2016

County	November 2015	November 2016	Iowa Average	US
Black Hawk	3.9	4.1		
Bremer	2.9	3.3		
Buchanan	3.4	3.3		
Butler	3.7	3.9		
Grundy	3.1	2.9		
Region 7 average	3.4%	3.5%	3.8%	4.6%

Region 7 Employment trends in 2015

Total Employment: 99,709  
 Average Weekly Wage: \$804.00  
 Largest Private Sector: Manufacturing; 19,788 employed

2011-2015 American Community Survey 5-Year Estimates					
Subject	Black Hawk County, Iowa	Bremer County, Iowa	Buchanan County, Iowa	Butler County, Iowa	Grundy County, Iowa
	Unemployment rate	Unemployment rate	Unemployment rate	Unemployment rate	Unemployment rate
	Estimate	Estimate	Estimate	Estimate	Estimate
Black or African American alone	24.7%	12.7%	0.0%	0.0%	0.0%
American Indian and Alaska Native alone	0.0%	47.4%	0.0%	0.0%	0.0%
Asian alone	8.1%	0.0%	0.0%	0.0%	0.0%
Hispanic or Latino origin (of any race)	6.9%	0.0%	9.8%	15.3%	27.1%

### Labor Market Trends

Industry sectors such as construction, manufacturing, health care and transportation have large concentrations of these jobs in Region 7. Region 7 will see the most projected annual openings for 2012-2022 in the following major occupational groups:

Labor Market Trends	2012 - 2022	
Region 7		
	Occupational Groups	Projected Openings
	Manufacturing	19,995
	Health Care and Social Assistance	16,725
	Education	13,735

	Retail	12,635
	Food Service	8,560
	Agriculture	5,925
	Finance and Insurance	5,175
	Construction	5,035
	Transportation and Warehousing	5,035

Of these groups the following job titles that will account for many of the openings:

Labor Market Trends	2012 - 2022	
Region 7		
	Occupations	Projected Openings
	Stock Clerks	3,951
	Food Prep Workers/Cashiers	3,218
	CSP/Retail Supervisors	2,485
	Front Counter Attendants	940
	Registered Nurses	589
	Truck Drivers	371
	Production Laborers	312
	Industrial Engineers	272
	Social and Human Assistants	272
	Nursing Aides	251

### **Educational Skill Level of the Regional Workforce**

A postsecondary degree or relevant job certification is the “new minimum” needed to meet the demands of an increasingly knowledge-based workforce with the means to excel in rewarding careers and grow family incomes. If an individual does not hold a high school diploma or the equivalent there are significant economic costs to society. Adults without a high school diploma are two times more likely to receive public assistance from the government - creating an economic strain on both the individual and the state. Specifically, 9% of the population in Region 7 does not have a high school diploma or the equivalent.

2014 data for Region 7 indicated the following breakdown for educational skill levels within the region's population:

	Statewide Percent	National Percent		
Skills Level	Total in Region 7	Percent of Total	State Avg. %	National Avg. %
Less than 9th grade	5,270	4	4	7
9th to 12th grade	7,793	6	5	8
High school diploma	47,536	36	33	28
Some college	25,570	19	21	21
Associate's degree	14,520	11	11	8

Bachelor's degree	21,961	17	18	18
Graduate or higher	9,777	7	8	11
Total	132,427	100	100	100

2015 educational level data showed a similar breakdown. (Total region population was slightly higher.)

Skills Level	Total in Region 7
Less than 9th grade	3,099
9th to 12th grade	7,776
High school diploma	47,925
Some college	25,617
Associate's degree	14,694
Bachelor's degree	21,961
Graduate or higher	9,839
Total	133,170

## Skills Gaps

Region 7 faces a shortage of qualified workers to fill middle skill jobs. Substantial disparities exist between the number of workers able to compete for middle skill jobs and those struggling to find low skill jobs. In Iowa, 34% of available workers possess low skills, while workers with middle skills represent 32% of the workforce. Only 12% of available jobs seek workers with low skill-sets; numerous middle skill jobs remain unfilled. In fact, 55% of jobs require at least mid-level skills or some training beyond high school. By 2018, it is predicted that three out of five Iowa jobs (62%, up from 56%) are expected to require some training beyond high school. Georgetown University Center on Education and the Workforce's analysis of industry and occupational requirements project that, by 2025, 68% of jobs in Iowa will require post-secondary education or training beyond high school.

Region 7 encourages job seekers from all backgrounds to assess their own skill levels through the National Career Readiness Certificate (NCRC.) This assessment scores an individual on reading, math, and locating information. The NCRC is available, for free, to any job seekers within Region 7. Job seekers can request the NCRC assessment through their local IowaWORKS office, Hawkeye Community College's AEL program, and upon request in the outlying communities in Region 7.

## Employer Needs:

According to a 2014 Workforce Needs Assessment compiled by Iowa Workforce Development:

- 22.3% of employers in Region 7 are in need of workers with basic skills such as literacy, numeracy and the ability to locate and read for information
- 30% of employers in Region 7 are in need of workers with soft skills such as timeliness, responsibility, interpersonal skills, and customer service skills.

- 38.6% of employers in Region 7 are in need of workers with hard skills or occupational skills including analytical, managerial ability, physical ability, knowledge and experience.

Specific credentials and licenses needed for middle skills jobs in healthcare include CNA certification, LPN and RN degree/license. In advanced manufacturing, specific credentials needed include CDL A, heavy equipment operator, welding certificate, CNC certificate, and industrial maintenance certificate.

A concern of employers has been the recruitment of people to live in the area as well as the readiness of the available labor force to enter employment. The Region 7 skilled labor force population is increasing slightly (589 individuals from 2014 to 2015) however local employers cannot find skilled workers to fill open positions. Basic skills which include literacy, numeracy, basic computer skills and organization skills, in addition to many of the soft skills necessary to be successful, were described as lacking. Included in these soft skills needs, employers identified social skills such basic work ethic, dependability and retention as necessary skills. Also noted by employers was a lack of availability of occupational skills including, specific occupational knowledge and experience in particular middle skill occupations in the areas of healthcare, wholesale/retail trade, welding, information technology, education, advanced manufacturing, industrial maintenance, transportation/logistics and skilled trades.

According to IWD's Workforce Needs Assessment, skills gaps of Region 7's are the following:

- workforce includes analytical thinking
- business communication
- machine operation
- basic computer literacy
- project management
- general office software
- computer software

## **Activities Analysis**

Region 7's core partner representatives have met as a team on a monthly basis since 2015. WIOA implementation has taken time and requires diligence and patience from all partners. A non-exhaustive list of regional accomplishments follows:

Cedar Valley IowaWORKS accomplishments:

- We assisted with the transition of over 1,000 workers affected in a large layoff with John Deere. Through a national dislocated worker grant, we were able to open a Transition Center to assist them with training and employment. In a collaborative effort we have been able to hire 3 case management staff and 2 local union staff. The local union personnel were actually dislocated workers and will be tasked with outreach and recruitment of other dislocated workers. This innovative approach will engage and

educate the John Deere workers on the different options and services that are available through Cedar Valley IowaWORKS Center and the John Deere Transition Center.

- Region 7 served 8,177 new members through Integrated Service Delivery System in FY 2015.
- Region 7 was able to make 766 new in person business contacts and provided an additional 5,175 services to businesses throughout the region.
- The WIOA Title I Youth program placed nine students in paid work experiences in PY2014 and 9 students graduated from high school in May, 2015. In addition, several students completed their post-secondary education and graduated from college.
- A half time FTE was placed at the Department of Corrections, both men's and women's facilities, and the probation office, working with ex-offenders on the re- entry process.
- The DEI grant purchased 5 iPads with assistive technology for people with disabilities to utilize.

#### Iowa Vocational Rehabilitation Services accomplishments:

- In 2014, Waterloo Area Office (WAT) IVRS successfully placed 256 persons with disabilities in competitive, integrated jobs.
- Approximately 96% of successful WAT clients remain in Iowa; working, paying taxes, and contributing to their communities.
- The increase in annual income between application and closure was 600% for WAT Job Candidates.
- Six new Iowa businesses were started or expanded in 2014 through Iowa Self-Employment Program in the Waterloo Area Office.
- Waterloo Area Office had 496 individuals referred for services at Iowa Vocational Rehabilitation Services in 2014.
- Iowans with disabilities service by IVRS WAT in 2014 have an income that is an estimated \$5.13 million annually.
- In 2014, students who were successfully placed into employment in the Waterloo area office worked an average of 33 hours a week with average earnings of \$11.42 per hour.
- More than \$635 thousand was spent on tuition assistance for Waterloo Area Office students in post-secondary training to obtain educational or occupational skills training to help compete in today's labor market.
- In 2014, 42.5% of Waterloo area office referrals were students, resulting in 114 employment outcomes.
- In 2014, of the Waterloo area office Job Candidates that completed post- secondary training, 68% successfully obtained employment

#### HCC Adult Education & Literacy's accomplishments:

- 2014-15 was a turning point for Adult Education and Literacy at Hawkeye Community College. It was a year in which we embraced new models for adult education and parted ways with some of our long used traditional approaches. Pilot efforts deemed successful were continued and additional pilot efforts were added in 2015-16 due to the use of our continuous improvement model.

- Due to federal and state encouragement to design career pathways and incorporate Integrated Education and Training (IET) in local AEL programming, and directly due to employer needs in Region 7, Hawkeye AEL began to explore offering I-BEST classes in 2014. I-BEST (Integrated Basic Education and Skills Training) is one model of IET that has yielded strong results nation-wide. One method of designing career pathways that include access for those with barriers to employment is to use IET models such as I-BEST. I-BEST combines occupational skills training with adult education services to increase the educational and career advancement of participants. Adults participate in both occupational skills training and adult education services at the same time in an approach often referred to as co-enrollment. Region 7 AEL students enrolled in an I-BEST class are co-enrolled in AEL classes and college credit classes. We make use of braided funding (state and federal adult education funds, state college funds, state PACE funds, college grant funds, and funds from internal and external foundations) to mount this large-scale IET effort. Adult education funds are used to plan, develop, and deliver portions of the curriculum that address basic literacy skills and other funds are used to design and deliver college credit portions of the curriculum and provide any needed assistance to students. Planning and delivery of the integrated curriculum is possible due to the braided funding. We piloted the first I-BEST CNC class at Hawkeye Community College during the spring of 2015. Adult education students learned basic reading, basic math, and English language acquisition skills contextually while also learning CNC machining skills and earning five college credits. Two sections of students totaling 31 altogether completed the I-BEST pilot in June 2015. Retention was nearly 100% and results were exemplary, leading to the decision to offer a second class in spring semester 2016. Additionally, planning was begun to offer an I-BEST course in Certified Nurse Aide (CNA) in fall of 2016, which was accomplished. 80% of the class completed the coursework and passed the state CNA exam. Of those, 80% have obtained employment. In spring of 2017, we are currently offering both CNC and CNA I-BEST classes. Students earn 6 college credits for the CNC I-BEST class and 3 college credits for the CNA I-BEST class as well as several stackable credentials such as OSHA certificates. CNC and CNA were chosen due to local labor market needs.
- We served over 1, 025 students during PY15 and 1,046 during PY16. Sixty-seven students earned High School Equivalency Diplomas (HSED) and three students earned Hawkeye Adult High School diplomas in PY15. 40 students earned an HSED in PY16. Hawkeye's AEL program attained all but one benchmark in PY15 and all but two in PY16. It is a hallmark of the Hawkeye AEL program to make all or almost all benchmarks annually.
- 2014-15 was the first full year of utilizing the new HiSET exam. Assessment staff learned new protocols in order to proctor the HiSET tests. Instructional staff received training on changes with the HiSET that affect curriculum and teaching. Instructors, in turn, began preparing students for the more rigorous HiSET. The new math test, especially, has proven to be a challenge for students with its increased level of difficulty. We hired two full-time instructors for the HSED classes for the first time in 2016.
- Work on a new orientation system is in process for students wishing to enroll in an HSED prep class. We are working to design a more effective orientation that will allow students time to learn skills needed for school and workplace success such as goal setting and career exploration.



- Over 500 ELL (English Language Learning) students were served in our ELL Program during 2014-15 and 2015-16. We piloted a hybrid ELL class utilizing Burlington English, an online curriculum for ELL. Student interest in these hybrid classes is strong and more ELL hybrid classes were scheduled in 2015-16 and 2016-17. We have an ELL Student Ambassador program that has met with much success. Student ambassadors are able to assist staff and fellow ELL students in many aspects of the program from interpreting to program evaluation while also learning leadership and workplace hard and soft skills. We have instituted an ELL bridge-to-college class which is a much-needed addition.
- The biggest challenge that our ELL program currently faces is the growing number of preliterate students. These are adults who have never attended school in any language anywhere in their lives due to factors in their home countries. This means they must learn school skills in addition to learning a language. Preparing adults to be literate is somewhat the same and in other ways quite different from preparing children to be literate. Two years ago, we had several preliterate students enroll in Low Beginning classes only to quit in frustration after a short time. Teachers realized they did not have the skills to design curriculum or lessons appropriate for these adults. Textbooks are not appropriate for students who cannot read. Curricular materials appropriate for adult preliterate are not abundantly available. We sought out specific professional development on this emerging topic in language instruction. Staff committed to long-term training. As teachers learned new research-based teaching methods for preliterate adults, word of mouth spread and students began signing up for these new special classes. Just two years later, we are currently running five full classes at the pre-literacy level offered during morning and evening time slots.
- A full-time staff member providing transition assistance for students wanting to enroll in post-secondary training has been a much-needed program improvement. Our Transition Specialist assists students with goal-setting and making individualized career training plans. She has helped increase the number of AEL students entering post-secondary training. Additionally, she aids in retention by spending one day per week on main campus checking in with AEL graduates that are currently in credit classes. She also collaborates closely with our college admissions office to ensure better recruiting efforts for students coming from our AEL program.
- In order to better address the number of adults with low reading skills in Region 7, Hawkeye AEL is piloting STAR reading in 2016-17. STAR is a federal training initiative designed to strengthen the teaching skills of AEL reading instructors with the goal of increased student achievement in reading. We have two full-time instructors currently completing training as well as piloting the first STAR reading classes for both ELL and ABE students.
- Contextualized computer and financial literacy skills are taught at all levels of ELL and ABE instruction. They are embedded in our curriculum and align with College and Career Readiness Standards as well as Employability Skills.
- Our Family Literacy Program celebrated its 10th anniversary in 2015. Begun in 2005 with federal funds, it is now entirely locally funded. In 2014-16, we served 85 families annually and were looking to increase that number by hiring our first ever full-time parent educator in 2016. Currently in 2017, we have 150 families with 301 children enrolled.

## Strengths and Weaknesses

Existing workforce development activities of the Core Partners include:

- Work in partnership with economic developers from the counties and cities in Region 7 to expand the knowledge of training opportunities available to new and expanding businesses.
- Enhance the relationship between training providers and business employers in the region.
- Identify and expand means to share information about training opportunities to entry-level workers - especially in tune with the preparation for under-utilized populations such as veterans, ex-offenders, disabled, non-English speaking minorities, older workers, youth and families on Temporary Assistance (TANF) in the region.
- Increase the knowledge of employers in services that can prepare them in employing people in under-utilized populations.
- Increase the availability of workers trained and certified in technical areas, including healthcare, wholesale/retail trade, welding, information technology, education, advanced manufacturing, industrial maintenance, transportation/logistics and skilled trades.
- Identify those who do not have a high school diploma and encourage completion of HSED through referral to AEL. Depending upon eligibility, IWD may be able to assist with testing expenses and supportive services such as transportation and childcare.
- Encourage and expand ways to identify businesses that can be assisted by the workforce system.
- Reduce the occupational skills gap with computer literacy classes and tuition assistance for credential attainment.

Many job seekers are not aware of the products and services of workforce partners within their region. Jobseekers may need additional services beyond what they are able to access themselves.

Local/regional newspapers & media, regional IowaWORKS offices, internet, social media and college/university career centers are the predominant means for job recruitment. Ten percent of Region 7 workforce does not have a high school diploma or equivalency. Only 30% of our workforce has some education less than a Bachelor's degree, yet 56% of our job openings fall in the middle skills gap. Therefore, Region 7 jobseekers may need additional services to qualify for and fill the middle skills jobs available in the region.

Recommendations to address the workforce needs of area jobseekers:

- Continue to work on marketing the availability of workforce products and services throughout the communities in the region.
- Make a variety of workforce development partner services information available throughout the region in all partner locations.
- Continue to work with communities to find ways to address the needs of an ever growing diversity of workforce, including veterans, ex-offenders, disabled, non-English speaking minorities, older workers, those on Temporary Assistance, and youth.
- Continue to work to develop and market a greater variety and number of skill upgrade and short term training programs to jobseekers.

- Continue to promote the use of the National Career Readiness Certificate as an assessment to better define job employment skills levels to the employer.
- Continue to promote the Skilled Iowa initiative as a means of connecting validated skilled Iowa workers to current and future jobs.

## **Current Integration Strategies in Region 7**

Workforce development and economic development have always complimented and supported one another in the State of Iowa, but the partnership has been particularly strong in the Cedar Valley Region. In recent years, having a qualified labor pool became even more critical as a component for business expansion, and the challenge presented opportunities to strengthen current workforce development relationships and to develop new partnerships. The Core Partners strategies of integration and alignment to coordinate workforce development and economic development activities include:

- A Greater Cedar Valley Alliance & Chamber (GCVA&C) staff person regularly attends RWIB and provides an economic development update
- The Core partners collaborate with GCVA&C on job fairs and employer related events
- GCVA&C are invited to all Rapid Response meetings
- Region 7 works hand in hand with all economic developers in the region in the pursuit of Skilled Iowa community designations and Home Based Iowa designation
- Advanced Manufacturing Sector board meets every other month
- HealthCare Sector board meets every other month
- The Integrated Business Services Team includes a representative from Vocational Rehab. to improve employer communications and assessment of needs
- Core partner reps are present at all Discover Your Resources orientations for PJ

Education and training are provided through professional development for core partner staff. We will continue to have twice-yearly joint Professional Development Days that are planned by core partner staff. IowaWORKS Business Services Reps and IVRS staff meets weekly. IowaWORKS DEI Rep attends IVRS staff meetings. IowaWORKS staff, WIOA Title I staff, IVRS, Iowa Department for the Blind (IDB) and AEL staff will meet monthly to coordinate and provide shared clients education and vocational services. All WIOA partners meet bimonthly to share information for improved collaboration. Four committees have been established that are made up of core partner staff. These committees each have an identified goal of collaboration between core partners. These goals were identified during the second joint professional development day. The four areas of collaboration include: calendar, communication, offerings, and understanding. This collaborative work among core partners will expand knowledge for serving individuals with barriers.

IDB, IVRS and Dept. of Civil Rights will work with each region to perform an accessibility study to include facilities, materials and workshops to ensure that individuals with barriers to employment have access to services.

## **K-12 and Post-Secondary Service Delivery Alignment**

Post-secondary educational institutions that have campuses located in Region 7 include Allen College, Kaplan University, Hawkeye Community College, University of Northern Iowa, Upper Iowa University, and Wartburg College. Other educational opportunities exist by means of extended campuses, on-line courses, vocational training, and apprenticeships.

- On December 2, 2015, Region 7 held an Education Resources Expo at IowaWORKS to include all area colleges and universities.
- The Educational Opportunity Center is a regular speaker at our monthly Discovered Resources panel during our Six Steps workshop, as well as at Rapid Response meetings.
- We work hand-in-hand with all secondary education entities in the Region presenting LMI information to students, proctoring and giving NCRC assessments, and WIOA Youth classroom presentations.
- Region 7 coordinates with Allen College to provide training opportunities for Employer Council of Iowa. They also host a VAP site for us.
- Region 7 partners with Hawkeye Community College with the Dislocated Worker Transition Center, the Walmart Foundation grant, the GAP/PACE program, DEI Grant.
- We partner with Upper Iowa University, Wartburg College, Kaplan, Hawkeye Community College, University of Northern Iowa and Allen College for ongoing Job Fairs.
- Vocational Rehabilitation Counselors are located on site at UNI and Hawkeye Community College full time.
- WIOA Youth staff speaks to all HSED and ELL classes at HCC's Adult Education & Literacy Center to promote co-enrollment and are available on site during registration week.
- WIOA Youth staff speaks to all iJAG classes at Region 7's high schools to promote co-enrollment, encourage high school completion and work readiness activities.
- The region coordinates with IDB's vocational training program in Des Moines which provides training for use of assistive technology and dealing with vision loss.

The region coordinates with AEL for High School Completion and English Language Learning classes. Occupational skills are embedded within all levels of curriculum for HSED and ELL classes. Examples of soft skills or transferrable skills addressed include teamwork on class assignments and attention to attendance and punctuality as class requirement. Computer literacy is contextualized within HSED and ELL classes. Examples include: preliterate ELLs learn to use tablets while practicing literacy and numeracy skills; students studying for the writing portion of the HiSET test practice keyboarding and formatting skills while writing the required essay.

## **Regional Strategic Vision and Goals**

Region 7's Core Partners have adopted the vision statement and goals of Iowa's Unified State Plan:

Region 7's Workforce delivery system will collaborate to build a Future Ready Iowa

- A pipeline of skilled workers who are prepared to meet the workforce needs of Iowa's current and emerging industries. In alignment with the National Governor's Association Talent Pipeline vision and goals, this plan will ensure individuals are prepared for dynamic careers through an emphasis on lifelong learning while meeting the needs of employers. Future Ready Iowa will help more Iowans attain the "new minimum" of high-quality education, training, and work readiness by bringing together education, workforce, and economic development resources and ensuring that all Iowans have access to an integrated and efficient workforce delivery system. Future Ready Iowans will be ready to meet the employment challenges of today and into the future.

## Strategic Vision

The One Stop system within our region is a comprehensive, integrated service delivery system that is responsive to the employment and training needs of the customers we serve and incorporates the products and services of our partners in order to assure customer needs are met without duplication of services and are delivered efficiently and cost-effectively.

Region 7's governing values for serving our community and neighbors including youth and individuals with barriers to employment are below:

GOAL 1: Iowa's workforce will represent the most advanced, skilled, and Future Ready workers in the nation.

Strategy #1: Provide workers with the skills, work based learning opportunities, resources, and supports needed to secure and maintain self-sustaining employment.

- Develop a needs assessment for businesses and share results with the system partners in order to develop meaningful training opportunities throughout the system.
- Voc Rehab counselors will be trained to teach IowaWORKS workshops to offer in the field.
- Adult Education & Literacy will provide contextualized adult education classes on an on-going basis.

Strategy #2: Create affordable options for workers to obtain education, training, skills, including personal and soft skills, necessary to entering and maintaining self-sustaining employment.

- The system partners will provide soft skills training at every entry point.
- Develop a Region 7 System marketing plan to increase public awareness of system wide training options.
- Increase collaboration with core and required partners to create affordable training options for skills upgrading.
- Connect system customers to GAP and PACE programs.
- Partners will continue to collaborate to ensure career pathways provide access to all potential workers, including those with multiple barriers to employment.
- Workplace education, including soft skills, is embedded in all AEL curriculum.
- Free training opportunities are offered at core partner sites throughout the year.

- Information about assistance such as GAP and PACE funding for training is provided at every entry point.

Strategy #3: Ensure all Iowans have full access and direct connection to programs that work to address essential components of reading instruction and literacy.

- Access to AEL services that address reading instruction and literacy are available at all core partners sites through our implemented system of shared referrals.
- AEL has implemented STAR reading in an effort to more effectively address reading and literacy instruction.
- AEL services are available in hybrid format to ensure full access and direct connection for Iowans in Region 7.
- Explore development of a Region 7 System outreach plan to reach customers in outlying counties, offering system wide services.
- Work to offer training programs via virtual and assistive technology in all Region 7 counties.
- Increase collaboration with core partners to enhance reading instruction and literacy opportunities.

Strategy #4: Create affordable options for workers to obtain education, training, and skills, including personal and soft skills, necessary to secure and maintain self-sustaining employment. (Same as statement #1)

Strategy #5: Implement a data collection effort that streamlines data collection and aids in accurate performance measurement.

- Follow State leadership's lead in implementing common intake system/member profile in order to increase efficiency and accuracy of data collection.
- Utilize Region 7 Core Partners Referral Form; follow up with core partners at monthly face-to-face meetings concerning customer follow through and shared services; weekly follow up via phone and online connections.
- Share data collected at job fairs and Rapid Response meetings with entire system to improve the workforce delivery system.
- Core partners will continue and enhance current data collection systems in place.
- Core partners have processes in place to share needed data as possible using shared resources to better serve participants.

Strategy #6: Identify duplication of services and gaps within the current workforce delivery system and draft policies and collaborative agreements that foster a more unified and consistent approach to the provision of workforce delivery services.

- Region 7 workforce partners will meet bi-monthly to discuss new products/services to increase collaboration, reduce duplication of services, and offer a consistent approach.
- Continue to emphasize shared customers, shared services, and use of Region 7 shared referral form.
- Core partners present One-Stop services in orientations.

- Core partner committees will explore and implement identified initiatives to foster a more unified and consistent approach. Examples include: shared newsletter, shared orientation, shared online site with partner services and staff information.

Strategy #7: Identify and quantify employers' education, training, and workforce needs and capture those needs in a Talent Supply & Demand Dashboard to be driven by a public-private collaborative.

- Utilize existing and develop new sector boards to be the driving force in developing workforce training and education in high demand fields.
- Develop an integrated business service team and work collaboratively with economic development agencies throughout the region.
- IowaWORKS Business Services Team will include members of IVRS and AEL so individuals with barriers to employment will be included in the employment pool for consideration as qualified job candidates.

Strategy #8: Provide individuals and small businesses with guidance in the start-up, operation and effective management of entrepreneurial pursuits.

- Iowa Vocational Rehabilitation Services (IVRS) Business Development Specialist will present to customers on Small Business startup and resources available.
- AEL will make students aware of entrepreneurial opportunities in Region 7 via workshops, speakers, job shadowing, and collaborative efforts of our Transition Specialist.

Strategy #9: Introduce Iowans to entrepreneurial skills, concepts, and provide opportunities for connection with Iowa's business leaders.

- Partner with UNI Small Business & Development for training opportunities.
- Partner with Employer Council of Iowa (ECI) to provide a variety of employer targeted workshops (i.e. writing a business plan, Unemployment Insurance for employers, etc.)
- IVRS will offer an Introductory to Small Business Startup workshop in collaboration with the core partners.
- AEL will make students aware of entrepreneurial opportunities in Region 7 via workshops, speakers, job shadowing, and collaborative efforts of our Transition Specialist.

GOAL 2: Iowa youth will be afforded the best educational and career opportunities in the nation.

Strategy #1: Cultivate, develop and align work based learning opportunities through public-private partnerships that provide learners with a combined approach to learning which infuses experiential learning into classroom instruction.

- Partner with local employers to create work experience and classroom training opportunities in high demand short term training, such as C.N.A. training.
- Create a job fair with employers who offer apprenticeships or internships to provide work experience for youth.
- Adult Education & Literacy (AEL) will provide classes that include worksite tours, employers as guest speakers, and job shadowing.

- Provide opportunities for disabled youth to transition from school to workplace learning opportunities, such as job shadowing, on-the-job training, and supported employment.
- IVRS will provide pre-employment Training Service to all eligible and potentially eligible enrolled High School students with disabilities in Region 7.
- IVRS will provide the Transition Alliance Program Services along with Waterloo and Cedar Falls High School staff to students receiving special education services in West Waterloo, East Waterloo, and Cedar Falls High Schools.

Strategy #2: Increase availability of high quality Career and Technical Education (CTE) programs to all youth, including disconnected youth.

- Partner with all CTE programs to offer more training locations throughout Region 7 to increase availability and accessibility.
- Co-enroll youth who have not completed high school into WIOA Young Adult Program for case management purposes and to provide incentives for completion of High School Equivalency Diploma and post-secondary education.
- AEL provides full-time Transition Specialist who works to connect youth to CTE and available financial assistance for CTE.
- IVRS will provide career counseling and guidance, career pathways information, and employment and training services to eligible youth with disabilities.

Strategy #3: Create a communication and information dissemination strategy targeting Iowa's workforce and various stakeholders including youth, parents, employers and others.

- Increase use of social media efforts to boost communication about all system training opportunities available to the public.
- Increase our presence in all media outlets and public presentations to disseminate system products and services.
- Create a youth center or area designated for the Youth Program for participants to gather to get more information and/or be involved with the program.
- Voc Rehab counselors will meet with parents, students, and school staff at IEP meetings and provide a system orientation.
- AEL Transition Specialist works one-on-one with youth and is present at one-stop for orientations.

Strategy #4: Align CTE programs for youth with current labor market needs.

- Create an integrated business services representative team involving core partners to develop appropriate training programs for youth based on LMI needs.

Strategy #5: Introduce youth to entrepreneurial skills development and concepts, while providing opportunities for connection with Iowa business leaders.

- Host an entrepreneur panel for young adults to educate them on business and start up strategies.
- Partner with Vocational Rehab to offer entrepreneur skills development training.
- Entrepreneurial information offered in AEL classes.



Strategy #6: Identify and conduct appropriate assessments for use in assisting youth in identifying their career goals, aspirations and the development of a career path.

- Train staff on development of career pathways throughout the system.
- Identify the best career assessment tools to be utilized within the system and make these available to Core Partners and those in outlying counties.
- Career exploration and goal-setting will be a component of adult education and literacy classes.

Strategy #7: Incorporate financial literacy education and experiential learning opportunities as standard components of youth services.

- Offer Money Smart classes within the system through virtual technology and incorporate guest speakers from the financial and credit counseling industry.
- IVRS will work with high schools to provide Financial Literacy information into high school curriculum.
- Financial Literacy is included in curriculum for adult education and literacy classes.

GOAL 3: Iowa will improve the structure and administration of workforce delivery systems across the state.

Strategy #1: Create a service delivery model which is business driven, user- friendly, and meets the evolving needs of employers.

- Provide feedback on business needs regularly received by the Business Services Representative (BSR) team to system partners in monthly meetings.
- Develop annual training for businesses, i.e. Employer Summit, as well as center trainings based on business needs, such as Dress for Success workshops.
- Curriculum and lesson plans in adult education and literacy classes must align to 21st Century Employability Skills and College and Career Readiness State Standards.

Strategy #2: Offer a variety of innovative options designed to meet the wide array of talents and needs represented among Iowa's current and future workers. Apprenticeships, earn-while-you-learn and other programs will engage and support Iowans in moving towards self-sustaining career goals.

- Increase use of social media to reach customers more efficiently and to maximize learning potential.
- Provide recognized credentials for clients upon completion of training.
- Connect customers with businesses offering training to provide them with a pool of workers to hire from.
- Create a partner list of services in order to promote referrals and remove duplication of services.
- Develop a skill transfer guide to create customer awareness of the benefits of transferrable skills, including military skills.
- Connect IowaWORKS workshops via technology to outlying county offices and customers.
- AEL will continue to offer I-BEST classes.

Strategy #3: Bring a Diversity of stakeholders together to review and create effective policies, programs, and opportunities for Iowa's current and future workforce.

- Provide opportunities for businesses to be stakeholders, such as Sector Board members and Employer Summits, to assess their needs and engage in the workforce system.
- Host regular discussions between Core Partners, RWDB and ECI to identify needs and create opportunities.
- Provide updates from Core Partners at RWDB meetings.

Strategy #4: Support current and future workers in their efforts to enter into self-sustaining employment.

- Develop career pathway plans not just employment plans and utilize labor market information (LMI) to help direct customers towards growing career fields.
- Utilize new and existing grants to assist customers in overcoming barriers specific to job attainment process, including interview clothing, transportation assistance, etc.)
- AEL will continue to offer I-BEST classes.

Strategy #5: Develop a referral process that allows for direct connections by and between key agency staff, which includes holding agencies accountable for assisting workers in achieving success.

- Meet monthly with core partner agencies to review referrals and report on services provided, in order to hold the customer and agencies accountable.
- Co-enroll individuals in partner programs and collaborate to share data and track progress to ensure customer success.

Strategy #6: Create advanced training certification programs for One-Stop Center staff to ensure all One-Stop centers are operating consistently and that staff have access to the same knowledge, resources, and supports across the state.

- Implement One-Stop standards to ensure high quality customer service to job seekers, workers, and businesses.
- Host joint professional development days with core partner staff.

Strategy #7: Create demand driven labor market responsive strategy for the investment of workforce development resources.

- Monthly meetings of core partners, RWDB members, and integrated BSR team for improved responsiveness to business needs.
- Bring Rapid Response survey information to core partners to develop training strategies.
- Provide Core Partner Referral Form at Rapid Response meetings.

Strategy #8: Minimize the participatory burden to system users through the creation of and implementation of a common intake and reporting system among core partners and relevant agencies

- Utilize the new software system developed by the State for common intake and reporting among core partners.

## **Alignment with State Vision**

Core partners' regional vision aligns with the Governor's Future Ready Iowa Initiative, in that our workforce delivery system will collaborate to build a pipeline of skilled workers to meet the workforce needs of Iowa's current and emerging industries.

Region 7 is adopting the State Unified Plan's three goals. Core partners involved their staff in the creation of local strategies. For example, in 2016, IowaWORKS staff broke into three WIOA Transition Committees each responsible for one of the goals and developed local strategies that will be implemented to align with the strategies of the State Unified Plan. Four committees comprised of representatives of all core partners began meeting in late 2016 to move forward on initiatives identified as vehicles for alignment with the unified plan.

## **Regional Strategies**

### **Strategic Alignment of Resources**

All career services offered through the IowaWORKS center are designed to meet the strategic vision and goals of the Regional Workforce Development Boards. These services are reviewed regularly by the IowaWORKS management and the RWDB to ensure they are aligned with the goal and vision of the board. The RWDB provides oversight to ensure the following career services are available at the center:

- Eligibility for services Outreach, intake, orientation
- Initial assessment
- Labor exchange services
- Referrals to programs
- Labor market information
- Performance, cost information
- Supportive services information
- UI information and assistance
- Financial aid information
- Follow-up services
- Comprehensive assessment
- Individual employment plan
- Career planning, counseling
- Short-term prevocational services
- Internships, work experiences
- Out-of-area job search
- Foreign language acquisition
- Workforce preparation

The Adult Education and Literacy (AEL) Programs at Hawkeye Community College (HCC) provide services that focus on the following outcomes:

- Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- Assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family;
- Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways; and
- Assist immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English; mathematics skills; and acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

Iowa Vocational Rehabilitation Services (IVRS) provides services that focus on the following outcomes:

- IVRS staff assigned to every high school and providing services to all students with disabilities, including career counseling on employment and training opportunities, training on work readiness and employer expectations, and on self-advocacy. Job shadows and part time work opportunities are encouraged.
- IVRS staff, in collaboration with partner agencies, provides counseling to individuals with disabilities to help them make informed career decisions. Information on in demand careers and career pathways is utilized and assistance with training is provided that leads to successful employment.
- IVRS provides consultation to partner agencies to ensure programs and areas are accessible. Consultation is provided to employers on disability needs to assist with recruitment and hiring of qualified individuals with disabilities and retaining valued employees.

Strategies to align resources among programs:

- AEL serves English Language Learners, those lacking a High School Equivalency Diploma, and those in need of basic reading and math skills. These services are offered in locations that are accessible to Workforce and IVRS clients.
- IowaWORKS, Vocational Rehabilitation, and Young Adult intake process collects educational needs of clients. Students are referred to Adult Literacy classes on a regular basis. Workforce provides funding for educational barriers including daycare, transportation, and testing fees.
- The Adult Education/Literacy program provides student progress and completion information to Workforce and Promise Job staff.
- The Adult Education/Literacy Services assesses student barriers and refers students to Region 7 Workforce classes, Youth Employment services, and Vocational Rehabilitation services.
- Career Ready 101 online study is offered to Adult Literacy students in preparation for the National Career Readiness Certificate assessment. The assessment is at no cost to

students who are enrolled in Region 7 workforce and is administered at the Region 7 Iowa Works One-Stop and AEL site.

- HSED and ELL students are referred to GAP/PACE opportunities and participate in short-term training such as C.N.A. training and truck driving classes.

## **Expanded Access**

The workforce development system can be accessed through any core partner program within the region. Multiple points of access are being established, both physical and through electronic means, throughout the region. Region developed referral and verification forms will assist to document access to services.

Orientation sessions that describe the workforce development system will be developed and available at any partner location within the region at a future date. All core partners are focused on ensuring services are delivered and available to all eligible individuals, including eligible individuals with barriers to employment. In addition, outreach is conducted to rural communities, high schools, and adult education centers to provide systematic workforce development information and orientations. Plans are in place for experiential learning opportunities for targeted populations, specifically youth and young adults with significant barriers to employment, throughout Region 7. Partner representatives provide on-site services in outlying areas upon request or appointment.

Expanded access to AEL services includes:

- Hybrid and online classes offered to allow students in High School Completion and English Language Learning classes access to studying 24/7 without need for transportation.
- Additional summer and short-term HSED and ELL class offerings.
- Duration and intensity of AEL class offerings under continuous review to ensure optimal access.

## **Facilitate Career Pathways and Co-enrollment**

Through community partners and working with Hawkeye Community college, Region 7 RDWB has developed Career Pathways in advanced manufacturing and healthcare. Sector Boards for both these career fields meet regularly to gain business input and assess employers' needs for ongoing curriculum development.

Core partners will utilize career pathways in career development activities and counsel clients to consider short term training and skill certificates in pathways that are portable and stackable, in order to attain a family sustaining income. Staff development efforts will be provided to review the pathways and to encourage co- enrollment in order to leverage funding and to encourage credential attainment.

Region 7 will continue to develop and expand career pathways in various industry sectors, particularly in high demand areas based on local labor market needs and trends. Input from business experts serving on Sector Boards will be factored into the development of curriculum and desired industry recognized credentials.

Communication and collaboration to include and utilize current information will be incorporated into core programs and activities. Some Board members may serve a dual role or be called upon as a resource person to assure communication is shared in a timely manner.

Co-enrollment in multiple programs, such as AEL & WIOA Youth, GAP & Promise Jobs, is already occurring due to the established Core Partner joint application and referral process. As a result, participants have greater access to services and effective case management to ensure follow through of credential attainment.

IVRS is in support of continuing to develop and provide STEM and career pathways experiences to students with disabilities in transition. 21st Century Work Skills are a core value of the coordinated services and co-location between IVRS and IWD, and this allows for the exchange of labor market information for in-demand industries, occupations, skills and knowledge.

AEL provides I-BEST classes in CNC and CNA for contextualized learning to assist ELL and those with basic skills deficiencies to progress in these career pathways. I-BEST participants are co-enrolled in AEL and postsecondary education.

### **Strategy Alignment with State Strategies**

#### Accessibility:

All Region 7 core partner programs will work to expand services to underserved populations and those clients with barriers to employment. Potential clients will have access to all core partner programs at the Region 7 One- Stop Center, as well as other non-mandatory community agency partners. In addition, all core partner frontline staff will be trained on the basic eligibility requirements of other core partner programs and be able to make timely referrals to other partner services. Core partner staff members are also available at satellite centers throughout the 5-county area. Clients will also have online access to [www.iowajobs.org](http://www.iowajobs.org) to search for employment at home, at the One-Stop Center, and at any of the virtual access points throughout the region.

#### Sector Partnerships:

Region 7's Workforce Development Board is closely involved with the development of the sector partnerships currently in operation. Regional sector boards will operate in an advisory role to Region 7's Workforce Development Board (RWDB.) Several business leaders and education/training partners on the Board currently also serve on the existing sector partnerships. The Board will ensure that their development is employer driven and focused on those sectors with the highest demand within the region. Determination of high demand sectors will be data driven.

#### Career Pathways:

Through the efforts of the employer driven sector partnerships, secondary, post-secondary, and AEL education representatives, and Iowa Workforce Development staff, curricula and training opportunities are being aligned along high demand career pathways in Region 7. Each pathway

has the opportunity for individuals to earn credentials and obtain a career with a sustainable wage. Individuals can enter the pathways at various levels according to their existing experience and training. Local employers have contributed crucial information about the necessary credentials at each point of entry along the pathway as well as the expected wages for each level.

#### Integration:

Region 7 will align services in order to benefit all system beneficiaries. The Board views employers as customers of the One-Stop system as well as those seeking employment and training. Integration among Region 7 core partner programs will be achieved through ongoing cross training of staff, establishment of common referral processes among partners, and the use of common data management systems to improve tracking of co-enrolled clients. Frontline staff from all core partner agencies will have access to a common data management system, which will enable each partner program to more effectively track client participation and enrollment in other programs.

#### Integrated Education and Training:

Integrated education and training opportunities in Region 7 will be developed with input from local business leaders regarding the jobs most in demand within the region (especially middle skill jobs) and skills and education needed to prepare for these jobs. Sector partnerships in Region 7 will connect education and training experts with local businesses in order to quantify employers, education, training, and workforce needs. These needs, as well as the career pathway maps developed by each sector partnership, will be shared with the public on websites developed specifically for each high demand sector.

## **Performance Goals (Joint Goals across Core Programs)**

### **State Joint Performance Goals (Pending)**

#### **Core Partner Statement**

Required performance measures are primarily focused on job seeker customers. Iowa Workforce Development and Region 7 core partners are committed to achieve and exceed our negotiated performance indicators.

The Partners will collaborate to develop policies, procedures, guidance, and proven and promising practices with respect to staff training. The Partners shall train One- Stop Center Region 7 Staff as part of an ongoing learning process that will develop the knowledge, skills, and motivation necessary to provide superior service to workers and job seekers, including those with disabilities, and businesses in an integrated, regionally focused framework of service delivery. Cross-training allows staff from differing programs to understand every program and to share their expertise about the needs of specific populations so that all staff can better serve all

customers. One-Stop Center staff will be routinely trained and keenly aware as to how their particular function supports and contributes to the overall vision of the local board.

Core partners will contribute towards the State's expected level of performance through co-enrollment. When participants receive wrap-around services from multiple partners it only enhances their outcomes and success in credential attainment and measurable skill gains.

## **Assessment for Continuous Improvement**

### **Tracking Performance Outcomes and Continuous Improvement**

The following methods will be used to track performance measures and for continuous improvement of performance:

- Membership process is tracked through Business Objects
- Quarterly performance reports are shared with the RWDB
- Statewide data system IWorks - tracked by region
- AEL performance is tracked using the TE database
- Better data sharing between core partners, co-enrollment of participants for increased communication and case management for goal attainment

The RWDB and the CEO boards will receive performance and fiscal data on a quarterly basis and as requested. The boards will use that information and public comment to evaluate performance and to determine the need for continuous improvement activities.

IowaWORKS staff has developed and implemented performance tracking documents that helps to ensure that the region will meet the negotiated performance standards. In addition, the Core Partners will conduct ongoing training for staff relative to good enrollment decisions and WIOA performance. Performance reports will be run to monitor progress toward meeting the negotiated standards.

Region 7 has a long history of working collaboratively with various partners within the region. Ongoing partner meetings have been held with multiple providers to determine what services are currently being offered through various programs and identify gaps within the current service structure. In this way, partners are able to maximize services and funding levels and the participants benefit by having a more complete, comprehensive service plan to reach self-sufficiency. In turn, the region is more likely to meet performance goals.

The Performance Oversight policies of the CEO and RWDB include:

- Hawkeye Community College will provide quarterly reports to the CEO and RWDB, updating the boards on the region's performance and progress towards meeting performance standards.
- The RWDB and CEO boards will evaluate the performance and, if necessary, determine actions to be taken to improve performance. If a significant problem with WIOA



performance is identified, the RWDB/CEO will conduct an evaluation of the service provider.

- The RWDB and CEO will review and if appropriate make comment on all federal and state monitoring reports as provided by those monitoring/auditing entities.
- Region 7 will implement changes as part of the statewide data management system restructuring. The information received through this statewide system will be reviewed and tracked by the region.
- Core Partners will utilize the Standards developed by the State to create a baseline for workforce services for One-Stop certification.

## **Implementation of Strategies**

### **Regional Workforce Development Board**

The State of Iowa is developing an integrated technology enabled intake and service management information system for core programs carried out under WIOA and by IowaWORKS Center partners. This system will be utilized by the Region 7 IowaWORKS center and by the core partners as appropriate.

The following strategies will be implemented by the Core Partners collaborating together to deliver career services to the region by leveraging resources. Ongoing monthly meetings will allow partners to discuss services, challenges and find ways to avoid duplication among these activities.

The integrated case management system will help streamline service delivery and avoid redundancies. This will help to maximize resources so that they can be directed toward providing high-quality career services to job seekers, employees, and employers that are responsive to real-time and future labor market needs.

One redundancy Region 7 has been able to eliminate is requiring WIOA Title I young adults and Hawkeye Community College AEL participants to take both the TABE and CASAS basic skills test. Hawkeye Community College's AEL programs have enabled WIOA Title I Young Adult staff access for sharing of data, specifically to eliminate duplication of services with basic skills tests.

### **Core Partners**

#### **Title I: Adult and Dislocated Worker**

Today's increasingly competitive, fast paced, and globalized economy places a greater need on the education and skill development of the local workforce. The number of people who receive training and attain a degree or certificate through the Workforce Innovation & Opportunity Act (WIOA) Adult and Dislocated Programs, National Emergency Grants (NEG), Trade Adjustment Assistance (TAA) and other Department of Labor program initiatives must report the number of program participants with credentials. The goal of these programs shows continued emphasis on

job training and attainment of industry recognized credentials as a strategy for both enhancing earnings and employment for participants in the public workforce system to meet the economy's need for more skilled workers. Adult and Dislocated Worker services will be provided to individual with barriers to employment in Region 7 while avoiding duplication of services.

Recommendations to address regional workforce needs of area low-income adult and dislocated workers are outlined below:

1. Increase the number of participants in programs that result in a credential.
2. Increase credential attainment of these participants.
3. Develop and refer job seekers to industry lead retraining opportunities in an effort to maximum workforce reentry.
4. Encourage the creation of industry recognized training programs by local approved training providers which lead to credentials.
5. Build the capacity of frontline workforce staff to help customers seeking training to invest their time in programs that will lead to industry recognized credentials for jobs in demand in the regional labor force.
6. Continue linkages among WIOA Titles (I, II, III, and IV), Promise Jobs, Trade Adjustment Assistance, Ticket to Work to facilitate access to workforce services and educational programs.

#### Title I: Youth and Young Adult

Region 7 Youth Standing Committee, upon direction of the Regional Workforce Development Board, identified goals that align with the required youth activities and performance measure as outlined in the Workforce Innovation and Opportunity Act.

The identified goals are the following:

- Increase the number participants who obtain a recognized credential or secondary diploma.
- Increase the percentage of participants who are in employment, education, or training.
- Increase median average earning of participants who enter sustainable employment.
- Increase percentage of participants who achieve measurable skills gain.
- Increased customer satisfaction.

The local workforce system structure lends itself to a coordinated process for partnering with various community partners (not limited to Iowa Vocational Rehabilitation, Adult Education and Literacy, and Wagner-Peyser.) The 14 required youth elements serve as strategies to meet the above identified goals. The following 14 youth elements are made available to youth and young adults within Region 7:

1. Tutoring, study skills training, dropout prevention strategies (RBS) (SEC)
2. Alternative secondary school services or dropout recovery services (SEC)
3. Experiential Learning Paid and unpaid work experiences that have as a component, academic and occupational education, which may include:

- a. Summer employment opportunities and other employment opportunities available throughout school year (WEP)
  - b. Pre-apprenticeship programs (PRE)
  - c. Internships and job shadowing (INT), (SHW)
  - d. On-the-Job Training (OJT)
4. Institutional/Occupational skill training shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations (OJT) (IST) (CUS) (APP) (ENT)
  5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster (PRE) (APP) (IST)
  6. Leadership development opportunities (LDS)
  7. Supportive services
  8. Adult mentoring for a duration of at least 12 months (MEN)
  9. Follow-Up Services (PPS)
  10. Comprehensive guidance and counseling (G&C)
  11. Financial Literacy education (FIN)
  12. Entrepreneurial skills training (ENT)
  13. Services that provide labor market and employment information about in- demand industry sectors or occupations available within the local area (JSP)
  14. Activities that help youth prepare for and transition to postsecondary education and training (WEP), (MEN) (SEC)

Operationally, Region 7 will continue to emphasis program services to youth and young adults (whether designated as in-school or out-of-school) to meet the requirements of serving them under WIOA. Specifically, Region 7 will develop partnerships with:

- K-12 Education
- Alternative Schools
- Adult Education and Literacy
- Area Education Agencies
- Correction Institutions
- Drug Courts
- Disability Services (IVRS and community rehabilitation programs)

Not all 14 Youth Elements will be provided by Title I Youth staff but will be made available within Region 7 through partnerships with Core and community partners. The following is a list of additional activities and services that are available in Region 7 to support the required youth services available:

- Entrepreneurial Training (ENT)
- Job Search and Placement Activities (JSP)
- Pre-Employment Training (PET)
- Skill Upgrading (SUG)

Support Services are those services that are necessary to enable a youth to participate in activities authorized under WIOA. A non-exhaustive list of support services are available in Region 7 for youth:

- Clothing (occupationally required or required for interview)
- Dependent Care
- Miscellaneous services
- Residential/Meals support
- Stipends (STI) youth only
- Transportation

Given limited WIOA funding, not all support services allowable through the Workforce Innovation and Opportunity Act will be made available regionally. When a support service is not available through Title I services in Region 7, every effort will be made to partner with various service providers in the region and appropriate referrals will be provided to participants with services being delivered jointly.

## Title II: Adult Education and Literacy

Region 7's Board will ensure that the Adult Education and Literacy program continues to provide services that focus on the following efforts are being taken to enhance the provision of services such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers for improved service delivery and avoidance of duplication of efforts:

- Joint Professional Development Days - Presidents Day & Columbus Day
- AEL at Wednesday morning all staff meeting
- AEL staff presents at Iowa WORKS orientations monthly
- AEL orientations will incorporate information/staff from Iowa WORKS and IVRS
- Young Adult Program staff on-site for quarterly AEL registrations
- Core partners will continue to explore options for increased presence at each other's sites
- AEL and Iowa WORKS will continue to explore options for shared delivery of workshops
- AEL and Iowa WORKS will continue to partner on initiatives and trainings that involve GAP and PACE
- Core partners attend shared conferences such as Iowa 2015 AEL COABE Conference and 2016 WIOA partners summer conference
- AEL hosts RWDB to learn about their programs
- AEL attended Mary Ann Lawrence Board Training
- Region 7 will invite AEL to all continued training opportunities
- AEL staff attend ongoing WIOA training opportunities at the state and regional level
- Ongoing meetings of core partner group within region
- Creation of Partner Referral form
- Core partner development of local workforce plan
- Core partners led Memorandum of Understanding process

Comprehensive adult education services are offered in Region 7. High School Completion classes and English Language Learning classes are offered morning, afternoon, and evening five days a week which include access to online study materials that are available 24/7. Embedded in core standards based HSC and ELL curriculum is training on financial literacy, digital literacy, US Civics, literacy, and numeracy. Classes are leveled to provide students the opportunity to progress at their individual ability and pace. Contextualized career training coupled with AEL is offered in the career pathways of manufacturing and health care. Additionally, Region 7 has a comprehensive Family Literacy Program available to those who access adult education services.

Individuals who access core partner services and are shown to need AEL services are informed how to access these. Cooperation during program recruitment by all core partners ensures that individuals needing AEL services are identified to AEL staff for subsequent enrollment into AEL classes. AEL incorporates computer literacy contextually within appropriate class curriculum as described earlier in the plan. AEL provides contextual learning opportunities such as CNC and CNA I- BEST classes. AEL provides 23 leveled ELL classes weekly ranging from pre- literacy class for those individuals who have never attended any schooling to advanced class for those individuals ready to enter HSC classes, post-secondary training, and/or the workforce. Partners work diligently at communication and collaboration to ensure those who need English Language Learning services are aware of services available through AEL.

Title III: Wagner-Peyser

Region 7 RWDB will monitor and emphasize the importance of following the policy and process for customers in the IowaWORKS system as listed below:

In the integrated center in Region 7 the customer flow will be as listed below:

- Greet/Identify Purpose of Visit
- Determine Registration Status and/or
- Conduct Service Triage
- Recommend Services
- Registration
- Self-attestation
- Co-enrollment evaluation
- Introduce to Career Services Process and/or
- Provide Appropriate Partner Referrals and/or
- Determine eligibility for additional individualized career services and/or training services

#### Integrated Customer Flow

Based on an initial basic assessment, customers will progress through services in a unified, standard flow organized by function rather than program. Customers start with registration services (stream-lined program enrollment and initial triage); advance to career services (to build occupational and job seeking skills), and then either referral to recruitment and placement services (with connections to hiring employers) or referral to individualized career services and, if warranted, training services.

All Integrated Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within IowaWORKS. When eligibility permits, every customer must be co-enrolled into all qualifying programs for basic career services.

Within this flow, services will continue to be customized to meet individual customer needs.

Career services are the hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the IowaWORKS system: that all individuals have the opportunity to know their skills, grow their skills and get the best job possible with their skills. To that end, an assessment of skills is a universal service delivered. The outcome of service delivery in the career services area is a relevant pool of talent with skills in demand and job search know-how.

When customers have completed career services, have the tools and knowledge for an effective job search, and meet specific criteria, they are referred to employers to be matched to available job openings.

If additional services are identified, the career services team will make the appropriate referrals for individualized career services and/or training services.

Through the fully integrated process which includes co-enrollment, duplication of services will be avoided as partners work together to provide service management for customers. To avoid duplication of services a tiered approach will be utilized to use the skills and expertise of the appropriate agencies through referral and co-enrollment to meet individual needs. Every effort will be made to blend and braid services and funding on behalf of the customer.

#### Title IV: Iowa Vocational Rehabilitation Services

Region 7's Board will provide oversight to ensure that, as a partner of the One-Stop delivery system, IVRS will carry out the following efforts will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration and coordination:

- Joint Professional Development Days - Presidents Day & Columbus Day
- IVRS spoke at Wednesday morning all staff meeting
- Attended Disability Conferences
- VRS will attend WIOA related trainings
- Region 7 will invite IVRS to all continued training opportunities
- IVRS staff attend ongoing WIOA training opportunities at the state and regional level
- Ongoing meetings of core partner group within region
- Creation of Partner Referral form
- Core partner development of local workforce plan
- Core partners leading Memorandum of Understanding process

- IVRS will provide training, consultation, and technical expertise to partner agencies on accommodations, accessibility, and understanding on how to effectively provide services to participants with disabilities
- An IowaWORKS staff member will attend monthly IVRS staff meetings.
- IVRS counselors are being trained to facilitate IowaWORKS workshops to enhance service delivery in the region, such as schools in outlying counties.

#### Title IV: Iowa Department for the Blind

All center staff provide services to persons with disabilities. Those who need additional services such as benefits navigation or Ticket to Work are referred to the DEI Disability Resource Coordinator. The DEI grant enabled the purchase of iPads with assistive technology, such as Natural Reader TTS HD, which turns an iPad into a text to speech reader for those who are vision impaired. Anyone requiring more intensive services is connected to IVRS or the Department for the Blind (IDB), as needed, through our established referral process. Ongoing communication and collaboration occur in order to best meet the needs of our mutual customers.

IDB will collaborate with Core Partners in implementing the following strategies:

- Assist with an accessibility study with Region 7 clients who are blind or have visual impairments.
- Assist with staff development for the use of assistive devices and technology and provide a tour of the IDB
- Provide a week-long training for use of assistive technology and dealing with persons with vision loss.
- Provide Region 7 with electronic formats for use with individuals with disabilities. Can assist with digital literacy skills.
- IDB staff/counselors can bring clients to the One-Stop center and provide assistance with job clubs/workshops, i.e. can assist with PowerPoint presentations and workshop materials into accessible formats. Will provide technical assistance to programs and classes (will provide training to workshop facilitators to ensure the presentations and materials are accessible).

### **Integrated Customer Service**

The One-Stop delivery system is the foundation of the workforce system. The system provides collective access to career services to meet the diverse needs of job seekers. Career and training services, tailored to the individual needs of job seekers, form the backbone of the One-Stop delivery system. While some job seekers may only need self-service or other basic career services like job listings, labor market information, labor exchange services or information about other services, some job seekers will need services that are more comprehensive and tailored to their individual career needs. These services may include comprehensive skills assessments, career planning, and development of an individual employment plan that outlines the needs and goal of successful employment. Basic career services will be made available to all job seekers and include services such as labor exchange services, labor market information, job listings, and information on core and other partner programs. Individualized career services identified in

WIOA will be provided by local areas, as appropriate, to help individuals obtain or retain employment.

Region 7's One-Stop system aims to respond to business demand for workforce improvement by up-skilling individuals and equipping them with current, in demand skills to help them compete in today's job market. One-Stop center teams ensure all customers are welcomed to the center and made eligible for as many services as necessary to meet their employment objective by:

1. Recommending services customized to customer needs.
2. Providing immediate access to multiple services at the time of the first visit.
3. Encouraging continuous customer engagement through the ongoing delivery of quality services.

Region 7's One-Stop and integrated workforce development system will strive to offer, promote, and deliver a comprehensive series of services:

1. Design and continuously improve services to respond to the local economy and business demand.
2. Recognize all center customers may need both skills and employment while ensuring concurrent delivery of both services to all customers.
3. Increase the quantity, quality, and use of skill advancement for employment services.
4. Provide and emphasize more value-added, staff assisted services.

One-Stop center teams will ensure that every center visit and service adds value for each and every customer and contributes to positive individual outcomes.

Individuals receiving services in the One-Stop centers must receive the career service(s) that best meets the needs of the individual to meet his or her career pathway goals. Services do not need to follow a fixed sequence. The One-Stop system is the foundational system through which all program services are provided. Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment, remain employed or for career advancement.

Registration and participation are two separate functions in the process by which individuals seek direct, one-on-one staff assistance from the One-Stop system. The distinction is important for record keeping and program evaluation purposes.

Individuals who are primarily seeking information are not treated as participants and their self-service or informational search requires no registration. When an individual seeks more than minimal assistance from staff in taking the next step towards self-sufficient employment, the person must be registered and eligibility must be determined.

One-Stop teams will conduct an initial basic assessment of individual's needs and career goals. Customers will have immediate access to employment and skill advancement services in basic career services, with connection of the customer to additional individualized career services,



when determined appropriate in order for a customer to achieve their career goal and obtain or retain employment.

Staff will ensure all center customers have seamless access to all WIOA services. Customers receive services through Wagner-Peyser (WP) and will automatically be co-enrolled into WIOA Title I Adult and WIOA Dislocated Worker (if dates of birth and selective service requirements are met.) Co-enrollment into all other programs to include WIOA Title I Youth, Promise Jobs, Veterans programs, Ticket to Work, IVRS, IDB, and AEL may be provided as appropriate.

One-Stop centers must engage Unemployment Insurance (UI) claimants, to ensure maximum availability of employment and skill advancement services to help claimants return to work as quickly as possible.

Region 7 staff will encourage and facilitate access for center customers to all appropriate career services at each and every center visit to continuously engage them in the service delivery process until employed in self-sufficient employment.

Customers will have continued access to services until their career or employment goal is achieved.

WIOA divides career services to include basic career services, individualized career services, training services, and follow-up services. All center customers will have access to any of the basic career services immediately and continuously without further eligibility or documentation requirements. Individuals receiving services in the One-Stop centers must receive the service(s) that is needed to assist the individual to meet his or her career goals, and does not need to follow a fixed sequence of services.

Career services are provided in the One-Stop and can also be accessed online. An individual must be 18 years of age or older to receive career services in the adult program. Priority for individualized career services and training services funded with Title I funds must be given to veterans, low-income adults and public assistance recipients and individuals who are basic skills deficient.

Basic career services will be made available to all job seekers and include services such as labor exchange services, labor market information, job listings, and information on partner programs.

- Staff assisted job search and placement assistance, including career counseling (JSP), (G&C);
- Staff assisted job development (working with an employer and job seeker) (SJD);
- Staff assisted workshops, pre-employment training (PET).

Basic career services will be made available and, at a minimum, must include the following services, as consistent with allowable program activities and Federal cost principles:

- A. Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;

- B. Outreach, intake (including worker profiling), and orientation to information and other services available through the One-Stop delivery system;
- C. Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive service needs;
- D. Labor exchange services, including:
  - I. Job search and placement assistance, and, when needed by an individual, career counseling, including
    - i. Provision of information on in demand industry sectors and occupations; and
    - ii. Provision of information on nontraditional employment; and
  - II. Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the One-Stop delivery system;
- E. Provision of referrals to and coordination of activities with other programs and services, including programs and services within the One-Stop delivery system and, when appropriate, other workforce development programs;
- F. Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including:
  - I. Job vacancy listings in labor market areas;
  - II. Information on job skills necessary to obtain the vacant jobs listed; and
  - III. Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;
- G. Provision of performance information and program cost information on eligible providers of training services by program and type of providers;
- H. Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's One-Stop delivery system;
- I. Provision of information, in usable and understandable formats and languages, relating to the availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: child care; child support; medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the earned income tax credit; and assistance under a State program for Temporary Assistance for Needy Families, and other supportive services and transportation provided through that program;
- J. Provision of information and assistance regarding filing claims for unemployment compensation, by which the One-Stop must provide meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. Meaningful assistance means:
  - I. Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or
  - II. Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

- III. The costs associated in providing this assistance may be paid for by the State's unemployment insurance program, or the WIOA adult or dislocated worker programs, or some combination thereof.
- K. Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized career services identified in WIOA will be provided, as appropriate, to help individuals to obtain or retain employment. Individualized career services include: comprehensive skills assessments, career planning, and development of an individual employment plan.

- A. Skill upgrading (SUG) is a short-term pre-vocational service, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, personal maintenance skills, professional conduct and English Language Learning to prepare individuals for unsubsidized employment or training;
- B. Out-of-Area job search expenses;
- C. Internships (INT); and
- D. Work Experience (WEP)

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles:

- A. Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
  - I. Diagnostic testing and use of other assessment tools; and
  - II. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- B. Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers;
- C. Career pathways to attain career objectives;
- D. Group counseling;
- E. Individual counseling;
- F. Career planning;
- G. Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- H. Internships and work experiences that are linked to careers ;
- I. Workforce preparation activities;
- J. Financial literacy services;
- K. Out-of-Area job search assistance and relocation assistance; and
- L. English language acquisition and integrated education and training programs

Training services are provided to equip individuals to enter the workforce, retain employment or for career advancement. Training services may include, for example, occupational skills training, OJT, registered apprenticeship which incorporates both OJT and classroom training, incumbent worker training, pre- apprenticeship training, workplace training with related instruction, training programs operated by the private sector, skill upgrading and retraining, entrepreneurial training, and transitional jobs.

Training services are available for individuals who, after interview and evaluation or assessment through the development of an Individual Employment Plan (IEP), are determined to be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. The participant must be determined to be in need of training services and to possess the skills and qualifications to successfully participate in the selected program. Some participants may need additional services to assist their vocational training, such as job readiness training, literacy activities including English language training, and customized training.

Training is made available to individuals after an interview, assessment or evaluation determines that the individual requires training to obtain employment or remain employed.

- A. On-the-Job Training (OJT);
- B. Entrepreneurial Training (ENT);
- C. Customized Training (CUS);
- D. Institutional/Occupational Skill Training (IST);
- E. Registered Apprenticeship (APP);
- F. Remedial and Basic Skill Training (RBS)\*;

\*(for individuals enrolled in Title A/DW, must be in conjunction with another Training activity);

- G. Secondary Education Certificate (SEC);
- H. Incumbent Worker Training;
- I. Transitional Jobs

Post program services must be provided, as appropriate, including: counseling regarding the workplace, for participants in adult or dislocated worker workforce investment activities who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

## **Connecting with Special Populations**

### **Special Populations**

The Core Partners will utilize the following strategies to meet the strategic needs of employers in the region and ensure that special populations such as persons with disabilities, ex-offenders, veterans and immigrants receive the services needed:

- Persons with disabilities, including individuals who are blind or visually impaired. → All system staff provide services to persons with disabilities or partner with staff who are specially trained. Those who need additional services such as benefits navigation or Ticket to Work are connected to the DEI DRC or Title IV Core Partners. Anyone requiring more intensive services is connected to IVRS or IDB through our common referral process.

- Returning veterans and skilled military retirees - All center staff provide services to veterans. Those who have significant barriers to employment are referred to our DVOP. Additional veteran services are available through Hawkeye Community College and University of Northern Iowa's veteran service staff.
- Temporary Assistance to Needy Families (TANF) recipients - Anyone receiving TANF is automatically enrolled in Promise Jobs which is integrated into our Center. PJ Orientation happens twice a week and case managers ensure that their clients become registered members and are following their Financial Investment Agreement (FIA) Plan.
- Trade Adjustment Act (TAA) and Rapid Response Activities - All TAA and Dislocated Workers are made members upon their first visit and develop employment plans with team members. They are then co-enrolled in WIOA and Trade where applicable.
- Individuals with other barriers to employment, including those that are basic skills deficient - The Center serves all individuals and gives priority of service to those who are basic skills deficient and follows the established referral process to connect them with more intensive services at Adult Education & Literacy (AEL).
- Additional specific populations - The Center has two bilingual staff, both in Spanish and Croatian. In addition, we utilize the language line as needed. We have a migrant seasonal farm worker on staff to reach out to this population. We have a culturally diverse workforce in our Center similar to the demographics within our Region. Additionally, Region 7 is partnering with Embarc to provide services to the Burmese population in their language.
- Identification of populations who need ELL services through AEL is well established. Region 7 is an area with large numbers of under-served language groups and high poverty. Black Hawk County (BHC) is the most populous with 133,455 residents (U.S. Census, 2015 estimate) and the area with the highest need within the service area. The majority of AEL's ELL students are from BHC. The largest city in BHC is Waterloo, with 68,460 residents (U.S. Census, 2015 estimate). Waterloo's need for ELL is even more concentrated than BHC, as one of Iowa's most racially/ethnically diverse cities. US Census from 2009-2013 shows 10.4% of individuals in Waterloo speak a language other than English at home, compared to 7.2% at the state level; 6.4% are foreign born, compared to 4.5% within the state. Waterloo's largest immigrant groups include individuals of Hispanic, Burmese and Bosnian descent. Other groups of immigrants served include people from various Asian nations, Eastern Europeans, and Africans from a variety of countries, including a sizable local group from Liberia and the Democratic Republic of Congo. The fastest growing population of ELL students is currently Burmese, who also have the most unmet need. Between 2000 and 2010, the US Census reports a 259% increase in Asian (not Pacific Islanders) in the defined area, attributable to the influx of Burmese refugees. This population also continued to grow as Waterloo's Tyson Fresh Meats employer recruited Burmese refugees from various primary resettlement sites all across the US. AEL has nearly tripled ELL class sections and sought specialized professional development to support this population. In PY16, the Burmese represented 40.99% of the HCC ELL students, up from 34.4% in PY14.

Overall demand for ELL services in Region 7 is increasing. Between 2008 and 2011, roughly 200 low-income ELL students were served annually with quality programming

through HCC AEL services. 2012 showed a sharp increase in annual enrollment with 249 ELL students. Economic events and immigration trends emerged that changed the needs landscape, including a new influx of Burmese refugees. That same year, a major employer in Waterloo, Beef Products Incorporated, closed its doors. As a result of need identified by the Rapid Response Team, Iowa Workforce Development worked in tandem with AEL to create a special summer session of ELL classes to help displaced workers, raising overall ELL student numbers.

In 2016, AEL added nine sections of ELL classes to attempt to accommodate local need. Total enrollment for PY16 was 561. Burmese enrollment also increased dramatically, from 4 in PY11 to 230 in PY16. AEL anticipates these trends will continue. The comprehensive slate of ELL services, high caliber response to new challenges, creative solutions to meet enrollment demands, and high rate of EFL benchmark completion combine to distinguish HCC AEL as a remarkable program model. In PY16, 21.3% of ELL participants were native Spanish speakers, 42.96% spoke an Asian language, and 27.19% spoke an African language as their native tongue.

Partners refer those in need of ELL services to AEL and AEL works with partners to ensure that those ELLs who need employment assistance, assistance due to disabilities, or other assistance are connected to appropriate partner services.

- Ex-offenders - A half time FTE is placed at the Department of Corrections, both men's and women's facilities, and the probation office, to assist ex-offenders on the re-entry process.
- Ex-offenders are accepted in all AEL programming and efforts are made to address the individual needs of this population. Regular AEL presentations to staff at area correctional agencies assists in appropriate referrals. Veterans are identified at AEL program intake in order to ensure appropriate services are provided by AEL. Awareness by the local immigrant community of ELL classes provided by AEL is promoted through AEL staff presentations at the following: area employers such as Tyson Fresh Meats, meetings of local groups who collaborate in refugee resettlement such as EMBARC, local K-12 schools, churches, hospitals, colleges, and community agencies such as Operation Threshold.

Below is an intensive analysis of IVRS customer data related to education, credentialing, and entrepreneurialism in Region 7. Each chart is appropriately labeled.

Below is a quick overview of high school graduates from the K-12 system (excluding HSED graduates.)

Region 7	Number of High School Graduates
2014	44
2015	33
2016	41
Total	118

Below is data related to individuals with a disability who are actively participating with IVRS who have completed or those who attended post-secondary education but did not obtain an industry recognized credential over a three year period.

Region 7	2014	2015	2016
Post-Secondary Education Achieved a College Diploma or Certificate	65	54	52
Post-secondary education, no degree or certificate	20	26	11
Total Attending	85	80	63
Percent achieving college diploma or certificate	76%	68%	83%

Below is data related to businesses successfully started by individuals with disabilities who were actively participating with Iowa Vocational Rehabilitation within Region 7 over a three year period.

Region 7	County	2014	2015	2016
	Black Hawk	1	4	2
	Bremer	0	1	0
	Buchanan	1	0	1
	Butler	0	0	0
	Grundy	0	0	0
Region 7 Totals		2	5	3

## **Coordination, Alignment and Provision of Services**

### **Employer Focus**

The Regional Workforce Development Board will lead efforts to engage with a diverse range of employers, regardless of business size. The Board will promote business representation and support employer utilization of the local workforce development system and to support local workforce development activities. The Board will ensure the workforce investment activities meet the needs of employers and support economic growth within the region, by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers. The Regional Workforce Development Board will also encourage the development and implementation of proven strategies for meeting the employment and skill needs of workers and employers in in demand industries. The RWDB will seek to enhance access for individuals with barriers to employment (disabilities, visually impaired, criminal records, etc.) The RWDB will also seek to meet the labor market needs of local employers through education and consultation related to accommodations and assistive technology solutions related to special skills training for individuals with barriers to employment.

To the extent feasible, based on employer need and regional budget, the region may utilize incumbent worker training, On-The-Job training, and customized training. The regional sector boards will serve in as advisory capacity to the RWDB to establish sector strategies, career pathways, and post-secondary intermediary initiatives for the region. Region 7 will develop and implement an integrated business services model, and related integrated team, to provide employer services. Employer services within the region are:

- Recruiting: Core Partner staff will seek to match job seekers against the employment needs of prospective employers, and to make appropriate referrals. No fees are charged and job listings are posted on several internet sites.
- Outreach: Core Partner staff will provide area employers assistance with recruitment needs, coordination of large-scale recruitment such as career and employment fairs, and marketing workforce products and services.
- Testing Services: Core Partner staff will administer, at no charge to the employer or job seeker employment and basic skills assessments and tests.
- Reverse Referrals: Core Partner staff will, when necessary and possible, referrals.
- National Career Readiness Certificate (NCRC): A system developed by American College Testing (ACT) for documenting and improving work place skills. The certificate provides fair and objective measurement of workplace skills that can be accepted nationwide.
- Skilled Iowa: Core Partners will support and market this public-private initiative supported by the Governor's Office, Iowa Workforce Development, ACT, the Iowa STEM Advisory Council, and countless Iowa businesses.
- Tax Credits: Core Partners will provide access and information related to The Work Opportunity Tax Credit (WOTC) offers federal income tax credit if they hire persons from certain qualified groups, such as the low income or disabled.
- Labor Market Information: Core Partners will provide and make available current Labor Market Information (LMI) on various economic trends and occupations, including data on prevailing wage rates and projected job outlooks.
- Free Space: IowaWORKS offers free meeting rooms to employers for job interviews and space for employers to display and distribute job information.
- Employers' Council of Iowa: This group of local employers holds regular meetings to discuss common concerns and to sponsor seminars on topics of interest.
- Sector Boards - Hawkeye Community College created sector boards in Advanced Manufacturing and Healthcare. Key stakeholders and industry partners meet regularly with a focus on employers' needs for skills, recruitment and retention to support their sector's economic vitality. Core Partners are invited to attend Sector Boards.
- Required Posters: Core Partners, in partnership with Wagner-Peyser will make available state and federal employer posters. These posters are available at no cost to the public, when available.
- Integrated Business Services Team - Under WIOA, the new integrated Business Services Team includes staff from Vocational Rehabilitation and the program coordinator from the Apprenticeship program.
- Business Closings/Downsizing: Should a business experience closing or restructuring, Core Partner staff will provide assistance to through Rapid Response or related events.
- Unemployment Insurance Tax Forms and Publications: A number of commonly required or requested forms are available on-line.



- Unemployment Insurance Fraud: Iowa Workforce Development's fraud detection program attempts to prevent and detect unemployment benefits paid to claimants through willful misrepresentation or error by the claimant, through IWD error, or misrepresentation by others. Better detection and prevention of improper unemployment insurance benefit payments results in a decrease in benefits payouts, which in turn decreases employer taxes.
- Hawkeye Community College's Contract Training department strives to identify new businesses entering the region as well as existing businesses experiencing growth and may benefit from the New Jobs Training Program (260E) and/or the Iowa Jobs Training Program (260F).
- Career Pathways - WIOA incorporates career pathways as part of both the objective assessment and development of the individual service strategy.
- When WIOA Title I funds are expended, clients will be referred to GAP and Pathways for Academic Career and Employment (PACE) for funding assistance for upskilling and credential attainment as they progress in their career pathway.

### **Entrepreneurial Skills Training and Microenterprise Services**

The Regional Board coordinates and promotes entrepreneurial skills training and micro-enterprise services through a collaborative approach within Region 7 by promoting the following:

- The small business development center provides ongoing entrepreneurial training and assistance throughout the region.
- Iowa Vocational Rehabilitation provides ongoing entrepreneurial training through Iowa Self Employment program.
- IowaWORKS promotes and explores opportunities for center customers to establish self-employment.
- WIOA Title I Adult/DW offers tuition assistance for customers to obtain necessary business building skills for small business operation.
- Referrals to and engagement of the Small Business Development Center for one- stop customers.

### **Board Support for Regional Expansion of Registered Apprenticeships**

Registered Apprenticeship is a tried and true approach for preparing workers for jobs and meeting the business needs for a highly skilled workforce that continues to innovate and adapt to meet the needs of the 21st century. The RWDB will work to enhance the use of Registered Apprenticeships to support the regional economy. To do so:

- Businesses within the region are encouraged to become certified and registered by the Federal Office of Apprenticeship in an effort to attract potential long-term employees.
- Apprenticeships provide an opportunity for an individual's career advancement and an opportunity for employers to add skilled employees to their workforce.

- The Integrated Business Services Team will promote and educate employers on the benefits of apprenticeships and serve as the liaison between the Department of Labor and employers.
- Low unemployment rates within the region require employers to be pro-active and innovative in their recruitment and retention of employees. Apprenticeships are a solution for area employers.
- IowaWORKS provides prescreening of participants for the specific occupation(s) the employer is needing
- IowaWORKS may provide Skills Upgrading of participants through Safety Training, Skills Development, ESL, and other short-term skills development as may be needed by the employer and/or the participant to be successful in an apprenticeship.
- WIOA may be able to provide support services for individuals in apprenticeships to be successful.
- Co-enrollment of participants in core programs as appropriate to ensure participants receive all needed services to be successful in an apprenticeship.
- IowaWORKS in partnership with community colleges and local employers are expanding and developing local apprenticeship opportunities
- IowaWORKS has participated in an apprenticeship open house for area job seekers and employers to promote and discuss expansion of apprenticeship opportunities in the region.
- IDB/IVRS will be consulted for accommodations and assistive technology solutions as appropriate.

We are currently in the process of developing apprenticeships. As we move towards enrollments in a certified apprenticeship program, pre-screening services and implementation of best practices, will be implemented into the Integrated Workforce Delivery Model for Region 7. For individuals with disabilities, including individuals who are blind or visually impaired, co-enrollment will occur with IVRS and IDB in order to ensure the appropriate accommodations and services are provided.

## **Rapid Response Coordination**

Core Partners will continue to provide information sessions Region 7 individuals impacted by plant closing, layoffs, and other Rapid Response events. The following people will be the primary contacts who will work with the State Dislocated Worker Unit and the State Trade Adjustment Act Unit to provide Layoff Aversion and Rapid Response services in Region 7.

Andrew Trower  
 Operations Manager, Region 7 IowaWORKS  
 3420 University Avenue Waterloo, Iowa 50701  
 Office: 319-291-2705 ext. 230  
 Andrew.trower@iwd.iowa.gov

The following individual will serve as an alternate contact:

Chris Hannan  
Workforce Development Director Region 7 IowaWORKS  
3420 University Avenue Waterloo, Iowa 50701  
Office: 319-291-2705 ext. 281  
Fax: 319-235-1068  
Chris.hannan@iwd.iowa.gov

Rapid Response is a proactive, business focused, and flexible strategy designed for two major purposes:

1. To help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills Iowa companies need to be competitive
2. To respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and the affected workers.

Rapid Response provides early intervention to worker groups who have received a notice of layoff or closure. Region 7 has a Rapid Response Team consisting of staff from various partners within the region. Whenever possible, the team conducts on-site visits to those affected. Every effort is made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how partner agency staff will be working together as a team to offer the individualized and comprehensive re-employment services. Following initial contact with those affected, customers on an individual basis for co-enrollment into Core Programs, where needed.

Workforce Innovation and Opportunity Act Title I programs are mandated to co-enroll all Trade certified and National Emergency Grant dislocated workers to provide seamless and integrated services. Additionally, co-enrollment with Title I programs as well as Core Partners allows regional resources to be leveraged without duplication of services.

All customers receive assessments, review labor market information, establish employment goals, and develop Individual Employment Plans that are shared. Job seekers have access to electronic and in person career services for industry exploration, resume preparation, skill assessment and testing, job search, work registration and unemployment insurance claim filing, skill building workshops, job search assistance and individualized career services.

Trade Adjustment Assistance (TAA) provides early intervention to worker groups on whose behalf a Trade Adjustment Act petition has been filed: Region 7 has a Rapid Response Team consisting of staff from all Workforce Innovation and Opportunity Act Title programs (I, II, III, IV), community organizations, and Trade Adjustment Assistance (once the petition has been certified). Whenever possible, the team conducts on-site presentations at the business location. Every effort is made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how the partner agency staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Furthermore, as appropriate at such

sessions or after layoffs occur, the joint Trade Adjustment Act/Workforce Innovation and Opportunity Act applications are completed. Afterwards, customers begin to engage in further orientation and intake sessions.

Case Management is shared between WIOA Title I and Title III representatives because those staff have access to a shared data management system. During WIOA implementation Region 7 hopes to expand data management access to all Core Partner staff, where deemed necessary. If customer contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy all programs requirements. Ongoing communication is stressed among all partners is stressed at all times. Examples include: periodic combined staff meetings to reinforce open communication, multi-program co-enrollment meetings, and individual response teams.

When it is determined that a customer needs training services to be more competitive in the job market, Workforce Innovation and Opportunity Act Title I staff takes the lead in development of the training plans in accordance with the six criteria for Trade Adjustment Act approved training. Thereby, the training plans are developed and justified based on test assessments, labor market information, assessment of the customer's personal qualifications and financial ability, and training information.

The State Trade Adjustment Act office then reviews all training requests and issues determinations. While Trade Adjustment Act will be the primary funding source for an individual's training, Title I and Core Partner programs, may offer assistance with supportive services as needed. Co-funding of training also may occur, if it is necessary to meet a customer's needs. Once a customer enters approved training, there is additional coordination with Wagner-Peyser and Unemployment Insurance for an individual's ongoing income support.

Re-employment Services will also be offered within Region 7. This program is designed to help persons identified as being at risk for long-term unemployment insurance eligibility to return to the workforce as quickly as possible. A variety of services are available, including but not limited to: career assessment, job search workshops and job search/job placement assistance.

### **Career/Technical Education Training Focus**

Post-secondary educational institutions that have campuses located in Region 7 include Allen College, Kaplan University, Hawkeye Community College, University of Northern Iowa, Upper Iowa University, and Wartburg College. Other educational opportunities exist by means of extended campuses, on-line courses, vocational training, and apprenticeships.

- Region 7 hosts an Education Resources Expo at IowaWORKS to include all area colleges and universities.
- The Educational Opportunity Center is a regular speaker at our monthly Discovered Resources panel during our Six Steps workshop, as well as at Rapid Response meetings.

- We work hand-in-hand with all secondary education entities in the Region presenting LMI information to students, proctoring and giving NCRC assessments, and WIOA Youth classroom presentations.
- Region 7 coordinates with Allen College to provide training opportunities for Employer Council of Iowa. They also host a VAP site for us.
- Region 7 partners with Hawkeye Community College with the Dislocated Worker Transition Center, the Walmart Foundation grant, the GAP/PACE program, and the DEI Grant.
- Region 7 partners with Upper Iowa University, Wartburg College, Kaplan, Hawkeye Community College, University of Northern Iowa and Allen College for ongoing Job Fairs.
- Vocational Rehabilitation Counselors are located on site at UNI and Hawkeye Community College full time.
- AEL provides a full-time Transition Specialist to connect those receiving AEL services to CTE.
- AEL partners with CTE in providing the I-BEST classes offered through Hawkeye Community College.

## **Leveraging Resources**

The Regional Workforce Development Board will leverage other federal, state, and local investments, between the WIOA Core Partners as new opportunities become available, to enhance workforce development access through the following strategies:

- Connecting persons with disabilities through the Disability Employment Initiative Round 6
- Dislocated Workers through the Job Driven Apprenticeships - registered apprenticeships are currently being offered in Plumbing, HVAC, Electrical, and a wide variety of other industries in Region 7.
- Those who don't qualify for WIOA funding - persons whose incomes is 150% or above the FPL - can receive training assistance through GAP/PACE.

Additional State and Federal funds will be leveraged to enhance existing workforce development programs, such as the Iowa Food Assistance Employment & Training grant to provide additional funding for the GAP/PACE program. In addition, Region 7 will be meeting with Mayor Hart regarding the possibility of City funding to enhance the WIOA youth program, specifically for paid Work Experiences for youth during the summer months.

## **Improving Access to Post-Secondary Credentials**

Hawkeye Community College is the fiscal agent for GAP and PACE funds, which provides three career navigators housed at IowaWORKS to assist those in selecting a career pathway and earning a recognized post-secondary credential. GAP recipients earn certificates in high growth occupations such as C.N.A., Medical Coding & Billing, CNC Machining, Production Welding,

Industrial Maintenance, and CDL. Students advancing in their career pathways can go on to take credited courses through assistance from PACE career navigators. For instance, after earning a C.N.A. the individual can earn additional stackable and portable credentials such as LPN and RN. Participants can step and step off their career pathway as life circumstances dictate, but maintain an ongoing relationship with their career pathway navigator.

Hawkeye Community College is also the fiscal agent for the Job Driven NEG Apprenticeship program which provides dislocated workers with On-The-Job training in conjunction with classroom training to earn an industry recognized credential.

Previous information has been provided in the plan about I-BEST classes offered through AEL. I-BEST classes are a strong example of improved access to post-secondary credentials for populations most in need of this access. Region 7 is currently able to offer I-BEST classes free of charge to participants by making use of the braided funding previously described.

## **Coordination with Economic Development**

Workforce development and economic development have always complimented and supported one another in the State of Iowa, but the partnership has been particularly strong in the Cedar Valley Region. In recent years, having a qualified labor pool became even more critical as a component for business expansion, and the challenge presented opportunities to strengthen current relationships and to develop new partnerships. Specifically, we will:

- A Greater Cedar Valley Alliance & Chamber (GCVA&C) staff person regularly attends RWIB
- We partner with GCVA&C on job fairs and employer related events
- GCVA&C are invited to all Rapid Response meetings
- Region 7 works hand in hand with all economic developers in the region in the pursuit of Skilled Iowa community designations and Home Based Iowa designation
- Advanced Manufacturing Sector board meets every other month
- HealthCare Sector board meets every other month
- Integrated Business Service Representatives team to improve employer communications and assess their needs.

## **Regional Workforce Development Board Functions**

### **Board Structure and Decision Making Process**

Roles and Responsibilities of the Chief Elected Officials include:

- Providing input to the Governor, through IWD, on designation of local workforce development regions.
- Securing nominations for RWDB vacancies in accordance with Iowa Administrative Rules 877 - Chapter 6, and making final selection for appointment.
- Accepting liability for any misuse of WIOA funds expended under the contract.
- Serving as Local Grant Recipient under WIOA, including designating an entity to serve as local sub-recipient.

Roles and Responsibilities of the Regional Workforce Development Board include:

- Selection of service providers
- Establishing policy for the region's integrated workforce development system
- Developing a budget to carry out the duties of the local board, subject to the approval of the CEOs.
- Coordinating WIOA Core Partner activities with economic development strategies and developing other employer linkages with these activities.
- Promoting the participation of private sector employers in the workforce development system and ensuring the availability of services to assist such employers in meeting workforce development needs.
- Certifying eligible training providers.
- Use of discretionary funds
- Submitting an Annual Report to the State Workforce Development Board
- Establishing cooperative relationships with other local boards.
- Directing the activities of the Youth Standing Committee

Joint Chief Elected Official and Region Workforce Responsibilities in partnership with the RWDB, the CEOs are responsible for:

- Negotiating and reaching agreement with IWD on local performance standards.
- Appointing a Youth Standing Committee
- Developing a Chief Elected Official - Regional Workforce Development Board Agreement, outlining how the two boards will cooperate and collaborate in establishing and overseeing the region's workforce development system.
- Developing and entering into a Memorandum of Understanding with the Workforce Development System Partners.
- Conducting oversight of the local WIOA programs, the workforce development One-Stop, and related system; evaluating service delivery to determine if local needs and priorities are being met; determining whether regional needs have changed and if so, whether a plan modification is necessary; ensuring quality improvement is ongoing, and ensuring that performance standards are met.

The RWDB/CEO's meet quarterly and all meetings are open to the public. Notices about meetings are published on the Region 7 website. During those meetings quarterly performance reports, placement and retention data, fiscal and performance monitoring reports are reviewed. Questions arising from these reports are discussed. Follow up is then warranted in subsequent

meetings. Success stories are shared with the board. Quarterly internal monitoring takes place to ensure process and policy is followed within our programs. They will also:

- Develop and submit the Regional Workforce Development Customer Service Plan based on the Regional Assessment and Analysis.
- Review information on all programs to evaluate service delivery and provider performance.
- Review monitoring procedures and monitoring reports of fiscal agent contracted monitors and state staff reviews.

## RWDB EX-OFFICIO/PUBLIC INPUT POLICY

Public Input will be posted in all area newspapers, webpage and agency calendar notifying interested residents in our seven county region that we are developing a new Local Service Plan. Every RWDB meeting is posted for public input/invitation on the website. The draft copy is made available along with a 30 day public comment period. The new plan will incorporate services from the WIOA Core Partner programs, Promise Jobs, Trade Adjustment Assistance, and other employment and training programs within the workforce development system. The plan also includes the Memorandums of Understanding with Core Partners and other community agencies.

A draft Plan may be obtained from IowaWORKS Cedar Valley by calling 319-291-2705 extension 281.

Comments on the Plan must be submitted to:

Chris Hannan  
IowaWORKS Cedar Valley  
3420 University Ave  
Waterloo, Iowa 50701  
Phone: 319-291-2705 extension 281  
Email: [chris.hannan@iwd.iowa.gov](mailto:chris.hannan@iwd.iowa.gov)

Public Hearings may be put on the agenda to receive comments on the Local Service Plan will be held at:

IowaWORKS Cedar Valley  
3420 University Ave  
Waterloo, Iowa 50701

## **Oversight and Monitoring**

The Regional Workforce Development Board (RWDB), appointed by the Governor in consultation with the Chief Elected Official (CEO) board, plays a leading role in establishing policy for the region's Workforce Development Center system. The RWDB also selects the WIOA service providers, directs the activities of the board standing committees, and shares responsibility for many other duties with the CEO board, including oversight of the regional Workforce Development Center system's service delivery.



This responsibility extends to oversight of the One-Stop Center system and ensuring quality customer service. The RWDB structure follows state guidelines. The board meets quarterly, at a minimum, with the CEO Board, and all meetings are open to the public. At each quarterly meeting, and more often such as monthly, if determined by the RWDB/CEO board, the boards reviews the employment and training activities along with the Local Service Plan to ensure goals and strategies are being met.

The Region 7 Workforce Development Board and Chief Elected Officials are responsible for the development and oversight of the Local plan. The WIOA core partners participate in the process and provide input to the RWDB/CEO in the development of the plan. Through this process, the board is involved in the planning and oversight of the One-Stop system within the region. Many of the strategies described in the plan are in place to ensure quality customer service throughout the region.

At each RWDB/CEO meeting the boards review the employment and training activities within the region and hears reports on performance, new initiatives, regional issues, and program specific expenditures. All partners participate and provide information related to their specific areas of expertise. This review process occurs at each meeting and is ongoing.

Board members are encouraged to make on-site visits as often as possible to their local center and to various regional affiliated sites to ensure services are carried out as described in the local plan.

### **Youth Standing Committee Roles and Responsibilities:**

The Youth Standing Committee for Region 7 has replaced the WIA Youth Advisory Council and any/all related youth groups or teams approved by Regional Workforce Development Board/CEO in the past. The Youth Standing Committee is a subcommittee of the RWDB. Each standing committee must have at least one RWDB member. Additionally, a RWDB member must serve as the chairperson of every standing committee.

The Youth Standing Committee will provide meeting minutes, monitoring reports, membership nominations, and any amendment requests to the RWDB. The Youth Standing Committee will also continue to keep an open line of communication with the RWDB. A Youth Standing Committee representative will attend RWDB meetings semiannually. The intent of this committee is to convey ongoing youth activities and present any upcoming youth related projects, workshops, and related news to RWDB.

Composition of the Committee shall include but not be limited to the following:

- Shall be chaired by a member of the Regional Workforce Development Board and may include other members of the regional board.
- Shall include other individuals appointed by RWDB who are not members of the regional board and who the regional board determines to have appropriate experience and expertise, such as WIOA Core Partners.

- Will also include community based organizations and community based organizations with a demonstrated record of success in serving eligible youth.

The Youth Standing Committee may consist of a maximum of 25 members, appointed to terms of 3 years each. Youth Standing Committee applications for nomination will be done on an as needed basis and will follow common statewide processes. The Youth Standing Committee meets at least quarterly.

Youth Services are provided by all Core Partners in the WIOA workforce system for Region 7. Each partner has their own set of eligibility requirements, but work together as a team to ensure needed services are being provided to address all barriers to employment. These services are often provided through one on one sessions, group workshops, or via electronic access. The Youth Standing Committee oversees the services provided to youth through the Core Partners but also other service providers in the Cedar Valley region.

### **Disability Access Committee Roles and Responsibilities:**

The Workforce Innovation and Opportunity Act (WIOA) places an emphasis on ensuring accessibility to our workforce programs, services, and activities for individuals with disabilities. WIOA further mandates that Iowa's one-stop delivery system meets the physical and programmatic accessibility requirements of the Americans with Disabilities Act of 1990, as amended (ADA). Meeting the physical and programmatic accessibility requirements of the ADA is a mandatory part of one-stop certification under WIOA. WIOA requires us to work together to increase access for individuals with barriers to employment, including individuals with disabilities.

The State Board has also charged its Disability Access Committee with helping to coordinate efforts across the state with respect to accessibility for individuals with disabilities. This includes the establishment of a Disability Access Committee for each Regional Workforce Development Board. The expectation is that these Regional Disability Access Committees will be formed and work towards addressing the stated objectives with guidance from the State Board's Disability Access Committee.

Representatives should include, at a minimum, one from each of the following:

1. Iowa Department for the Blind
2. Iowa Vocational Rehabilitation Services (One of the above would be chair and should be on your Regional Board.)
3. Community-based organization(s) providing services to individuals with disabilities
4. Adult Education and Literacy service provider
5. Iowa Workforce Development
6. Business representative(s) from the local board
7. Union-affiliated Registered Apprenticeship program

Each Regional Board may include additional representatives, as appropriate for the Region. These representatives may include (but are not limited to) entities that work toward competitive, integrated employment for individuals with disabilities, a Center for Independent Living,

community college disability resource coordinator, or other entity that has experience and expertise in advocating for or providing services to individuals with disabilities.

## **One-Stop Center Access**

The regional board facilitates access to services provided through the One-Stop Center through:

- Multiple points of access are available through partner affiliated sites
- IowaWORKS staff provides outreach and enrollment in all outlying counties within the region on an itinerant basis
- Virtual Access Points are established throughout the region for customer access through technology at accessible sites for persons with disabilities, such as libraries
- Partners provide services through the One-Stop physical center on an as needed basis
- Partners provide One-Stop system services ongoing through various partner affiliated locations
- Partners participate in ongoing referral, co-enrollment and performance management through the state developed profile system
- Partners developing common application processes to ensure co-enrollment opportunities are streamlined
- Partners have created a virtual shared site where each partner can place electronic documents to be viewed by all partners.
- Once enrolled, assistance with public transportation can be provided by Core Partners as part of supportive services

## **Compliance with the ADA of 1990**

The Partners recognize that the Americans with Disabilities Act of 1990, as amended (ADA), Rehabilitation Act of 1973 (Rehab Act), and Iowa Civil Rights Act of 1965, as amended (ICRA), impose legal obligations with respect to workforce services delivery to individuals with disabilities. Further, a substantial portion of WIOA focuses on individuals with disabilities gaining increased and maximized access to workforce services. Individuals with disabilities constitute a population that has traditionally been underserved or unserved by the workforce development system. As such, the Partners shall develop policies, procedures, guidance, and proven and promising practices to create maximized physical and programmatic access and opportunity for individuals with disabilities.

The equal employment opportunity statement is on the membership screen. Training is provided biannually to system staff.

The Region 7 One-Stop system prohibits discrimination against individuals on the basis of age, disability, sex, race, color or national origin. The system promotes accessibility for all customers of the center and program services and is fully compliant with accessibility requirements. The EEO processes are reviewed quarterly, at a minimum, by local management, staff and EEO State staff. Adjustments are made as necessary to ensure compliance.

The following assistive technology is available at the One-Stop Center for persons with disabilities to utilize:

- Sono Flex (turns iPad into an augmentative communication device using pictures) Voice Dream Reader (turns iPad into a reading tool)
- Typ-0 HD (turns iPad into a word prediction device)
- iTranslate Voice-Translator & Dictionary (turns iPad into a translator, over 90 supported languages)
- ASL Swipekeys (toggles between alph-numeric keyboard to ASL keyboard for fingerspelling)
- Verbally Premium (Turns iPad into an augmentative communication device using preset text)
- Built-In Voice Recognition (Enables users to verbally say what they want to write) Natural Reader TTS HD (Turns iPad into a text to speech reader)
- Voc Rehab and Iowa Department for the Blind (IDB) staff will provide staff training on assistive technology as needed.

The IDB library can provide regions with electronic formats for use with individuals who are blind or visually impaired. The IDB can assist with digital literacy skills.

## **Regional Workforce Development Board Policies**

### **Ensuring Continuous Improvement**

The Region 7 RWDB will conduct ongoing analysis of the region's economy and workforce needs to ensure continuous improvement of eligible providers of services and to ensure that such providers meet the employment needs of local employers, workers and job seekers. This analysis will be completed as part of the RWDB's regularly scheduled meetings with needs assessments completed as necessary. Regional labor market information will be utilized with this review.

Elements potentially included in the analysis:

- A review of the local area data gathered from customers of the One-Stop.
- An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors as determined through LMI data;
- An assessment of the required workforce skills and knowledge individuals need in order to find employment.
- An analysis of the skill and education gaps for individuals within the local area or region.

All partners will participate in a process of continuous improvement to offer the best possible services and seize opportunities for further integration. To assure that services are responsive to the needs of the community, partners will survey customers to obtain feedback on customer

satisfaction. All partners will participate in the ongoing development and improvement of the Region 7 One-Stop center procedures, policies and operational management. All partners will be part of a joint planning process that will continuously review the needs of the Region 7 workforce and business community and refine the services of the One-Stop system based upon those needs.

In addition, the partners will encourage, accommodate staff, and/or provide training and cross training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the Region 7 One-Stop System in order to integrate services, reduce duplication, and improve overall service delivery.

As issues, concerns or strengths arise for the ongoing analysis, these will be addressed with the WIOA Core Partners to give input and determine next steps in correcting the issues. The RWDB will also comment on the strengths of the Region and how this is assisting the workforce in the Cedar Valley.

### **Regional Self-Sufficiency Definition**

A self-sufficient wage is defined as employment which when combined with the wages of all other family members, brings the entire family income to at least 150% of the United States Department of Labor's Lower Level Standard Income Level (LLSIL.) The board also reserves the right to allow case managers or related staff to work directly with participants and agree on an individualized family definition of self-sufficiency. This determination will be made with the participant's case manager or related staff and will be documented appropriately.

### **Ticket to Work**

Ticket holders who assign their tickets to the Iowa State Workforce Partners Employment Network; earn incentive dollars for those regions by obtaining and maintaining certain levels of employment called milestones. These incentive payments can then be used by the individual regions for the purpose of assisting persons with a disability to enter, re-enter, and/or maintain employment. While the overall use of ticket dollars is meant to be both broad and flexible; any expenditure of ticket funds should be used with this overall intent.

Requests for ticket funds, or the equivalent, equal to or less than \$7,000 per client per year will follow Title I guidelines laid out in this plan and will not require a local committee meeting for approval. Regional responsibility for requests equal to or less than \$7,000 per client per year will be left to the locally recognized fiscal agent. Ticket funds are intended to be used creatively and may be applied to a non-traditional expense, if necessary and appropriate, beyond Title I constraints. If creative requests are submitted and they are determined beyond Title I constraints they must be approved by the fiscal agent director or his/her designee. A committee shall meet and discuss funding requests for Ticket to Work funds, or the equivalent, if the request is \$7,001 or more. This group will consist of appropriate system leadership and staff but will be limited to 7 maximum members. Suggested members include all WIOA Core Partner representatives and

related Ticket to Work staff. This policy aligns with our integrated service delivery model and our vision for an efficient and responsive workforce development system.

### **Career Readiness and Soft Skills Preparation**

System customers, who are determined eligible for case management, who desire WIOA individualized and/or training services are expected to participate in soft skills, leadership, or career readiness activities to prepare them for success in their individualized employment plans. These customers are asked to participate in at least sixteen (16) hours of soft skills, leadership, or career readiness preparation before entering the final half of their job placement, training program, or related individualized and/or training services. This RWDB request is not intended to be burdensome to customers seeking education or training services and it not intended to be a locally recognized item for eligibility determination. However, it is intended to better prepare our community members to enter and retain employment at family sustaining wages.

### **Regional Workforce Development Board Fiscal Policies**

#### **Awarding WIOA Service Provider Contracts Process**

The Regional Workforce Development Board will be governed by the procurement policy as developed in accordance with Federal, State and local policies and approved by Iowa Workforce Development and the State Board. Iowa Workforce Development is the administrative/fiscal agent for this RWDB and in this capacity administers and oversees all phases of the RWDB's operations. The RWDB has the responsibility to provide policy guidelines for the workforce region.

Requests for proposals (RFPs) will be requested for WIOA services and will be publicized to identify all evaluation factors and their relative importance for WIOA activities. All responses to publicized requests for proposals will be reviewed by the policy set forth.

Technical evaluations of the proposals received and for selecting contractors will be conducted. RWDB review committee will review all proposals that meet the submission requirements and may submit summary reports of all proposals received to the Regional Workforce Development Board if requested by the RWDB.

After evaluation and recommendation of the RFPs by the RWDB review committee, the Regional Workforce Development Board will make the final selection of service providers. The Regional Workforce Development Board will have final authority for selection of service providers.

Final selections will primarily be based on, yet not limited to, effectiveness, demonstrated performance, potential for meeting performance goals, costs, quality of training, participant characteristics, past workforce development experience and performance of the bidder and

non-duplication of services. The proposals will be weighed against established criteria and the RWDB will then select the winning proposal based upon this scoring.

## **Out-of-School Expenditure Requirement**

Over the years, Region 7's Workforce Development Board has supported and encouraged youth programs that serve individuals with barriers to employment. The WIOA Title I youth program has a reputation of serving youth whom others have given up on. This approach will likely continue in the youth program design both for in-school and out-of-school youth.

As a result of the 75% minimum youth expenditure requirement under WIOA, Region 7 will utilize the following strategies to increase out-of-school youth enrollments:

- Continue commitment to offer services to in-school youth while expanding out-of-school youth services
- Continue conversations and communication with area school districts about the WIOA out-of-school requirement.

In the past, all youth that may qualify for services were referred to the program and typically enrolled. Moving forward, each youth referral will be reviewed individually. If a youth seems to have the necessary supports in place while they are in high school, but could benefit more from post high school services, enrollment will be delayed until after graduation. If a youth is struggling and could benefit from Title I services while in high school, the enrollment will be done as an in-school youth. Enrollment decision will be made in a variety of ways:

- IowaWORKS Partner programs meet regularly to discuss referrals and to determine which program(s) would best meet the needs of each individual youth.
- Partner with the Promise Jobs program to serve youth, and emphasize youth between the ages of 16 and 24 who have not yet built a stable career path.
- Partner with the aftercare programs which provides services to young adults transitioning from foster care
- Partner with the Juvenile Justice System to serve more youth who have made mistakes and encourage them to overcome their past.

Core Partners and core partner front line staff will continue to work closely to provide an integrated approach to youth services. The region will ensure that at least 20% of the Title I youth funds are expended on experiential learning.

## **Regional Oversight and Monitoring Policy**

### **Title I Services**

1. WIOA Title I Service Providers will ensure that participant and contract monitoring activities are conducted annually.
  - a. A random sample of ten percent (10%) of all non-OJT financial contracts under \$25,000 that start during the quarter.

- b. A random sample of ten percent (10%) of all non-financial activity of service contracts which start during the quarter; and
  - c. A random sample of ten percent (10%), of all participant files of participants enrolled or transferred into adult, dislocated worker and youth programs during the quarter.
  - d. All On-the-Job (OJT) training contracts will be monitored during the second thirty day period of activity under the contract and at least every 90 days thereafter.
2. WIOA Title I Service Providers will report to the Regional Workforce Development Board (RWDB), year to date and annual information on budget status, performance status, and regional activities within the programs.
  3. Process for system evaluation by the RWDB and CEO Board

On a quarterly basis, the RWDB will review attainment of performance standards for the Adult, Dislocated Worker, and Youth programs of the WIOA Title I Service Providers, if available from the state in a timely manner. In addition, the MOU Partners will report on the attainment of system goals. The RWDB will review bi-annually the local service plan and modify as necessary.

As priorities are met, new ones will be negotiated with the WIOA Core Partners to continue to improve the system. In the event that goals and/or standards are not being met, the RWDB will conduct a dialogue and work with the WIOA Core Partners to offer ideas on how to resolve the issues.

WIOA Title I Service Providers will prepare an initial budget each year for review and approval by the RWDB and CEO Board. At a minimum the budget will include a separate budget for administrative expenses and program expenses.

Administrative expenses will include a budget estimate for the Regional Workforce Development Board for travel, meals, lodging, and miscellaneous expenses (e.g. registration, out-of-state travel, speakers, etc.) associated with the continued education and support of the boards.

A quarterly report will be provided, if requested, to the RWDB and CEO Board by WIOA Title I Service Providers clearly demonstrating how funds were used for administrative and program functions.

#### State Oversight and Monitoring

1. Financial Monitoring
  - Iowa Workforce Development (IWD) will conduct financial monitoring twice a fiscal year for the fiscal agent and the WIOA Title I Service Providers.
2. Program Monitoring



- Iowa Workforce Development (IWD) will conduct a quality assurance review of programs annually.
- The United States Department of Labor (DOL) in collaboration with Iowa Workforce Development (IWD) staff will conduct program reviews of all National Emergency Grants (NEG), as required by DOL.

### Internal Eligibility Monitoring

Each new WIOA enrollee file is reviewed by a WIOA staff member other than the enrollee's case manager, to validate the enrollee's eligibility. The reviewer completes a Participant File Checklist form, or subsequent document, and the form is maintained in the case file. WIOA Title I staff will also present new enrollee file and completed Participant File Checklist to WIOA Title I Director, or his/her designee for review.

### Internal Quarterly Monitoring

Region 7 internal monitoring of the WIOA program will be conducted on a quarterly basis by the Director or designee by the following method:

- A random sample of 10% of all non-OJT financial contracts under \$25,000;
- A random sample of 10% of non-financial activity of service contracts which start during the quarter
- A random sample of 10% of all participant files of participants enrolled or transferred into adult, dislocated worker and youth programs during the quarter.
- All OJT training contracts will be monitored during the second thirty-day period of activity under the contract and at least every 90 days thereafter.
- Once during each program year, the WIA Service Provider will monitor each contract written for \$25,000 or more.

A computer-generated randomizer list will be used to select samples. Applicable monitoring form will be completed and signed by the internal monitor, the Employment Training Specialist of the participant, and the Manager/Director and maintained.

In the event that an eligibility determination was made erroneously, the case manager will pursue all feasible methods in order to recoup funds. The Title I Director will attend the quarterly RWDB/CEO meetings to provide updates regarding monitoring and other items as deemed necessary. The RWDB/CEO will annually review the LSP performance. The RWDB/CEO will review the quarterly performance reports, if issues are found the board will discuss with the One-Stop Operator (Region 7 Title I Director and related employer) and will seek technical assistance if needed.

## **Title II Services**

Monitoring of AEL is done annually by the Iowa Department of Education and continuously by AEL program staff. Internal monitoring is accomplished by utilizing the following tools: CASAS pre and post student assessments, classroom unit tests in math, writing, and English

language acquisition, the Standards in Action observation tool aligned to the College and Career Readiness Standards, student surveys, and other benchmark data collected using the TE database.

## Attachments

### Mandatory and Core Partners List

Required Partner	Local Area?	Entity	Name	Telephone Number	Email Address
Title I - Adult/DW/Youth	X	IowaWORKS	Chris Hannan	319.291.2705 x 281	<a href="mailto:chris.hannan@iwd.iowa.gov">chris.hannan@iwd.iowa.gov</a>
Adult Education/ Literacy	X	HCC Metro AEL	Sandy Jensen	319. 234.5745 x 2006	<a href="mailto:Sandra.Jensen@hawkeyecollege.edu">Sandra.Jensen@hawkeyecollege.edu</a>
Wagner-Peyser	X	Iowa Workforce Development	Ronee Slagle Andy Trower	319.235.2123 x 317 319.235.2123 x 230	<a href="mailto:Ronee.Slagle@iwd.iowa.gov">Ronee.Slagle@iwd.iowa.gov</a> <a href="mailto:Andrew.Trower@iwd.iowa.gov">Andrew.Trower@iwd.iowa.gov</a>
Vocational Rehabilitation	X	Iowa Vocational Rehabilitation Services	Michael Howell	319. 234.0319	<a href="mailto:Michael.Howell@iowa.gov">Michael.Howell@iowa.gov</a>
Department for the Blind	X	IA Department for the Blind	Joe Weigel	515.971.7049	<a href="mailto:joe.weigel@blind.state.ia.us">joe.weigel@blind.state.ia.us</a>
Career/ Technical Education	X	Hawkeye Community College	Linda Allen	319.296.2320	<a href="mailto:Linda.Allen@hawkeyecollege.edu">Linda.Allen@hawkeyecollege.edu</a>
SCSEP (Older Worker)	X	AARP Foundation SCSEP	Chelly Pratt	319.234.0206	<a href="mailto:cpratt@aarp.org">cpratt@aarp.org</a>
Job Corps	X	Denison Job Corps Ottumwa Job Corps	Carrie Snell	319.235.2123 x 323	<a href="mailto:snell.carrie@jobcorps.org">snell.carrie@jobcorps.org</a>
Native American		Not in Region 7			
Migrant/Seasonal Farm Worker	X	Proteus	Patrick Taggart	319.248.0178	<a href="mailto:patrickt@proteusinc.net">patrickt@proteusinc.net</a>
Veterans		Iowa Workforce Development	Jim Galanits	319.235.2123 x 314	<a href="mailto:James.Galanits@iwd.iowa.gov">James.Galanits@iwd.iowa.gov</a>
YouthBuild		Not in Region 7			
Trade Act	X	Iowa Workforce Development	Ronee Slagle Andy Trower	319.235.2123 x 317 319.235.2123 x 230	<a href="mailto:Ronee.Slagle@iwd.iowa.gov">Ronee.Slagle@iwd.iowa.gov</a> <a href="mailto:Andrew.Trower@iwd.iowa.gov">Andrew.Trower@iwd.iowa.gov</a>
Community Action (E/T)	X	Operation Threshold	Barbara Grant	319.291.2065	<a href="mailto:bgrant@operationthreshold.org">bgrant@operationthreshold.org</a>
Housing Authority (E/T)	X	Iowa Northland Regional Housing Authority	John Harvey	319.483.5079	<a href="mailto:jharvey@iowanorthlandregional.org">jharvey@iowanorthlandregional.org</a>
Housing Authority (E/T)	X	Waterloo Housing Authority	Julie Snider	319.233.0201	<a href="mailto:Julie.Snider@Waterloo-IA.org">Julie.Snider@Waterloo-IA.org</a>

Unemployment	X	Iowa Workforce Development	Ronee Slagle	319.235.2123 x 317	<a href="mailto:Ronee.Slagle@iwd.iowa.gov">Ronee.Slagle@iwd.iowa.gov</a>
--------------	---	-------------------------------	--------------	--------------------	--

# AIWP Customer Flow Chart



## Individual Training Accounts Policy

Payment of WIOA Title I approved/authorized costs will be accomplished through an Individual Training Account (ITA). Once a provider has been selected and the maximum amount necessary to purchase the training and support services has been determined, that amount will be assigned to the participant's ITA.

The following are maximums for ITAs for the respective services – exceptions to maximum amounts listed may be allowed with Regional Manager/Director approval:

- Intensive services – up to a maximum of \$3,000 for all intensive services or up to 520 hours at prevailing wage for WEPs per WIOA Title I participant.
- Training services – up to a maximum of \$6,000 for all training services or up to 1040 hours at prevailing wage for OJT per WIOA Title I participant.
- Support Services – up to a maximum of \$3,000 per fiscal year per WIOA Title I participant. See Local Service Plan sections for specific limits on each type of supportive service.

The following are maximums for Experiential Learning opportunities – exceptions to maximum amounts listed may be allowed with Regional Manager/Director approval:

- Work Experiences (WEP)
  - A WEP agreement at one worksite can be written for a maximum of 13 calendar weeks unless the agreement is for a part-time WEP of less than 520 hours, then WEP activity period can be extended to a maximum of 26 weeks.
  - WEP wages shall be no less than minimum wage.
  - Prevailing wage per industry is allowable.
  - Service Provider is employer of record.
- Internships (INT)
  - Compensation can be in the form of incentive and bonus payments or wages for youth.
  - INT wages shall be no less than minimum wage.
  - Prevailing wage per industry is allowable.
  - Service Provider is employer of record.
  - Participants must be covered by adequate on-site medical and accident insurance even if they are not receiving wages.
  - Total participation must not exceed 500 hours per enrollment.
  - For in-school youth, INT participation must be limited to twenty (20) hours per week during the school year. In-school youth may participate in INT full-time during summer vacation and holidays.
- Job Shadowing (SHW)
  - The participant must not receive wages for the time spent in SHW.
  - The participant is not necessarily entitled to a job at the end of the Job Shadow period.
  - The total participation in the SHW activity for any participant in any one occupation must not exceed 160 hours per enrollment.
  - The length of a participant's enrollment in SHW is limited to a maximum of 640 hours, regardless of the number of SHWs conducted for the participant.

- Participants enrolled in a Job Shadow activity must be covered by adequate on-site medical and accident insurance.
- On-The-Job Training
  - Participants in an OJT must be provided benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of job.
  - Each participant in an OJT must be covered by Worker's Compensation in accordance with State law.
  - Payment for overtime hours and holidays is allowable. However, payments will be based on regular rate of pay and not at alternative wages structures.
  - An OJT contract with an employer can be written for a maximum of 1040 hours.
  - Training hours will be reduced by 1 week for every 1 month of related experience.
  - Training hours can be increased for a participant based upon the individual circumstances of the participant, such as disability. This process will not exceed limits established above or in related policy and must be approved by local Director or his/her designee. This process must be documented on ISS/IEP and in case notes.
  - The appropriate payment by WIOA is 50 percent of the wages paid by the employer to the participant during the period of the training agreement. In limited circumstances, the reimbursement may be up to 75 percent of the wage rate of the participant when the following conditions are considered:
    - The characteristics of the participants
    - The size of the employer
    - The quality of employer-provided training and advancement opportunities
    - Any additional factors the local board determines to be appropriate, which may include, the number of employees participating in the training, wage and benefit levels of those employees (at present and anticipated upon completion of the training), and relation of the training to the competitiveness of a participant
- Transitional Jobs
  - A time-limited work experience combined with comprehensive employment and supportive services to be subsidized for individuals with barriers to employment, are chronically unemployed, chronically underemployed, or have an inconsistent work history. Supports individuals to establish a work history, demonstrate success in a work environment and develop skills to obtain and retain unsubsidized employment. Such work experience can take place in the public, private or nonprofit sectors. There is no expectation of continued employment with the participating business once the work experience is completed.
  - Transitional jobs are a way for adults and dislocated workers with barriers to employment who are experiencing chronic unemployment or have an inconsistent work history to develop a work history and basic work skills essential to keeping a job. Transitional jobs are time-limited, subsidized employment in the private, non-profit, or public sectors.
  - Transitional jobs can be effective solutions for individuals to gain necessary work experience that they would otherwise not be able to get through training or an

OJT contract. The goal is to establish a work history for the individual, demonstrate work success, and develop skills that lead to entry into unsubsidized employment. The difference between a transitional job and an OJT contract is that in a transitional job there is no expectation that the individual will continue his or her hire with the employer after the work experience is complete.

- No more than 10 percent of adult and dislocated worker funds may be used to provide transitional jobs.
- Service will be offered with a training plan individualized to the job seeker.
- A transitional job agreement at one worksite can be written for a maximum of 13 calendar weeks and no more than 520 hours.
- Wages shall be no less than minimum wage.
- Prevailing wage per industry is allowable.
- Title I Service Provider is employer of record.
- The number of training hours for a participant may be increased based upon the individual circumstances of the participant, such as disability.
- The number of training hours for a participant may be increased based upon WIOA Title I Director or his/her designee's assessment of customer needs.

The maximum amount allowed for services will be discussed with each participant and divided per term or expense as appropriate. An ITA will be issued to each vendor showing the amount authorized by WIOA Title I for each time period. The maximum allowed for Adult and Dislocated Worker participants will be determined by the unmet need demonstrated on the Financial Need Determination form.

In cases when an ITA form (or book/supply authorization form) is not accepted by a vendor and the participant needs to purchase authorized items (examples may include required books, supplies, background check, physical/drug test, etc.) and then seek reimbursement, the following practice must be followed:

- Payment or reimbursement for service or service-related items must be approved prior to the purchase of the item
- Participant must submit original, itemized receipt to be reimbursed. If the receipt only lists costs, the participant must identify each item. All receipts are to include the participant's name, last four digits of social security number and the participant's signature.
- If tools, exams or testing are required for training, the required tool list or syllabi showing these required items must be provided. Tools will be delivered to the office at 600 South Pierce Avenue to the attention of the Employment Specialist (E.S) and then a meeting will be arranged for participant and E.S. to go through the packing list together, and signature attained by participant at that time. This procedure will minimize the chance of tools being given to a student other than the person listed on the ITA.
- Software is not reimbursable unless it is listed in the syllabus as required by all students in the class. Needing access to software does not imply a requirement to purchase.
- All receipts (must be itemized) for reimbursement of approved/authorized services are to be turned in with any or all other required documentation within 30-days of purchase and must have the participant's signature on it.



## **Regional Support Services Policy**

Support Services are available to regional job seekers receiving individualized career services or training services, but only as determined necessary and documented in case notes that the participant required such support to participate and complete the activity. Also, services are provided based on current budget circumstances. Support Services expenditures over the maximum allowable per fiscal year are allowable through WIOA Title I Director, or his/her designee's, approval.

Timely submission of academic records is the responsibility of all program participants. If required documents (grades, class schedules, financial aid award letters, tuition rates, etc.) are not received within 30 days of the start of a new semester/term, tuition assistance and support services will be forfeited for that term. Exceptions to this may be made by the WIOA Title I Director, or his/her designee, for extenuating circumstances.

Participant reimbursement claims for transportation and child care are due and processed every two weeks. If a Support Service Request (SSR) is received more than two claim periods late (up to 4 weeks) it will not be paid. For miscellaneous costs such as healthcare, clothing, etc. claims must be submitted within 30 days after the date in which that cost was incurred, or will not be accepted. Exceptions to this may be made by the WIOA Title I Director, or his/her designee, for extenuating circumstances.

Support services needed to meet employment goals may be offered during Post-Program Services.

Following are the allowable types of support service payments:

A. Clothing (CHG)

The costs of items such as clothes and shoes that are necessary for participation in WIOA activities are allowable. Items such as uniforms and protective eye wear are included. WIOA Title I Maximum Expenditure per fiscal year: \$400.00

B. Counseling (CLG)

The costs of personal counseling services that will enhance a participant's employability are allowable. This may include employment, financial, individual, family and drug and alcohol abuse counseling. However, major personal or emotional problems affecting employability may require referral to an approved counseling or health care agency. Generally, major personal or emotional problems are outside the scope of WIOA services. WIOA Title I Maximum Expenditure per fiscal year: \$500.00

C. Dependent Care (DPC)

The cost of dependent care from licensed daycare providers or from private sources agreed upon by the participant and WIOA Service Provider staff are allowable. Dependent care payments may not be made to individuals living in the same household. Dependent care includes child or

adult care. Higher rates may be allowed in special cases, including, but not limited to, care of an infant, sick child, or person with a disability. Participants must apply for available dependent care resources for which a participant may be eligible. WIOA Title I Max Expenditure per fiscal year: \$4.00 per hour per dependent. Max \$100.00 per week

D. Financial Assistance (FAS)

The purpose of a Financial Assistance Payment is to make a payment to a Service Provider or vendor on behalf of a participant to cover an emergency financial need of a participant that, if unmet, would prevent the participant from participating in WIOA activities. FAS may be used for such things as housing assistance, auto repair, eyeglasses repair, etc. FAS may not be used to pay any type of fines or penalties imposed because of failure to comply with any federal, State, local law or statute. WIOA Title I Maximum Expenditure per fiscal year: \$1,000.00

E. Health Care (HLC)

Health care assistance could be made available to participants when lack of assistance will affect their ability to obtain or maintain employment. This support service would be used only when there are no other resources available to the participant. WIOA Title I Maximum Expenditure per fiscal year: \$500.00

F. Incentive and Bonus Payments (INB) – Youth only

Incentive payments to youth participants are allowed for recognition and achievement directly tied to training activities and experiential learning activities. The INB payment policy is based on attendance or achievement of basic education skills, pre-employment/work maturity skills or occupational skills as identified in the ISS for the participant.

Federal funds may not be spent on entertainment costs. Therefore, incentives will not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment. Internal controls are in place to safeguard cash which also apply to safeguarding of gift cards, which are essentially cash. Benchmarks are listed below:

Benchmark	INB Payment
High School Diploma Attainment	\$200.00
HiSED Attainment	\$200.00
Achievement of Academic or Career goal	\$75.00
Perfect Attendance for Subsidized or Unsubsidized	
A. Work in a Month	\$50.00
B. Maximum Perfect Attendance	\$200.00
National Career Readiness Certificate	
A. Bronze NCRC Level	\$25.00
B. Silver NCRC Level	\$50.00
C. Gold NCRC Level	\$75.00
D. Platinum NCRC Level	\$100.00
Achievement of In Demand Credential/s	\$200.00

Completion of Structured Leadership Activity	\$100.00
Employed for Both the 2nd and 4th Quarter After Exit	\$50.00

#### G. Miscellaneous Services (MSS)

Bonding is an allowable cost unless funds are available from other resources. If bonding is an occupational requirement, it should be verified that the participant is bondable before the participant is placed in training for that occupation. The cost of required tools is allowed. All policies and procedures set forth in the property section of this handbook apply to property purchased with WIOA funds. The cost of licenses or application fees is allowable if required for employment. WIOA Title I Maximum Expenditure per fiscal year: \$2,000.00

#### H. Needs-Related Payments (NRP)

Needs-Related Payments are financial assistance payments made directly to participants to provide for the purpose of enabling them to participate in training activities. Needs-Related Payments for Adults, Dislocated Workers and Youth will not be utilized in Region 7.

#### I. Residential/Meals Support (RMS)

The cost of lodging for each night away from the participant's permanent home required for continued program participation is allowable. The cost for meals while the participant is away from home or in travel status for required training is allowable. This support service is not intended to cover living expenses for long term activities, such as dormitory expenses while in training. WIOA Title I Maximum Expenditure per fiscal year: \$30.00 per day in meals & \$75.00 per day for lodging.

#### J. Services for Individuals With Disabilities (SID)

The cost of special services, supplies, equipment and tools necessary to enable a participant with a disability to participate in training is allowable. It is not an allowable use of WIOA funds to make capital improvements to a training or work site for general compliance with the Americans with Disabilities Act requirements. WIOA Title I Maximum Expenditure per fiscal year: \$500.00

#### K. Stipends (STI) - Youth Only

Reasonable stipends may be used to assist the participant with additional or subsistence costs incurred by participating in any of the fourteen (14) youth services provided the provision of a stipend is included in the participant's individual assessment and service strategy. WIOA Title I Maximum Expenditure per fiscal year: \$500.00

#### L. Supported Employment and Training (SET)

Supported Employment and Training payments are allowable to provide individuals requiring individualized assistance with the one-on-one instruction and with the support necessary to enable them to complete occupational skill training and to obtain and retain competitive employment. SET may only be used in training situations that are designed to prepare the

participant for continuing non-supported competitive employment. Employment positions supported at sheltered workshops or similar situations may not utilize SET.

SET may be conducted in conjunction with Experiential Learning activities such as: INT, OJT, SHW, PRE and WEP. An example of SET use would be the hiring of a job coach to assist an individual who has been placed in competitive employment. WIOA Title I Maximum Expenditure per fiscal year: \$1,000.00

#### M. Transportation (TRN)

The cost of transportation necessary to participate in WIOA activities and services, including job interviews, is allowable. If transportation is by personal vehicle, Transportation Services (TRN) will be reimbursed for participants in all activities. Reimbursement for transportation is made only days the customer is actively participating in an activity. Travel will be reimbursed at flat rates according to the round trip miles shown below:

- Greater than thirty (30) miles round trip per day = \$10.00
- Ten (10) to thirty (30) miles round trip per day = \$5.00
- Less than ten (10) miles round trip per day = \$2.50

## Local Board List

Category	Name and Business Title	Business Name and Address	Phone Number	Email Address	Term
Business, Chair Executive Committee	Deborah Collett Vice President	Bloom Manufacturing Inc. 1443 220th St Independence, IA 50644	319.827.1139	<a href="mailto:dcollett@bloommfg.com">dcollett@bloommfg.com</a>	2014-2018
Business, Vice Chair Executive Committee (Small Business)	Linda Laylin Owner/Consultant	LLL Consulting 3902 Hillside Dr. Cedar Falls, IA 50613	319.239.9641	<a href="mailto:laylin@cfu.net">laylin@cfu.net</a>	2016-2020
Business	Stefanie Hartel Director	Allen Occupational Health – Unity Point 1825 Logan Ave. Waterloo, IA 50703	319.859.3881	<a href="mailto:Stefanie.hartel@unitypoint.org">Stefanie.hartel@unitypoint.org</a>	2016-2020
Business Executive Committee	VACANT - Reid	Bremer County			2014-2018
Business Executive Committee	Kendall ‘Butch’ Kelly HR Manager	GMT Corporation 2116 E Bremer Ave Waverly, IA 50677	319.939.3052	<a href="mailto:kdkelly@cfu.net">kdkelly@cfu.net</a>	2014-2018
Business	VACANT	Grundy County			2016-2020
Business	Lauren Call Safety Officer/HR	Peterson Contractors, Inc. 104 Black Hawk St. Reinbeck, IA 50669	319.345.2713 x 225	<a href="mailto:lcall@petersoncontractors.com">lcall@petersoncontractors.com</a>	2016-2020
Business (Small Business)	Richard L McBurney CEO/GM	Butler-Bremer Communications 715 Main Street Plainfield, IA 50666	319.276.4458	<a href="mailto:rich@butler-bremer.biz">rich@butler-bremer.biz</a>	2017-2020
Business (Small Business)	VACANT	Bremer			2016-2020
Labor	Janis Cramer Cost Accountant	Butler County REC 521 N. Main P.O. Box 98 Allison, IA 50602-0098	319.267.2566	<a href="mailto:Janis@butlerrec.coop">Janis@butlerrec.coop</a>	2014-2018

Labor	Lisa Lorenzen Fiscal Administrator	Lisa Lorenzen Resources for Human Development 2530 University Avenue Suite 1 Waterloo IA 50701	319.229.5030	<a href="mailto:lisa.lorenzen@RHD.ORG">lisa.lorenzen@RHD.ORG</a>	2014- 2018
Joint Labor/ Management & Business (dual role)	Chris Parker Financial Secretary/Treasurer	UAW 838 2615 Washington St. Waterloo, IA 50702 John Deere	319.233.3049 x 118	<a href="mailto:cparker@uaw838.com">cparker@uaw838.com</a>	2014- 2018
Workforce Representative (Apprenticeship)	Rachel Faust Vice President	RainSoft of NE Iowa 3130 Marnie Ave Waterloo, IA 50701	319.233.2038	<a href="mailto:rsrachelf@rainsoftneiowa.com">rsrachelf@rainsoftneiowa.com</a>	2016- 2020
Adult Education Representative	Sandra Jensen Director	HCC Metro Center 844 W. 4 <sup>th</sup> St. Waterloo, IA 50702	319.234.5745	<a href="mailto:sandra.jensen@hawkeyecollege.edu">sandra.jensen@hawkeyecollege.edu</a>	2016- 2020
Higher Education	Kelly Flege Asst. Vice President	UNI 1222 West 27th St Cedar Falls , Iowa 50614	319.273.3420	<a href="mailto:kflege@mediacombb.net">kflege@mediacombb.net</a>	2014- 2018
Economic Development	VACANT				2016- 2020
Employment Services	Deb Hodges-Harmon Business Services Team Lead	IowaWORKS Cedar Valley 3420 University Ave. Waterloo, IA 50701	319.235.2123 x 309	<a href="mailto:debra.hodges-harmon@iwd.iowa.gov">debra.hodges-harmon@iwd.iowa.gov</a>	2016- 2020
Vocational Rehabilitation	Michael Howell Manager	IVRS 3420 University Ave. Waterloo, IA 50701	319.234.0319	<a href="mailto:Michael.Howell@iowa.gov">Michael.Howell@iowa.gov</a>	2016- 2020
Ex-Officio County Elected	Clayton Ohrt Buchanan County Supervisor	Buchanan County Board of Supervisors Box 317 Independence, IA 50644	319.334.3578	<a href="mailto:cohrt@co.buchanan.ia.us">cohrt@co.buchanan.ia.us</a>	2017- 2020
Ex-Officio City Elected	Quentin Hart Mayor	City Hall 715 Mulberry St. Waterloo, IA 50702	319.291.4301	<a href="mailto:mayor@waterloo-ia.org">mayor@waterloo-ia.org</a>	2016- 2020
Ex-Officio School District	Jeff Frost Waterloo Schools	809 19th Avenue Gilbertville, IA 50634	319.296.1829	<a href="mailto:frostj@waterlooschools.org">frostj@waterlooschools.org</a>	2017- 2021

<b>Other Category</b>	<b>Name and Business Title</b>	<b>Business Name and Address</b>	<b>Phone Number</b>	<b>Email Address</b>	<b>Term</b>
Wagner-Peyser	Ronee Slagle District Manager	IowaWORKS 3420 University Ave. Waterloo, IA 50701	319.235.2123 x 317	<a href="mailto:Ronee.slagle@iwd.iowa.gov">Ronee.slagle@iwd.iowa.gov</a>	
WIOA Title I	Chris Hannan HCC Workforce Development Director	IowaWORKS 3420 University Ave. Waterloo, IA 50701	319.291.2705 x 281	<a href="mailto:chris.hannan@iwd.iowa.gov">chris.hannan@iwd.iowa.gov</a>	
Wagner-Peyser	Andrew Trower Operations Manager	IowaWORKS 3420 University Ave. Waterloo, IA 50701	319.235.2123 x 230	<a href="mailto:Andrew.trower@iwd.iowa.gov">Andrew.trower@iwd.iowa.gov</a>	
Education	Aaron Sauerbrei Executive Director	HCC Business & Community Education 5330 Nordic Dr. Cedar Falls, IA 50613	319.296.2320 x 3003	<a href="mailto:Aaron.sauerbrei@hawkeyecollege.edu">Aaron.sauerbrei@hawkeyecollege.edu</a>	

## **Regional Board by-laws**

Established 4/22/1998

Revised 08/2017

### **1. Territory of Region.**

Region 7 (Region) consists of the following counties in the State of Iowa (State):

- Black Hawk
- Bremer
- Buchanan
- Butler
- Grundy

### **2. Effective Date.**

These Bylaws take effect on June 29, 2017.

### **3. Vision**

- 3.1. The Region 7 Workforce Development Board (WDB) will serve as a strategic leader and convener of local workforce development system stakeholders.
- 3.2. The WDB will partner with employers and the local workforce development system to develop policies and investments that support public workforce system strategies that support:
  - 3.2.1. The regional economy;
  - 3.2.2. The development of effective approaches including local and regional sector partnerships and career pathways; and
  - 3.2.3. High quality, customer centered service delivery and service delivery approaches.
- 3.3. In partnership with the CEO Board, the WDB will set policy for the portion of the statewide workforce development system within the Region and consistent with State policies.

### **4. Goals.**

The WDB will work to achieve the following goals:

- 4.1. The Region's employers will have access to advanced, skilled, diverse, and Future Ready workers.
- 4.2. All Iowans in the Region will be provided access to a continuum of high-quality education, training, and career opportunities.
- 4.3. The Region's one-stop delivery system will align all programs and services in an accessible, seamless, and integrated manner.
- 4.4. Partner with regional employers, community leaders, and stakeholders to develop skilled worker pipelines.



- 4.5. Ensure all Iowans have full access and direct connection to programs that work to address essential components of reading instruction and literacy.
- 4.6. Cedar Valley youth will be afforded the best educational and career opportunities in the nation.
- 4.7. Support current and future workers in their efforts to enter into self-sustaining employment.

## **5. Functions.**

The WDB will perform the functions in Iowa Code section 84A.4 and section 107(d) of WIOA as well as any other functions necessary to implement title I of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), Public Law No. 113-128.

## **6. Responsibilities.**

- 6.1. Convene stakeholders in the Region's One-Stop Delivery System.

In order to ensure that its members actively participate in the convening of stakeholders in the one-stop delivery system, the WDB will:

- Create an environment of open communication and collaboration among stakeholders such as Economic Development, Education, Business, and Core Partners of the Workforce System.
- Capitalize on the synergies in Registered Apprenticeships and Sector Partnerships to provide employers with a reliable talent pipeline of qualified candidates.
- Ensure that the Regional Workforce System is accessible to all.

- 6.2. Broker Relationships with a diverse Range of Employers.

In order to ensure that its members actively participate in the brokering of relationships with a diverse range of employers, the WDB will:

- Ensure that the RWDB composition reflects a wide range of employment sectors encompassing the entire geographic area.
- Utilize the outreach conducted by the local Integrated Business Service teams to develop relationships and partnerships with a broad range of regional employers.
- Align efforts with those of regional economic development groups to encourage open communication and collaboration to address regional workforce needs.

- 6.3. Leverage Support for Workforce Development Activities

In order to ensure that its members actively participate in the leveraging of support for workforce development activities, the WDB will:

- Direct strategies that eliminate the duplication of services and activities within the One-Stop Delivery System.
- Allow partners to share resources and staff across geographic and programmatic boundaries when appropriate and allowable.

- Encourage community engagement with the One-Stop delivery system to enhance access, services, and eliminate barriers to employment for Region 7 residents.

**7. Members.**

- 7.1. The WDB’s membership must meet the requirements in:
  - 7.1.1. The criteria for appointment to local workforce development boards in Iowa as established by the State Workforce Development Board pursuant to section 107(b)(1) of WIOA; and
  - 7.1.2. Section 107(b)(2) of WIOA.
- 7.2. The WDB shall have a total of eighteen (19) voting members, with each representing an entity located within the Region. The WDB’s voting membership shall consist of:
  - 7.2.1. Ten (10) representatives of business.
  - 7.2.2. Two (2) representatives of labor organizations.
  - 7.2.3. One (1) representatives of Joint Labor/Management
  - 7.2.4. One (1) representative of a Registered Apprenticeship program.
  - 7.2.5. One (1) representative of an institution of higher education that performs workforce investment activities.
  - 7.2.6. One (1) representative of an economic and community development entity.
  - 7.2.7. One (1) representative of an eligible provider of adult education and literacy activities under the federal Adult Education and Family Literacy Act (AEFLA), as amended by title II of WIOA.
  - 7.2.8. One (1) representative of the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA.
  - 7.2.9. One (1) representative of a vocational rehabilitation program under the federal Rehabilitation Act of 1973, as amended by title IV of WIOA.
- 7.3. The WDB shall have a total of three (3) nonvoting members, representing entities located within the Region. The WDB’s nonvoting membership shall consist of:
  - 7.3.1. One (1) representative who is a city elected official.
  - 7.3.2. One (1) representative of a K-12 school district
  - 7.3.3. One (1) representative who is a county official

**8. Nomination Process.**

- 8.1. Representatives of business must be nominated by local business organizations and/or business trade organizations.
- 8.2. Representatives of labor organizations must be nominated by local labor federations.

- 8.3. Every applicant to serve on the WDB, regardless of whether the nominee is a current member seeking re-appointment or an individual who has never served on the WDB before, must complete and sign the application to serve on the WDB that is created and distributed by IWD in collaboration with the Governor's office.
- 8.4. Every applicant to serve on the WDB must submit the applicant's completed and signed application to the chairperson of the CEO Board.
- 8.5. When there is more than one eligible provider of adult education and literacy activities under the AEFLA, as amended by title II of WIOA, the CEO Board must solicit nominations from those providers.
- 8.6. When there is more than one institution of higher education providing workforce investment activities, the CEO Board must solicit nominations from those providers.
- 8.7. The representative of the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA, must be nominated by IWD.
- 8.8. The representative of a vocational rehabilitation program under the Rehabilitation Act of 1973, as amended by title IV of WIOA, must be nominated by IVRS and IDB.
- 8.9. The CEO Board shall expediently vote on approval of an applicant and transmit the application to IWD, in accordance with the procedure established by IWD.
- 8.10. IWD will review each application to ensure it is complete and signed. If an application is not complete or signed, IWD will alert the CEO Board chairperson, WDB chairperson, and applicant. If an application is complete and signed, IWD will transmit the application to the Governor for consideration.
- 8.11. To ensure the prompt nomination of applicants for WDB membership positions that are vacated due to the end of the member's term of service, the WDB shall submit each year, in the month of January, to the CEO Board a report that includes:
  - 8.11.1. A complete membership roster of voting and nonvoting WDB members;
  - 8.11.2. The affiliation category of each WDB member;
  - 8.11.3. The appointment date of each WDB member; and
  - 8.11.4. The date upon which each WDB member's term of service on the WDB ends.

## **9. Appointments.**

- 9.1. Only the Governor is authorized to appoint nominees to serve on the WDB under Iowa Code section 84A.4.
- 9.2. The Governor will notify IWD in writing of the appointment or rejection of a CEO Board nominee for the WDB.

- 9.3. IWD will notify the CEO Board of the Governor's appointment or rejection of a CEO Board nominee for the WDB.
- 9.4. An appointed member must complete the oath of office at the start of the member's term of service on the WDB. A member's completed oath of office shall cover the entirety of the member's term of service.
- 9.5. To ensure the prompt nomination of applicants for WDB membership positions that are vacated due to the end of the member's term of service, the WDB shall submit each year, in the month of January, to the CEO Board a report that includes:
  - 9.5.1. A complete membership roster of voting and nonvoting WDB members;
  - 9.5.2. The affiliation category of each WDB member;
  - 9.5.3. The appointment date of each WDB member; and
  - 9.5.4. The date upon which each WDB member's term of service on the WDB ends.

## **10. Member Resignation.**

- 10.1. To resign from the WDB, a member must submit a written letter of resignation that is signed and dated by the member and that contains:
  - 10.1.1. The member's full name;
  - 10.1.2. An affirmative statement of resignation from the WDB; and
  - 10.1.3. The effective date of the member's resignation.
- 10.2. The member must send — electronically or by U.S. Mail — the member's letter of resignation to both the chairperson of the WDB and the chairperson of the CEO Board.
- 10.3. A WDB member's letter of resignation shall be a public record under the Iowa Open Records Act, Iowa Code chapter 22.
- 10.4. Notwithstanding Sections 10.1 through 10.3, a WDB member may be deemed to have resigned as a matter of law pursuant to Iowa Code section 69.15 if either of the following events occurs:
  - 10.4.1. The member misses three or more consecutive meetings of the WDB. This paragraph does not apply unless the first and last of the consecutive meetings counted for this purpose are at least thirty (30) days apart; or
  - 10.4.2. The member attends less than one-half of the regular meetings of the WDB within any period of twelve (12) calendar months beginning on January 1 or July 1. This paragraph does not apply unless the WDB holds at least four regular meetings during such period and applies only to such period beginning

on or after the date upon which the member takes the oath of office and executes the required paperwork for the Iowa Secretary of State.

10.4.3. However, if a member received no notice and had no knowledge of a regular meeting and gives the chairperson of the CEO Board and the Governor a sworn statement to that effect within ten (10) days after the person learns of the meeting, such meeting shall not be counted for the purposes of Iowa Code section 69.15 and this Section.

10.4.4. The CEO Board, in its discretion, may accept or reject a resignation under Iowa Code section 69.15 and this Section. If the CEO Board accepts, the CEO Board must notify the WDB member and the Governor, in writing, that the resignation is accepted pursuant to Iowa Code section 69.15 and this Section.

## **11. Member Removal.**

11.1. The CEO Board may remove a member from the WDB for conduct detrimental to the WDB.

11.2. The determination of whether conduct is detrimental to the WDB will be made on a case-by-case basis, depending on the facts of the situation. Conduct detrimental to the WDB may include, but is not limited to: criminal behavior, misuse of WDB funds, the acceptance of something of value in exchange for the specific performance of an official WDB function, a violation of the WDB conflict of interest policy, intentional violation of the Iowa Open Meetings Act, etc.

11.3. The CEO Board may appoint an independent entity to investigate the conduct of a WDB member and report back findings.

11.4. The WDB may recommend the removal of a WDB member to the CEO Board for conduct detrimental to the WDB by a vote in open session of no less than two-thirds (2/3) of the WDB's voting members. The WDB must include the reason for the removal vote in that meeting's minutes.

11.5. The CEO Board may remove a member from the WDB by a vote in open session of no less than two-thirds (2/3) of the CEO Board's membership. The CEO Board must include the reason for the removal vote in that meeting's minutes.

11.6. As soon as practicable but not later than five (5) days after the CEO Board's vote to remove a member from the WDB, the chairperson of the CEO Board must notify the WDB member, IWD, and the Governor's office in writing of the CEO Board's vote to remove the member and the reason for the removal.

## **12. Terms of Service.**

12.1. The following voting members shall each serve a term of four (4) years:

12.1.1. Representatives of business;

- 12.1.2. Representatives of labor;
  - 12.1.3. The representative of a Registered Apprenticeship program;
  - 12.1.4. The representative of an institution of higher education; and
  - 12.1.5. The representative of an entity performing economic and community development.
- 12.2. Members representing the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA; a vocational rehabilitation program under the Rehabilitation Act of 1973, as amended by title IV of WIOA; and an eligible provider of adult education and family literacy activities under the AEFLA, as amended by title II of WIOA, shall serve until:
- 12.2.1. The entity the member represents loses its status as an entity providing such program services or activities; or
  - 12.2.2. The member no longer works for or has ultimate policymaking authority for the entity the individual represents.
- 12.3. So long as an individual meets all applicable criteria necessary to qualify to serve on the WDB as a representative with a certain affiliation type under Section 7.1, there is no limit on the number of terms an individual may serve as a member of the WDB.
- 12.4. The CEO Board must stagger the terms of WDB members so that no more than one-quarter (1/4) of the WDB's members have their terms expire in a given year.

### **13. Executive Officers.**

WDB shall have executive officers.

#### 13.1. Chairperson

- 13.1.1. The CEO Board must choose the WDB chairperson from among the WDB representative(s) of business who the WDB nominates at its annual May meeting.
- 13.1.2. The WDB chairperson shall serve a term of one year.
- 13.1.3. A WDB member who has served a term as the chairperson once may serve additional terms as the chairperson, if appointed by the CEO Board.
- 13.1.4. The WDB chairperson shall preside over WDB meetings.
- 13.1.5. The WDB chairperson must communicate in writing the chairperson's receipt of a WDB member's resignation to the WDB's membership and the CEO Board's membership.

## 13.2. Vice Chairperson

13.2.1. At its annual May meeting, the WDB shall choose a vice chairperson from among its voting members.

13.2.2. The WDB vice chairperson shall serve a term of one year.

13.2.3. A WDB member who has served a term as the vice chairperson once may serve additional terms as the vice chairperson, if chosen by a majority vote in a public meeting of the WDB.

13.2.4. The vice chairperson of the WDB shall preside over WDB meetings if the chairperson is absent.

## 14. Meetings.

14.1. The Iowa Open Meetings Act, Iowa Code chapter 21, governs meetings of the WDB.

14.2. Any formal or informal gathering of a majority of the voting members of the WDB constitutes a meeting of the WDB.

14.3. The WDB may not take action without a quorum. A majority of the voting members of the WDB, who have completed the appointment process, constitutes a quorum. The WDB may not take action via an email vote.

14.4. The WDB may meet at a date and time designated by the WDB chairperson or upon submission to the chairperson of a written request by a majority of the WDB's voting members for a meeting at a certain date and time.

14.5. The WDB and its standing committees must use technology to promote member participation.

14.5.1. All WDB meetings must have a conference call option that allows members and the public to participate via telephone.

14.5.2. A WDB meeting may have an online conference option that allows members and the public to participate online.

14.5.3. The WDB must provide an accessible location where members of the public may use technology to access the meeting. If the WDB has an accessible location where some members of the WDB will gather in person for the WDB meeting, that location will meet the requirements in this Section.

14.5.4. The notice of the WDB meeting must include information on how a member of the public may access the meeting using technology.

## 15. Alternative Designee Process.

- 15.1. A WDB member who is unable to attend a meeting may assign an alternative designee to attend the meeting as the member's proxy.
- 15.2. An alternative designee for a representative of business on the WDB must have optimum policymaking authority or ultimate hiring authority for the business the individual would represent.
- 15.3. An alternative designate for a representative on the WDB identified in Sections 7.2.2 through 7.2.9 must have optimum policymaking authority and demonstrated experience and expertise.
- 15.4. A WDB member who wishes to have an alternative designee attend a meeting as the member's proxy must give as much advance notice as possible under the circumstance to the chairpersons of the WDB and CEO Board. Such notice must include the following information regarding the alternative designee:
  - 15.4.1. Full name;
  - 15.4.2. Job title;
  - 15.4.3. Name of Organization the individual will represent;
  - 15.4.4. The location of the organization
  - 15.4.5. If the alternative designee is a representative of business, whether the alternative designee has optimum policymaking authority or ultimate hiring authority.
  - 15.4.6. If the alternative designee is a representative identified in Sections 7.2.2 through 7.2.9, whether the individual has optimum policymaking authority and demonstrated experience and expertise.
- 15.5. The chairperson of the WDB must distribute the notice to the WDB as soon as practicable after receipt of notice.
- 15.6. At the start of the WDB meeting at which the alternative designee is intended to serve as a proxy, the WDB must vote in open session on whether to accept the alternative designee as the WDB member's proxy for the meeting.
- 15.7. The WDB must include in the minutes of the meeting both the notice provided under Section 19.3 and the results of the WDB's vote on whether to accept the alternative designee as the WDB member's proxy.

## **16. Standing Committees.**

- 16.1. The WDB may designate and direct the activities of standing committees to provide information and to assist the WDB in carrying out its functions, duties, and responsibilities.



- 16.2. A standing committee must have a member (voting or nonvoting) of the WDB as its chairperson.
- 16.3. A standing committee may have other members of the WDB as members.
- 16.4. A standing committee may include other individuals appointed by the WDB who are not members of the WDB and who the WDB determines have demonstrated experience and expertise.
- 16.5. The WDB may designate an entity in existence as of the date of the enactment of WIOA, such as an effective youth council, to serve as a standing committee as long as the entity meets the requirements in this Section.
- 16.6. A standing committee may make recommendations to the WDB regarding the standing committee's membership.
- 16.7. The WDB may authorize a standing committee to appoint individuals to serve as standing committee members so long as they have sufficient experience and expertise.
- 16.8. The WDB may require its standing committees to report back to the WDB as the WDB deems appropriate.
- 16.9. A standing committee may form work groups as the standing committee deems appropriate.
- 16.10. **Disability Access Standing Committee.** The WDB shall have a disability access committee that will provide information and assist with operational and other issues relating to the provision of services to individuals with disabilities, including but not limited to:
  - 16.10.1. Issues relating to compliance with the Iowa Civil Rights Act of 1965, as amended, the Americans with Disabilities Act of 1990, as amended (ADA); and section 188 of WIOA regarding physical and programmatic access to the services programs, and activities of the one-stop delivery system, including the performance of the annual assessment of physical and programmatic accessibility of all one-stop centers in the Region, as required by section 107(d)(13) of WIOA and in accordance with section 188 of WIOA and the American Disabilities Act of 1990, as amended, 42 U.S.C. section 12101 *et seq.*
  - 16.10.2. Appropriate training for staff on providing services, supports for, or accommodations to individuals with disabilities;
  - 16.10.3. Appropriate training for staff on providing services, supports for, or accommodations with respect to finding employment opportunities for individuals with disabilities, with an emphasis on competitive integrated employment; and

16.10.4. Work with the State Workforce Development Board Disability Access Committee to implement statewide initiatives in the Region.

16.11. **Youth Standing Committee.** The WDB shall have a youth standing committee that will provide information and assist with operational and other issues relating to the provision of services to youth and young adults.

The WDB shall have a youth standing committee with duties and responsibilities that include:

16.11.1. Providing information to the WDB on the provision of services to youth.

16.11.2. To assist with planning, operational, and other issues relating to the provision of services to youth;

16.11.3. Coordinating programs, services, and activities that address the employment, training, or education needs of eligible youth, including out-of-school youth, in the Region; and

16.11.4. Coordinating with the State Workforce Development Board Youth Standing Committee on statewide initiatives.

#### **16.12. Operations Standing Committee.**

The WDB may have an operations committee.

16.12.1. The membership of the WDB's operations committee must, at a minimum, include the RWD members representing each of the core programs under WIOA. Members include the director of the Region's youth, adult, and dislocated worker programs under title I of WIOA, the employment service program under the Wagner-Peyser Act, as amended by title III of WIOA; a vocational rehabilitation program under the Rehabilitation Act of 1973, as amended by title IV of WIOA; an eligible provider of adult education and family literacy activities under the AEFLA, as amended by title II of WIOA and an optional representative of IDB, or as deemed appropriate by the operations committee.

16.12.2. The WDB's operations committee must send to the members of the WDB and CEO Board a report on or before scheduled meetings. Such report must contain a summary of activities in the Region during the preceding month, anticipated activities during the current month for each partner program and information about individuals served by the operations committee's respective programs during the preceding month.

16.12.3. The WDB's operations committee must report to the WDB each meeting.

#### **16.13. Executive Standing Committee.**

16.13.1. The WDB shall have an executive standing committee that represents the WDB to handle, resolve, and execute WDB business as needed. Examples

of the standing committee's assigned duties include service provider contract review, recommending service provider contracts, day-to-day business of WDB, and other duties as assigned. The Executive Committee will be directed by the WDB. The committee's structure is identified as:

- 16.13.1.1 WDB Chairperson (Committee Chair)
- 16.13.1.2 WDB Vice Chairperson (Committee Vice Chair)
- 16.13.1.3 Three (3) WDB member, as determined by WDB

## 17. Suspected Violations of Conflict of Interest Policy.

- 17.1. The WDB may vote to recommend that the CEO Board investigate one of its members for violating the WDB conflict of interest policy.
- 17.2. The WDB must notify the chairperson of the CEO Board and IWD, in writing, of any vote to recommend CEO Board investigation of a WDB member under this Section. Such notification must include:
  - 17.2.1. The WDB member's name; and
  - 17.2.2. A summary of the events that form the basis for the WDB's recommendation
- 17.3. The CEO Board may investigate a WDB member if:
  - 17.3.1. There is reasonable cause to believe that an actual or possible conflict of interest exists for a WDB member and such member has not disclosed such to the WDB; or
  - 17.3.2. A WDB board member engaged in conduct forbidden under the conflict of interest policy.
- 17.4. An investigation under Section 17.3 must follow the following procedures:
  - 17.4.1. **Notice.** As soon as practicable but not more than five days after the CEO Board votes to investigate, the CEO Board must inform the WDB member in writing of the basis for its belief that the WDB member has failed to disclose an actual or possible conflict of interest.
  - 17.4.2. **Explanation.** The CEO Board must afford the member an opportunity to explain the alleged failure to disclose or forbidden conduct.
    - 17.4.2.1 The WDB member's explanation must be in writing.
    - 17.4.2.2 The WDB member's explanation must be submitted to the chairperson of the CEO Board as soon as practicable but no later than ten (10) days after the member receives notice from the CEO board.

- 17.4.2.3 The WDB member may elect to make a presentation to the CEO Board at a meeting in addition to the member's written explanation.
- 17.4.3. **Further Board Investigation.** After receipt of the WDB member's explanation, the CEO Board may make further investigation as warranted under the circumstances. The CEO Board may designate and direct a committee of the board or a third party to conduct any such investigation.
- 17.4.4. **Vote on Whether a Violation Occurred in Open Session.** The CEO Board must conduct a roll-call vote in open session that is separate from any other votes, on the question of whether the WDB member violated the conflict of interest policy.
- 17.4.5. **Vote on Disciplinary Action.** In a roll-call vote in open session that is separate from any other votes, the CEO Board may take disciplinary action up to and including removal of the board member.
- 17.4.6. **Vote on Corrective Action.** In a roll-call vote in open session that is separate from any other votes, the CEO Board may take corrective action up to and including the rescission of any part of any process in which the WDB member participated that constituted a conflict of interest.
- 17.4.7. **Notice to IWD and the Governor.** As soon as practicable and no more than five days after CEO Board action pursuant to Sections 17.4.4 through 17.4.6, the CEO Board must notify, in writing, the members of the WDB, IWD, and the Governor's office of the investigation, findings, any disciplinary action, and any corrective action.

## **18. Bylaws Amendment Procedure.**

- 18.1. These Bylaws may be amended only in accordance with this Section.
- 18.2. The CEO Board may amend these Bylaws by majority vote to adopt the amendment in open session of a public meeting. An amendment to these Bylaws by the CEO Board will take effect on either the date of the vote or the date set by the CEO Board.
- 18.3. The WDB may initiate an amendment to these Bylaws. An amendment initiated by the WDB must be in accordance with the following:
  - 18.3.1. A majority vote of the WDB in open session of a public meeting approving the amendment and the submission of the amendment to the CEO Board for its consideration; and
  - 18.3.2. A majority vote of the CEO Board in open session of a public meeting to adopt the amendment.

18.3.3. An amendment to these Bylaws initiated by the WDB will take effect on either the date of a CEO Board vote to adopt the amendment or the date set by the CEO Board.

### **Priority of Services Policy**

Iowa Workforce Development (IWD) will provide all qualified Veterans with priority of service. In order to maximize and provide priority of services to Veterans, Veterans will be able to register at all IowaWORKS locations. Registration is also available on-line 24/7 through <https://www.iowaworkforcedevelopment.gov/>, or any of the regional websites. Iowa complies with final regulations which state recipients of USDOL funds for qualified job training programs are subject to the priority of service regulations, and are required by law to provide priority of service to Veterans and eligible spouses. If the SBE eligible Veteran's needs cannot be met at the point of intake (as determined by core service staff) or if the eligible Veteran requests, he/she will be referred to the DVOP or appropriate service provider for assistance. The Iowa Director for Veterans' Employment and Training (DVET) and/or his designee (ADVET), has a standing invitation to address district management at their monthly meeting to describe expectations of the Jobs for Veterans Act, and to review program performance. The state has followed-up by requiring that each SWA describe in their local customer service plan how they will ensure priority of service is provided in their programs. IWD Management staff will consult with local partners on how to implement priority of service, and will be monitoring compliance with the established procedure. Regional Workforce Development Boards (RWDBs) are to ensure one-stop operators and service providers recruit individuals in the priority of service categories and develop and provide appropriate services to meet those populations' needs. Local areas must establish written policies and procedures to ensure priority for the populations described in this guidance for participants served in the WIOA Adult program for eligibility determinations beginning on July 1, 2015. Additionally, based on local policy, the Boards may:

- Establish a process that also gives priority to other individuals; and
- Choose to provide individualized career and training services to adults whose income is above the WIOA income guidelines requirement but below the Board-established self-sufficiency wage level.

Each region submits their plan for providing priority of service to Veterans. Each plan is reviewed by the state liaisons to RWDB. The state liaisons work with the DVET to develop expectations that can be enforced locally. Priority of service is monitored in the following manner:

- Local management staff audits job orders and other services;
- Local management will take corrective action on Veteran customer complaints; and;
- Local office management conducts a random review of initial Veteran applications for proper qualification, quality of service provided, and to ensure that the appropriate service was provided.

Corrective action, in the form of continuing education and positive feedback, is provided by the DVOP. If problems persist, local management, the Division Administrator and the DVET will be consulted. Veterans will be made aware of their priority of service entitlement and about the services provided by DVOP staff to SBE eligible Veterans, not only through outreach activities, but through an information and self-assessment pamphlet available both in paper form and on the web. The pamphlet will describe for the Veteran the various services they may receive, their priority of service, and will provide a simple mechanism for the Veteran (and staff) to determine if career services are needed. It is expected that this method will help avoid oversight of Veterans in need of special services. In addition, large colorful posters featuring local Veterans were developed with non-JVSG funds and distributed to all IWD and partner locations asking, "Are You the Spouse of a Veteran?" and explaining priority of service for those individuals. The Jobs for Veterans Act (PL 107-288) provides an emphasis on serving veterans by establishing a priority of service for veterans and eligible spouses in all employment and training programs funded by the Department of Labor, including Wagner-Peyser (WP), WIOA and other job training programs offered through competitive grants. Priority of Service is the right of an eligible "Covered Person" to be given priority of service over an eligible non-covered person for the receipt of employment, training and placement services, notwithstanding other provisions of the law. "Covered Persons" take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the "Covered Person" receives access instead of or before the non-covered person. Procedures or policies that restrict a veteran's access to WIOA or WP services, even if such restrictions are intended to provide the veteran with specialized services, are contrary to the priority of service requirements. 20 CFR Part 1010 and 38 U.S.C. Section 4215(a)(1) defines "Covered Persons" to mean veterans and the spouses "of any of the following: a. any veteran who died of a service-connected disability; b. any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:

- Missing in action;
- Captured in the line of duty by a hostile force; or
- Forcibly detained or interned in the line of duty by a foreign government or power; or
- Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs or any veteran who died while such a disability was in existence."

"Covered Persons must have served at least one day in the active military, naval or air service, and were discharged or released under conditions other than dishonorable as specified in 38 U.S.C 101(2). Active service includes full-time Federal service in the National Guard or a Reserve component. It does not include full-time duty performed strictly for training purposes, nor does it include full-time active duty performed by National Guard personnel mobilized by the State rather than federal authorities.

"Spouses of military personnel killed in the line of duty do not currently qualify for priority of service."

"As defined in USC 101, the term "surviving spouse" means a person of the opposite sex who was the wife or husband of a veteran at the time of the veteran's death, and who lived with the

veteran continuously from the date of marriage to the date of the veteran's death (except where there was a separation which was due to the misconduct of, or procured by, the veteran without the fault of the spouse) and who has not remarried or (in cases not involving remarriage) has not since the death of the veteran, and after September 19, 1962, lived with another person and held himself or herself out openly to the public to be the spouse of such other person.

“The Jobs for Veterans Act provides priority service only to veterans or eligible spouses who meet the program's eligibility requirements.”

### Iowa Jobs State Veterans Program Plan

The Jobs for Veterans State Grants (JVSG) creates opportunities for all eligible veterans and eligible spouses to obtain meaningful and successful careers through provision of resources and expertise that maximize employment opportunities and protect veterans' employment rights. Services provided by the Veteran Representative include comprehensive assessments, development of an Individual Employment Plan, career counseling, and referrals to other veteran and community organizations as needed. The Local Veteran Employment Representative (LVER) is a member of the business services team. The LVER promotes the hiring of veterans to employers, employer associations, and business groups; facilitates employer training, plans and participates in career fairs and conducts job development with employers. Iowa has an effective business services program across the state. There are Business Services Teams located in each of the 15 Regions who coordinate efforts with DVOP staff to contact current and prospective employers, Federal contractors and subcontractors, and others to promote Veterans -SBE, aged 18-24, and non-SBE - as excellent job candidates and employees. In addition, partners in the one-stops are utilized to train Veterans in identifying job skills as well as the “soft skills” related to job seeking and job retention. Assessment services are used to identify the skills, knowledge, abilities and preferences of Veterans so that the best possible job match can be made initially. Career exploration services are offered so that Veterans have a good knowledge of available jobs and specific information about occupations. Veterans are offered assistance in understanding the skills needed to function in the workplace, and help in understanding how job and career advancement can be accomplished with an employer. Targeting services to Veterans with Significant Barriers to Employment, IWD Management will serve the role of educators to the one-stop operators, their partners and the RWDB members. They will train and educate on:

- The identification of Veteran under Title 38 of the U.S.C;
- Criteria for the identification of needs for referral for career services;
- Veterans' preference requirements and methodologies;
- The difference between Priority of Service and Veterans' Preference, and;
- Veterans' integration policy as determined by Agency leadership.

Partners such as WIOA partners, PROMISE JOBS/TANF, Trade Act, and IVRS will also identify Veteran customers at their points of contact or entry, which may or may not be collocated with IWD Veteran staff at the one-stop. Those Veteran customers identified as having a significant barrier to employment as defined by USDOL, VETS, or age 18-24, will be referred to the DVOP for additional services. Veterans will be co-enrolled with PROMISE JOBS if they are receiving Family Investment Program (TANF) assistance and subject to the terms of a Family Investment Agreement (FIA), WIOA, or Trade Act if they are a dislocated worker.

Veteran program management monitors case records monthly and quarterly report data to ensure compliance, address issues, quantify progress, and celebrate success with DVOP staff.

The state will ensure adherence to the legislative requirements for Veteran's staff. This includes, but is not limited to, employing only Veterans to fill the DVOP positions with a preference towards hiring disabled Veterans. Each of these staff is trained in their new roles and responsibilities under the Jobs for Veterans Act of 2002. The DVOP, and local Wagner-Peyser management, work closely with all partners to ensure the mandatory WIOA partners provide Veteran's priority of service. Iowa has focused staff resources on the utilization of DVOP Specialists, rather than LVERs, for a number of years. We believe it is a better investment of funds to ensure case management is offered to SBE Veterans and those aged 18-24 in accordance with VPLs 01-14, 03-14 and 04-14. All non-Vet staff are assigned to serve Veterans without an SBE, and we expect our non-JVSG funded BSRs to promote Veterans to our business customers. With the deployment of Iowa Governor Terry Branstad's "Home Base Iowa" initiative to encourage military personnel to make our state their home, we hired one LVER to conduct outreach to employers to assist Veterans in gaining employment, including conducting seminars, job search workshops, and facilitating employment, training and placement services. Once identified either by self-assessment, core service staff, or partner staff, that the individual is a Veteran who is eligible for and could benefit from DVOP services, that staff would refer the Veteran job seeker to the DVOP. In offices without a full time DVOP, local management will be responsible for ensuring there is an efficient means of referral that ensures no Veteran eligible for and requiring career services goes without the appropriate service. The DVOP will facilitate career services by working with the eligible Veteran to develop a written action plan to resolve barriers to employment (i.e. DVOP will refer for appointment with local county Veteran affairs to resolve financial issues and Veteran will follow through by making appointment and going to receive services). Iowa has instituted an Integrated System of service that includes all of the partners in the Workforce Center, "All Means All." The system consists of a Membership Team, Skills Development Team and Business Services Team. All DVOP Specialists will be assigned to the Skills Development Team, as this complies with their roles and responsibilities under Title 38. As a member of the Skills Development Team, they will be referred any Veteran their coworkers have identified as eligible for DVOP services because of age (18-24) or who has a significant barrier to employment and needs career services. While working in Skills, they will assist only Veterans who meet the criteria outlined in VPLs 01-14, 03-14 and 04-14; all other Veterans will be served by the non-JVSG staff. The DVOP will locate, build and maintain good working relationships with Federal agencies (VA), state agencies (Health & Welfare, Education), community based organizations, Veterans and others that may be able to provide services to eligible Veterans age 18-24 or with a significant barrier to employment. The DVOP staff in Iowa have maintained an excellent working relationship with their local VA VR&E staff. The procedure followed in serving Chapter 31 Vets is in accordance with VA/DOL Technical Assistance Guide (TAG) Revised September 2015. Iowa has established the position of Intensive Services Coordinator (ISC) who is stationed remotely at the Des Moines IowaWORKS office. The position is filled by a DVOP specialist. DVOPs receive referrals from the VR&E counselor through the ISC and are at that time informed of the Veteran's employment goal, barriers to employment and any other significant information.



Upon referral, the DVOP immediately conducts an interview to further assess the Veteran's situation. The DVOP will develop a mutually agreed upon, individualized case management plan to assist the Veteran while in receipt of employment services. The DVOP will provide resume assistance, interviewing techniques, job leads and establish job development referrals with employers. The DVOP will also make referrals to assist with any special needs the Veteran may have. The DVOP maintains a minimum of weekly contact with the Chapter 31 Veteran and each month submits the results of the month's activities to the VR&E counselor and the ISC. IWD has partnered with the state DOL/ETA Office of Apprenticeship and hosts the following website: <https://www.iowaworkforcedevelopment.gov/iowa-registered-apprenticeship-apprenticeshipusa>. This website has been recognized as the premier Apprenticeship web portal in the nation. DVOP staff routinely use this site to place Veterans in training. The Iowa Department of Education (IDOE) works closely with DVOP Specialists to disseminate information on Chapter 31 GI Bill programs, the Troops to Teachers program and various other educational programs to provide educational opportunities for our Veterans. DVOP staff work closely with TANF - Employment and Training program (referred to in Iowa as PROMISE JOBS) to provide job placement and referral assistance to Veterans who are TANF cash recipients (referred to in Iowa as the Family Investment Program). Though Iowa has no active duty military installations or medical facilities in the state, DVOP staff maintain a close working relationship with the Iowa National Guard. This provides a strong linkage and referral system between all returning National Guard Veterans and the one-stop center. IWD maintains a Veterans Benefits and Services book that lists Federal, State, and Local Veteran benefits and services. Several agencies have partnered in contributing to this book, to include USDOL Office of Apprenticeship, IDOE, both state and county Department of Veteran Affairs and others. This book is very well received and serves to both inform Veterans and to provide them with the knowledge to access Veteran services provided by IWD. This book is distributed to partners, agencies and civic organizations across the state by the DVOPs, Division Administrator, Iowa National Guard, Iowa Department of Veteran's Affairs, ESGR personnel and volunteers, and USDOL VETS staff and is available electronically on <https://www.homebaseiowa.gov/veterans-resources>.

## **EEO Grievance Procedure**

This section contains the procedure to be used to file a WIOA-related complaint in Region 7. Complaints may be filed to resolve alleged violations of the Workforce Innovation & Opportunity Act (WIOA), Federal or State regulations, grant agreement, contract or other agreements under the Act.

### **Filing a Complaint**

Any interested person, organization or agency may file a complaint, within 90 calendar days of the alleged occurrence.

### **Complaints must be in writing and meet the following requirements:**

1. Complaints must be legible and signed by the complainant or the complainant's authorized representative;
2. Complaints must pertain to a single subject, situation or set of facts and pertain to issues over which the State has authority (unless appealed from the local level);
3. The name, address and phone number (or TDD number) must be clearly indicated. If the complainant is represented by an attorney or other representative of the complainant's choice, the name, address and phone number of the representative must also appear in the complaint;
4. Complaints must state the name of the party or parties complained against and, if known to the complainant, the address and telephone number of the party or parties complained against;
5. Complaints must contain a clear and concise statement of the facts, including pertinent dates, constituting the alleged violations;
6. Complaints must cite the provisions of WIOA regulations, grant agreements, or other agreements under WIOA believed to have been violated, if applicable.  
*Complaints alleging a program violation not covered under the WIOA will be referred to the appropriate organization;*
7. Complaints must state the relief or remedial action(s) sought; and
8. Copies of documents supporting or referred to in the complaint must be attached to the complaint; and
9. Complaints must be addressed to:

WIOA Equal Opportunity Officer  
HCC IowaWORKS  
3420 University Avenue,  
Suite A Waterloo, IA 50701

### **Acknowledgement of a Complaint and Notice of Opportunity for a Hearing**

A complaint is deemed filed when it has been received by the Equal Opportunity Officer and meets the requirements outlined above. Upon receipt of a complaint, the Equal Opportunity Officer will send a copy of the complaint and a letter of

acknowledgement and notice to the complainant and any persons or entities cited in the complaint within ten calendar days. The letter of acknowledgement and notice will contain the tiling date and notice of the following opportunities:

1. The opportunity for informal resolution of the complaint at any time before a hearing is convened; and
2. The opportunity for a party to request a hearing by tiling with the Equal Opportunity Officer within seven calendar days of receipt of the acknowledgement of the complaint.
  - a. Failure to file a written request for a hearing within the time provided constitutes a waiver of the right to a hearing, and the Equal Opportunity Officer will rule on the complaint based upon the information submitted;
  - b. If a hearing is requested within seven calendar days of receipt of the acknowledgement of the complaint, the hearing will be held within 20 calendar days of the tiling of the complaint;
  - c. The opportunity for a party to submit written evidence, statements, and documents in a time and manner prescribed by the complaint officer.

### **Complaint Resolution**

The Equal Opportunity Officer will review the complaint within 20 calendar days of the receipt of the complaint. The Equal Opportunity Officer may, at his or her discretion, request oral testimony from the complainant and the parties complained against.

Within 30 calendar days of the receipt of the complaint, the Equal Opportunity Officer will issue a written decision including the basis for the decision, and, if applicable, remedies to be granted. The decision will detail the procedures for appeal to Iowa Workforce Development if the complainant is not satisfied with the decision.

Party(ies) may appeal the decision by filing an appeal in accordance with the State Complaint Procedures of the Workforce Development Center System Handbook. If no appeal of the decision is filed within the time provided, the decision shall become final.

Complaints determined not to be under the jurisdiction of these procedures will be returned to the complainant within 7 days of receipt of the complaint advising the complainant of the appropriate authority.

### **Informal Settlement**

A complaint may, unless precluded by statute, be informally settled by mutual agreement of the parties any time before a hearing is convened. The settlement must be effected by a settlement agreement or a statement from the complainant that the complaint has been withdrawn or resolved to the complainant's satisfaction. The Equal Opportunity Officer must acknowledge the informal settlement and notify the parties of the final action. With respect to the specific factual situation which is the subject of controversy, the informal settlement constitutes a waiver by all parties of the formalities to which they are entitled under the terms

of the Iowa Administrative Procedure Act, Iowa Code Chapter 17A, WIOA, and the rules and regulations under WIOA.

## **Hearings**

Upon receipt of a timely request for a hearing, an Equal Opportunity Officer will give all parties at least seven days written notice either by personal service or certified mail of the date, time and place of the hearing. The notice may be waived in case of emergency, as determined by the Equal Opportunity Officer, or for administrative expediency upon agreement of the interested parties.

The notice of hearing will include:

1. A statement of the date, time, place, nature of the hearing;
2. A brief statement of the issues involved; and
3. A statement informing all parties of their opportunities at the hearing:
  - a. Opportunity for the complainant to withdraw the request for hearing before the hearing;
  - b. Opportunity to reschedule the hearing for good cause, provided the hearing is not held later than 20 days after the filing of the complaint;
  - c. Opportunity to be represented by an attorney or other representative of choice at the complainant's expense;
  - d. Opportunity to respond and present evidence and bring witnesses to the hearing;
  - e. Opportunity to have records or documents relevant to the issues produced by their custodian when such records or documents are kept by or for the state, contractor or its subcontractor in the ordinary course of business and where prior reasonable notice has been given to the Complaint Officer;
  - f. Opportunity to question any witnesses or parties;
  - g. The right to an impartial review panel; and
  - h. A final written agency decision shall be issued within 60 days of the filing of the complaint.

## **Appeal**

Any party receiving an adverse decision at the local level may file an appeal within 10 calendar days to the IWD Complaint Officer. In addition, any complaint filed at the local level with no decision within 60 days of the date of the filing may be reviewed by IWD. The request to review the complaint must be filed with the Complaint Officer within 15 calendar days from the date on which the decision should have been received.

The appeal or request for review must comply with the procedures as prescribed in this section for filing a complaint. The parties involved will be afforded the rights and opportunities as prescribed in this section for filing a state level complaint.

An appeal to the IWD Complaint Officer must be filed within 10 calendar days from the issuance date of the decision and include:

1. The date of tiling the appeal; and
2. The specific grounds upon which the appeal is made. Those provisions upon which an appeal is not requested will be considered resolved and not subject to further review
3. Appeals must be addressed to:

Complaint Officer  
Division of Workforce Development Center Administration  
Iowa Workforce Development  
150 Des Moines Street  
Des Moines, Iowa 50309

### **Labor Standards Violation**

Alleged violations of labor standards must be filed in accordance with the applicable collective bargaining agreement.

All other alleged violations must be within the preview of either the Coordinating Service Provider or Regional Workforce Development Board to resolve.

### **Complaints Alleging Discrimination**

Questions or complaints alleging a violation of the nondiscrimination provisions of WIOA may be directed or mailed to:

Director, Civil Rights  
Center U.S. Department of  
Labor, Room N4123  
200 Constitution Ave., NW  
Washington D.C. 20210

## **Certificate Regarding Debarment/Assurances**

### **Certificate Regarding Assurances**

The following section delineates the formal assurances related to statutory compliance, program integration, universal access, customer choice, reporting, veterans' priority of service, performance, quality assurance and other program and administrative elements to which each Regional Workforce Development Board agrees, ensuring the systemic foundation of the Iowa One-Stop Center delivery system. By signing the assurances the Board and CEO certify that the operators and partners of the One-Stop Center delivery system will adhere to these assurances and comply with all Federal, State, County and local statutes, regulations and policies relevant to the delivery of services within the context and meaning of the regional plan:

1. **GOVERNANCE** The Board agrees to perform in accordance with governing federal and state law; any and all requirements set forth in the Grantee-Sub-grantee Agreement (and relevant attachments); policies, and other agreements in which the Board has received.
2. **DISABILITY ACT** The certifies compliance with the section 504 of Rehabilitation Act of 1973 and the American Disabilities Act of 1990.
3. **CUSTOMER CHOICE** The Board assures that local One-Stop Center System Operators and partners will adhere to the principles of customer choice as outlined in provisions of the WIOA.
4. **SUNSHINE PROVISIONS** The Board certifies, that it will adhere to provisions of the Sunshine Act as described in the WIOA and Iowa Statute.
5. **FINANCIAL RECORD KEEPING, COST PRINCIPLES AND COST ALLOCATION** The Board agrees to maintain all financial records, and to develop and follow cost allocation procedures that are in compliance with GAAP, Federal Cost Principles, all applicable OMB Circulars, and policies issued by the State of Iowa. These include, but are not limited to, the following OMB Guidance.
6. **FOREIGN LABOR CERTIFICATION - AGRICULTURAL & NON-AGRICULTURAL** The Board assures that the local One-Stop Center Operators (in accordance with all relevant state policies and procedures, and the requirements set forth at 20 CFR Parts 655 and 656) will assist the IWD to determine the availability of U.S. workers and the potential adverse effect on wages and working conditions that the admission of foreign workers might have on similarly employed U.S. workers. With regards to H-2B Program activities under the Foreign Labor Certification Program, the Board assures that OSCCs will facilitate the referral of qualified and eligible (meaning that the individual is not an unauthorized 36 alien with respect to that employment) job seekers and to assist employers throughout the recruitment process. For both visa programs, the Board also agrees that One-Stop Centers may be required to generate, process and conduct follow-up activities on H-2A / B related job orders in accordance with the requirements set forth at 20 CFR 655 & 656 of federal regulations.
7. **FUNCTIONAL GUIDANCE OF IWD STAFF** The Board assures that One-Stop Center Operators and their management and supervisory employees will provide a level of functional guidance to IWD staff assigned to the local area's One-Stop Center(s) sufficient to assure an integrated and seamless delivery of services. Non-state agency managers and supervisors may provide functional guidance to IWD staff assigned to provide services in the local center with the exercise of supervisory authority for all

personnel matters, including compensation, personnel actions, terms and conditions of employment, performance appraisals, and accountability, retained by IWD supervision and guidance of IWD staff assigned to the One-Stop Center(s) will be carried out by the respective parties with an expectation of mutual cooperation by the Operator, IWD and all partner organizations, and a focus on achieving the performance goals established for the One-Stop Center System.

8. **FUNDS OF LAST RESORT** The Board assures that One-Stop Center System Operators shall take sufficient actions to assure that WIOA programs will not be charged when other assistance is available. Local operators shall be responsible for ensuring the filing of applications for Pell Grant or Supplemental Education Opportunity Grant (SEOG) assistance or any other assistance available for each participant enrolled in a Pell Grant or SEOG approved course and upon receipt of such grant the portion received by a training participant for the cost of tuition, fees and books shall be applied to replace the WIOA funds used to cover such costs. If the Pell Grant is received after the termination of training paid with WIOA funds, the portion to be applied for the cost of tuition, fees and books shall be remitted to the Center operator. No compensation shall be earned or deemed payable for services provided to a WIOA program participant to the extent that any such services are paid for, directly or indirectly, through a Pell Grant (or Supplemental Education Opportunity Grant (SEOG)) by Trade, or by any other source.
9. **GRIEVANCE PROCEDURE POLICY** The Board assures that the local One-Stop Center Operators will implement and maintain a formal complaint system consistent with State policy and Federal regulations promulgated at 20CFR §658.400-418 and 658.500-504 and §667.600-667.640 relevant to the Workforce Innovation and Opportunity Act and the Wagner-Peyser Act, as amended.
10. **HEALTH AND SAFETY** The Board agrees all services provided to participants under the programs covered under this plan will take place in an environment where appropriate standards for health, safety and comfort are maintained. Participants in on-the-job training operated with WIOA funds as defined in 20 CFR Part 663.700, are subject to the same health and safety standards established under State and Federal law which are applicable to similarly employed employees, of the same employer, who are not participants in programs under WIOA. Facilities will be adequately heated and ventilated; with adequate toilet, rest and lunch areas; easy access to potable water; and separate and clearly delineated smoking areas.
11. **MIGRANT AND SEASONAL FARMWORKERS** The Board assures that the local One-Stop Center Operators will ensure (in accordance with all relevant state policies and procedures and as required under 20 CFR Parts 651, 653 and 658) that Migrant and Seasonal Farm Workers receive the full array of workforce development services, benefits and protections in a non-discriminatory manner and the services provided are “qualitatively equivalent and quantitatively proportionate” to the services provided to other jobseekers. One-Stop Centers will identify Migrant and Seasonal Farmworkers; refer such identified customers to appropriate job openings, training opportunities, career guidance and any other workforce investment services as needed; conduct appropriate follow-up with employers and other applicable service providers; and report all relevant activities through One-Stop Centers will continue to provide service to agricultural employers and implement systems and strategies to enhance and integrate service delivery to both Migrant and Seasonal Farm Workers and agricultural employers.

12. **NEPOTISM** The Board assures that no recipient of funds covered under this plan will hire a person in an On-The-Job Training position, administrative capacity or consultant position funded under WIOA if the individual or a member of his/her immediate family is employed in an administrative capacity of the USDOL, IWD, the State of Iowa or the recipient. The Board agrees to inform IWD of potential violation of the nepotism restriction. Additionally, no individual may be placed in a WIOA employment activity if a member of that person's immediate family is directly supervised by or directly supervises that individual.
13. **NONDISCRIMINATION EMPLOYMENT & EQUAL OPPORTUNITY** The Board assures that the local One-Stop Center Operator will comply fully with the nondiscrimination and equal opportunity provisions of the following laws: Section 188 of the Workforce Innovation and Opportunity Act (WIOA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA Title I financially assisted program or activity; Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the basis of race, color and national origin; Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities; The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs. The Board also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the operation of the WIOA Title I financially assisted program or activity, and to all agreements made to carry out the WIOA Title I financially assisted program or activity. The Board understands that the United States, the State of Iowa and the IWD have the right to seek judicial enforcement of this assurance. The Board also assures that the local One-Stop Center Operator will appoint an Equal Opportunity Officer to ensure compliance with the regulatory requirements cited above.
14. **NONPARTICIPATION IN SECTARIAN ACTIVITIES** The Board assures that WIOA Title I funds will not be expended on the employment or training of participants in sectarian activities. Participants must not be employed under Title I of WIOA to carry out the construction, or maintenance of any part of any facility that is used or to be used for sectarian instruction or as a place of religious worship. However, WIOA funds may be used for the maintenance of a facility that is not primarily or inherently devoted to sectarian instruction or religious worship if the organization operating the facility is part of a program or activity providing services to WIOA participants.
15. **PERFORMANCE** The Board agrees that for purposes of this plan, performance will be measured in a manner that is consistent with all appropriate federal and/or state statutes, regulations, and policies.
16. **POLITICAL ACTIVITIES, LOBBYING PROHIBITION** The Board assures that WIOA Title I funds and none of the services provided with said funds may be used for any partisan or non-partisan political activity or to further the election or defeat of any candidate for public office. The Board also agrees to comply, where applicable, with the provisions of the Hatch Act, which limits the political activity of certain State and Local



government employees, along with contractors, subcontractors and participants funded through the use of WIOA funds. The Board shall comply with 29 CFR 93 regarding the restrictions on lobbying and the Certification and Disclosure requirements.

17. **PROGRAM INTEGRATION** The Board assures that the One-Stop Center delivery system will fully integrate as appropriate all programs covered under this local plan into the full range of available workforce development services. The Board agrees that DVOP staff will be responsible for case management of veterans' service delivery, and where feasible, provide direct services or assist one-stop delivery system staff in the provision of priority services for veteran customers. The Board assures that One-Stop Center System Operators will coordinate with local Rapid Response staff related to outreach, intake and registration of workers covered by a certification under the Trade Adjustment Assistance Act.
18. **QUALITY ASSURANCE (GENERAL)** The Board assures the local One-Stop Center Operator will carry out all activities relevant to the provision of each program covered under this plan in accordance with all Federal/State policies and procedures. The Board further assures that a schedule for the monitoring of local One-Stop Center activities will be developed and agreed upon in concert with the Core Partners. Additionally, the Board assures that IWD shall have full access to all One-Stop Center staff, records, systems, data, books, accounts, correspondence and other documentation necessary to carry out its program evaluation responsibilities as authorized by statute and/or regulation. The Board also agrees that the Core Partners, in order to effectively carry out its responsibilities, may conduct on-site evaluation activity that is either with, or without, advance notice. The Board also assures that local staff training relevant to the delivery of services covered under this plan will be developed and agreed upon in concert with the Core Partners.
19. **RAPID RESPONSE SERVICES** The Board assures that local One-Stop Center Operators and other workforce development staff will coordinate/support Rapid Response service delivery in accordance with all established Federal and State policies and procedures.
20. **REPORTING** The Board assures that the local One-Stop Center delivery system (in accordance with all relevant Federal and State policies and procedures) will collect data on customer characteristics, service/activity participation, and outcomes consistent with the requirements of the State's management information system so as to ensure the integrity of all federal and state reporting requirements.
21. **TAA PROGRAM COORDINATION** The Board assures the local TAA Coordinator at the regional level is a merit employee and that local One-Stop Center Operators will provide timely and appropriate services for any customer wishing to apply for benefits under TAA. The Board also assures that local One-Stop Career Center Operators will conform to all policies and regulations of the program. The Board also assures that local One-Stop Center Operators will cooperate with any hearings requirements related to TAA services.
22. **STATUTORY COMPLIANCE** The Board agrees to comply with the Workforce Innovation and Opportunity Act, the Wagner-Peyser Act, as amended, the Trade Act of 1974, as amended, the Trade Reform Act of 2002, the Trade and Globalization Adjustment Assistance Act of 2009, the Jobs for Veterans Act and all related statutory requirements and implementing regulations. The Board also agrees to comply with

policies issued by the Core Partners related to the administration, delivery, and performance of all programs covered by this local plan.

23. **UI INFORMATION (ACCESS TO)** The Board assures that local One-Stop Center Operators will use any information received from the UI system related to claimants solely for the purpose of providing reemployment services to UI claimants. The Board further assures that all information on UI claimants received by the One-Stop Center Operators will be used in a manner that is consistent with state and federal confidentiality statutes and policies.
24. **UNIONIZATION AND ANTI-UNIONIZATION** The Board assures that no funds covered by this plan shall in any way be used to either promote or oppose unionization.
25. **UNIVERSAL ACCESS** The Board assures that the local One-Stop Center delivery system [as described in 20 CFR 662.100(b) of the Workforce Innovation and Opportunity Act and in accordance with all relevant state policies and procedures] will provide services to all customers consistent with the principles of universal access. The Board also assures that applicable services, including staff-assisted services, will be provided in at least one physical center in the regional workforce development area. The Board assures that DVOP staff assigned to the local One-Stop Centers, consistent with the principle of universal access, will also provide outreach services to veterans at Service Delivery Points, such as Veterans Administration Hospitals, veterans' shelters and military installations for which no DVOP is assigned. The Board also assures that DVOP staff will also conduct outreach to employers, community agencies, veterans' organizations, etc. and that they will share information gained from these contacts with staff of the One-Stop Centers.
26. **VETERANS PRIORITY OF SERVICE** The Board agrees that One-Stop Center Operators will assure priority of services for veterans and other eligible persons (under the Federal umbrella designation of "covered persons" 20 CFR Part 1010.110 RIN 1293-AA15) for all employment and training services funded with Federal resources. The Board also assures that it will encourage and promote the provision of maximum employment and training opportunities to veterans by all service program providers participating in the local workforce investment system. To promote informed choice for veteran customers, the Board agrees that One-Stop Center System Operators will provide information at the point of program access that advises covered persons of the priority of service and the advantages of registration to access special programs and services for veterans and the availability of DVOP staff to assist with these veteran services and with employment issues. Federal Contractors and Federal Agencies will be provided with recruitment assistance in accordance with their obligation for Affirmative Action and veterans' preference requirements pursuant to 38 U.S.C., Chapter 42. The Board agrees that DVOP staff will provide training and technical assistance to One-Stop Center staff relative to Federal employment opportunities for veterans, the Federal Contractor Job Listing Program and the customer complaint process as it relates to veterans. The Board agrees that under this plan DVOP staff can receive functional guidance from the One-Stop Operator. However, compensation, personnel actions and terms and conditions of employment, including performance appraisals and accountability of merit-staff employees will remain under the authority of the state agency. The Board will demonstrate through policy, procedure and action that veterans receive priority of service

for all programs funded by DOL sources; and that no local policy shall restrict services to veterans regardless of residency or other local constraints.

27. **WORK OPPORTUNITY TAX CREDIT** The Board assures that the local One-Stop Center Operators will assist in determining the eligibility of interested customers as members of targeted groups; and assist interested customers and employers to complete related documentation including IRS Form 8850 Work Opportunity Credit Pre-screening Notice and Certification Request, and DOL Form ETA-9061 (Individual Characteristics Form) or DOL Form ETA-9062 (Conditional Certification). Issuance of final certifications will remain a central administrative responsibility of IWD.
28. **WORKER PROFILING PROGRAM and REEMPLOYMENT SERVICES** The Board assures that local One-Stop Center Operators will continue to provide reemployment services to a sub-set of individuals who are enrolled in reemployment services to assist in accelerating their return to work. Board further assures that the local One-Stop Center operator(s) will collect data on claimant service/activity participation, outcomes and results, including conformance with the work search plan activities.

## **Certification Regarding Debarment**

### Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
  - a. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
  - b. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State anti-trust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  - c. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission n of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - d. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

### Certification Regarding Debarment, Suspension, and Other Responsibility Matters Instructions for Certification – Primary Covered Transactions

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out below.

2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.
6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause title "A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transaction", provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48CFR Part 9, Subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it know that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a

person who is proposed for debarment under 48 CFR Part 9 Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

---

Printed Name and Title of Authorized Administrative Entity Signatory Official

---

Signature

Date

## WIOA Public Comments Response Document

#	Commenter	Section/Topic	Comment Summary	Response
EX.	IWD	Economic Analysis	Provide more information on skills and knowledge	The Board agrees with the comment and have provided additional language and data related to workforce skill needs.
1	IWD	Economic Analysis	Provide more information on credentials & licenses	The Board provided additional language re specific credentials & licenses for middle skills gap.
2	IWD	Workforce Analysis	Identify skills gaps of the local workforce.	The Board provided additional language re lack of occupational skills in Region 7.
3	IWD	Activities Analysis	Identify strengths of what region is doing to address lack of occupational skills.	The Board provided additional language re computer literacy, high school diploma, and credential attainment.
4	IWD	Activities Analysis	Identify strategies of integration and alignment with core partners.	The Board provided additional language re economic development and educational strategies of integration and alignment.
5	IWD	Regional Strategic Vision and Goals	Vision statement does not align with State Unified Plan.	The Board adopted the State Unified Plan's vision statement and goals.
6	IWD	Regional Strategies	How the core partners will utilize career pathways.	The Board provided additional language re development of career pathways and co-enrollments amongst core partners.
7	IWD	Regional Strategies	Assessment for Continuous Improvement	The Board provided additional language re the use of Standards developed by the State to create a baseline of workforce services.
8	IWD	Operational Planning Elements	Career services and avoiding duplication	The Board provided additional language re strategies for career services and avoiding duplication

9	IWD	Implementation of Strategies	Strategies to improve service delivery	The Board provided additional language re Wagner Peyser services to assist Core Partners.
10	IWD	Implementation of Strategies	Adult & DW services	The Board provided additional language re the type of A/DW services and avoid duplication of services.
11	IWD	Implementation of Strategies	Youth	The Board provided additional language re the the process of co-enrollment.
12	IWD	Implementation of Strategies	Integrated Customer Service	The Board provided additional language re referral tracking process in place to follow up with referred individuals
13	IWD	Coordination, Alignment & Provision of Services	Employer Focus – career pathways	The Board provided additional language re how the core partners are using career pathways & sector partnerships
14	IWD	Coordination, Alignment & Provision of Services	Leveraging of Funds - apprenticeships	The Board provided additional language re the types of apprenticeships offered in Region 7.
15	IWD	Regional Operating System & Policies	Board Function	The Board provided additional language re standing committees to be added and board training.
16	IWD	Regional Operating System & Policies	Youth Standing Committee	The Board provided additional language re the role of the Youth Standing Committee.
17	IWD	Regional Operating System & Policies	Assistive Technology	The Board provided additional language re the assistive technology that is available at the Center.
18.	IWD	RWDB Fiscal Policies	Competitive Process	The Board provided additional language re the competitive procurement process.
19.	IWD	RWDB Fiscal Policies	Fiscal monitoring	The Board provided additional language re RWDB’s fiscal monitoring procedures.
20.	AEL	Activities Analysis	Identify strategies of coordinating with AEL	The Board provided additional language re AEL’s ELL and HSED services within the region

21.	AEL	Regional Strategies	Expanded Access	The Board provided additional language re AEL's expanded access of services.
22.	AEL	Implementation of Strategies	With regard to AEL	The Board provided additional language re AEL's implemented strategies.
23.	AEL	Integrated Customer Service	Special Populations	The Board provided additional language re AEL's services to special populations.
24.	IVRS	Strategic Alignment of Resources	Provide career pathway experiences for students with disabilities	The Board provided additional language to say IVRS is in support of continuing to develop and provide STEMS and career pathways experiences to students with disabilities in transition. 21st Century Work Skills are a core value of the coordinated services and co-location between IVRS and IWD, and this allows for the exchange of labor market information for in-demand industries, occupations, skills and knowledge.
25.	IVRS, IDB	Workforce Analysis	Employment & Unemployment for people with disabilities	The Board provided additional language to include IVRS & IDB activities
26.	IVRS, IDB	Activity Analysis	Current level of Integration & Alignment	The Board provided additional language to include IVRS & IDB activities
27.	IDB	Activity Analysis	Coordination with educational facilities	The Board provided additional language to show coordination with IDB's vocational training program
28.	IDB	Implementation of Strategies	With regards to IDB	The Board provided additional language re IDB's implemented strategies.



# Labor Market Data - Regional Needs Assessment

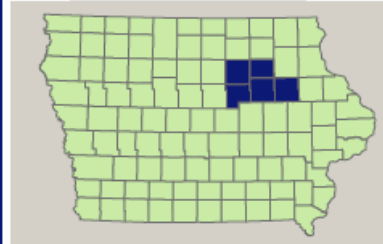
## 2015 ANNUAL PROFILE REGION 7 IOWA WORKFORCE DEVELOPMENT

### Executive Summary

As of 2014, Iowa Workforce Development's (IWD) Region 7's largest private industry was Manufacturing, representing 19.8 percent (19,788) of the region's total covered employment of 99,709. The region's total employment increased by 0.4 percent since 2013, while the average annual wage increased by 2.6 percent to \$41,812 for all industries. The Agricultural industry posted the largest employment percentage increase of 8.4 percent during 2014.

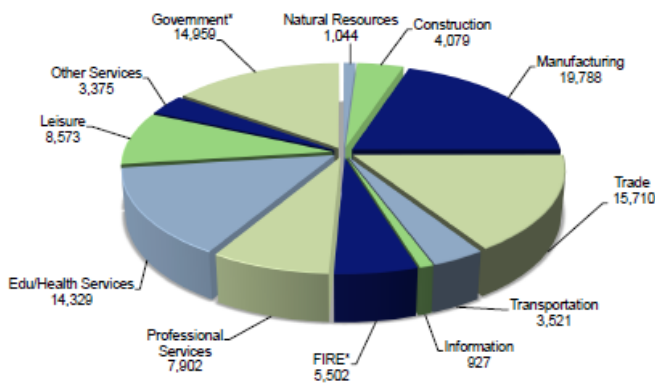
IWD's Region 7 average weekly wage for all industries was \$804 for 2013. This was an increase of 2.6 percent since 2013. The highest average weekly wage for a private sector was in Manufacturing, averaging \$1,170. Between 2013 and 2014, the Other Services sector reported the largest percentage increase in average weekly wage of 6.1 percent.

### STATE OF IOWA



IWD Region 7

### 2014 Industry Breakout by Employment



\*Includes public education and health institutions, \*\*FIRE— Finance, Insurance, and Real Estate  
Source: Quarterly Census of Employment and Wages

### Ten Major Private Industry Employers

Listed alphabetically

Name of Company	Industry
Wheaton Franciscan Healthcare	Health Services
Tyson Fresh Meats	Manufacturing
Unity Point Health-Allen Hospital	Health Services
Covenant Medical	Health Services
John Deere Tractor Cab Assembly	Manufacturing
Omega Cabinetry	Manufacturing
Erch Cabinet Manufacturing	Manufacturing
Covenant Clinic	Health Services
John Deere Waterloo Operations	Manufacturing
Cuna Mutual Group	Finance and Insurance

Source: Infogroup®

### QUICK FACTS

#### Counties Included in Iowa Workforce Development's Region 7

Black Hawk      Buchanan  
Bremer            Butler  
Grundy

### 2014 Covered Employment (QCEW)

		%
Total Employment	99,709	6.6 <sup>1</sup>
Average Weekly Wage	\$804	95.8 <sup>2</sup>
Largest Private Sector: Manufacturing	19,788	9.1 <sup>3</sup>

<sup>1</sup> Percent is based on statewide covered employment of 1,515,758

<sup>2</sup> Percent is based on statewide average weekly wage of \$818

<sup>3</sup> Percent is based on statewide covered employment in specified sector

### Census Statistics

IWD Region 7 Population (2014)	206,037
--------------------------------	---------

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

**2013 - 2014 Covered Employment and Reporting Units by Industry**

Reporting Units				Employment		
2013	2014	% Change		2013	2014	% Change
5,783	5,881	1.69%	Total All Industries	99,270	99,709	0.44%
5,440	5,540	1.84%	Private Business	84,258	84,749	0.58%
140	171	22.14%	Ag/Natural Resources & Mining	963	1,044	8.41%
519	534	2.89%	Construction	4,035	4,079	1.09%
296	295	-0.34%	Manufacturing	19,770	19,788	0.09%
1,148	1,146	-0.17%	Trade	15,787	15,710	-0.49%
370	370	0.00%	<i>Wholesale Trade</i>	3,961	3,979	0.45%
777	776	-0.13%	<i>Retail Trade</i>	11,825	11,732	-0.79%
218	223	2.29%	Transportation & Utilities	3,600	3,521	-2.19%
80	78	-2.50%	Information	916	927	1.20%
610	607	-0.49%	Finance, Insurance, and Real Estate	5,704	5,502	-3.54%
703	728	3.56%	Professional & Business Services	7,489	7,902	5.51%
629	659	4.77%	Education & Health Services	14,086	14,329	1.73%
497	508	2.21%	Leisure & Hospitality	8,563	8,573	0.12%
581	593	2.07%	Other Services	3,275	3,375	3.05%
343	342	-0.29%	Government	15,013	14,959	-0.36%
75	75	0.00%	<i>State</i>	3,083	3,073	-0.32%
200	201	0.50%	<i>Local</i>	11,235	11,178	-0.51%
68	65	-4.41%	<i>Federal</i>	695	708	1.87%

### QUICK FACTS

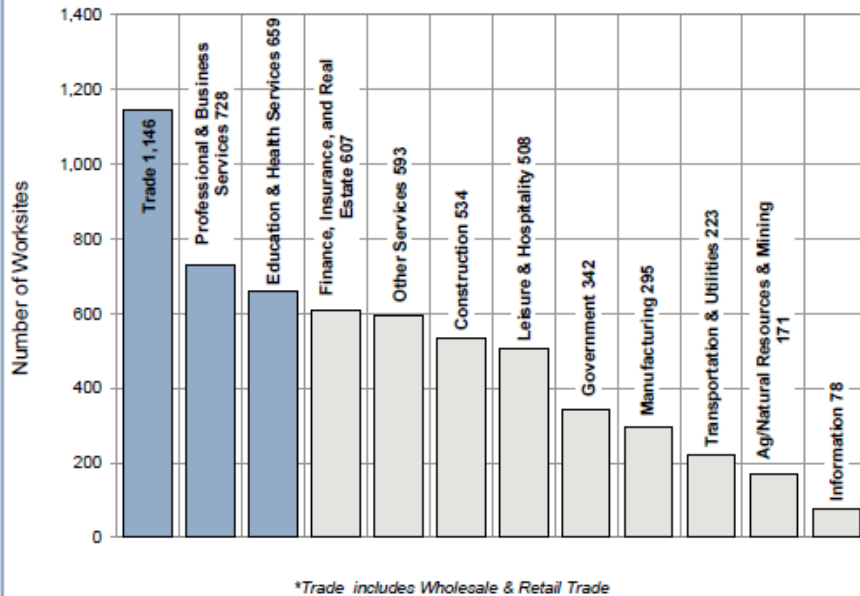
IWD Region 7's  
Greatest Number of  
Worksites

\*Trade  
1,146

Professional &  
Business Services  
728

Education & Health  
Services  
659

**Reporting Units by Industry in 2014**



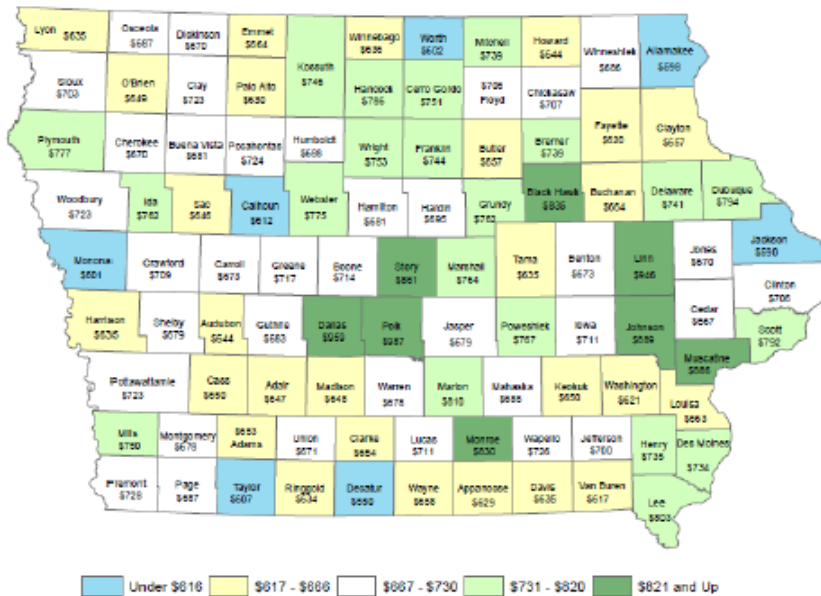
<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### 2013 - 2014 Average Annual and Weekly Wage by Industry

Average Annual Wage				Average Weekly Wage		
2013	2014	% Change		2013	2014	% Change
\$ 40,755	\$ 41,812	2.59%	Total All Industries	\$ 784	\$ 804	2.55%
\$ 40,599	\$ 41,636	2.55%	Private Business	\$ 781	\$ 801	2.56%
\$ 36,861	\$ 38,718	5.04%	Ag/Natural Resources & Mining	\$ 709	\$ 745	5.08%
\$ 45,132	\$ 48,082	6.54%	Construction	\$ 868	\$ 925	6.57%
\$ 60,097	\$ 60,841	1.24%	Manufacturing	\$ 1,156	\$ 1,170	1.21%
\$ 31,706	\$ 32,648	2.97%	Trade	\$ 610	\$ 628	2.95%
\$ 55,781	\$ 57,413	2.93%	Wholesale Trade	\$ 1,073	\$ 1,104	2.89%
\$ 23,642	\$ 24,249	2.57%	Retail Trade	\$ 455	\$ 466	2.42%
\$ 40,754	\$ 42,465	4.20%	Transportation & Utilities	\$ 784	\$ 817	4.21%
\$ 39,613	\$ 41,293	4.24%	Information	\$ 762	\$ 794	4.20%
\$ 50,773	\$ 52,634	3.67%	Finance, Insurance, Real Estate	\$ 976	\$ 1,012	3.69%
\$ 39,821	\$ 40,715	2.25%	Professional & Business Services	\$ 766	\$ 783	2.22%
\$ 38,112	\$ 39,033	2.42%	Education & Health Services	\$ 733	\$ 751	2.46%
\$ 12,928	\$ 13,264	2.60%	Leisure & Hospitality	\$ 249	\$ 255	2.41%
\$ 28,354	\$ 30,563	7.79%	Other Services	\$ 545	\$ 588	7.89%
\$ 41,626	\$ 42,809	2.84%	Government	\$ 801	\$ 823	2.75%
\$ 54,318	\$ 55,501	2.18%	State	\$ 1,045	\$ 1,067	2.11%
\$ 37,208	\$ 38,508	3.49%	Local	\$ 716	\$ 741	3.49%
\$ 56,738	\$ 55,618	-1.97%	Federal	\$ 1,091	\$ 1,070	-1.92%

**Average Weekly Wage for All Industries by County**  
Annual 2014



#### QUICK FACTS

#### Average Weekly Wage Comparisons

IWD Region 7  
\$804

Rank  
Among All 15  
IWD Regions  
3

Statewide  
\$818

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### QUICK FACTS

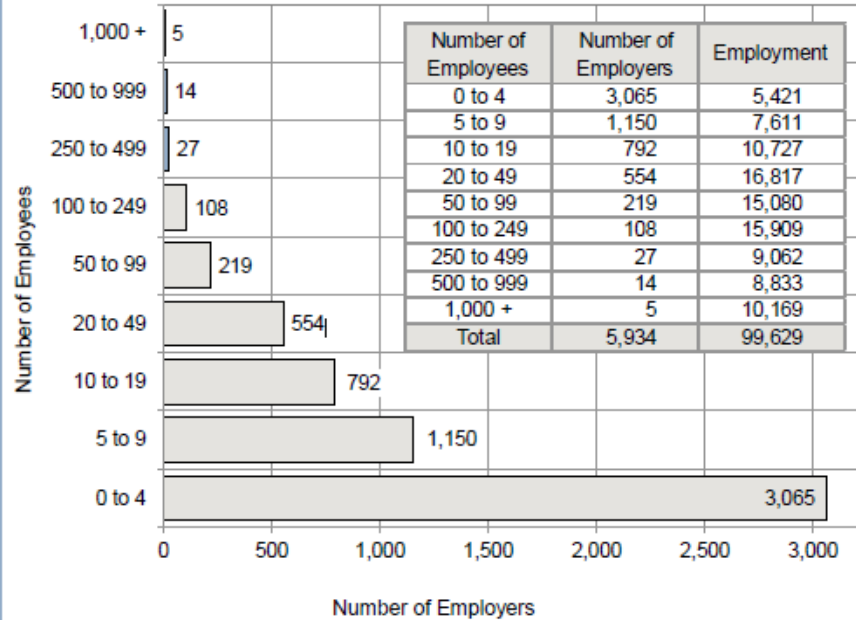
#### Size of Firm

Nineteen firms in Region 7 employ 500 or more workers, totaling 19,002 employees, which accounts for 19.1 percent of total employment in the region.

Firms that employ less than 50 workers represent 93.7 percent of all establishments region-wide.

### Size of Firm Based on Employment

December 2014



### QUICK FACTS

#### Quarterly Workforce Indicators Definitions

**Total Employment**  
Number of workers who are employed by the same employer in both the current and previous quarter

**New Hires**  
Total number of hires that were also not employed by that employer during the previous four quarters

*For additional definitions see source information below the LED tables*

### 2014 Local Employment Dynamics (LED) - Quarterly Workforce Indicators

*Comparison of Annual Averages from 2013 to 2014*

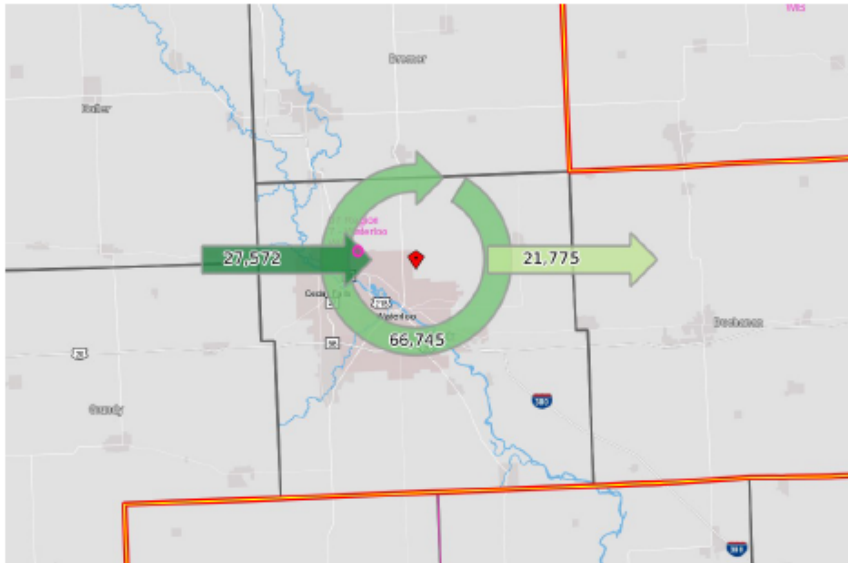
Quarterly Workforce Indicators	Region 7 (2013)	Region 7 (2014)
Total Employment	100,378	101,544
New Hires	13,214	13,515
Separations	16,240	16,182
Turnover Rate %	0.084	0.088
Average Monthly Earnings	\$3,536	\$3,587
Average New Hire Earnings	\$1,906	\$1,986
Quarterly Workforce Indicators	Iowa (2013)	Iowa (2014)
Total Employment	1,498,453	1,514,462
New Hires	226,009	231,425
Separations	278,960	277,585
Turnover Rate %	0.091	0.095
Average Monthly Earnings	\$3,526	\$3,610
Average New Hire Earnings	\$2,078	\$2,221

Source: Local Employment Dynamics, <http://lehd.did.census.gov>. For definitions of the Quarterly Workforce Indicators, visit [http://lehd.did.census.gov/doc/QWI\\_101.pdf](http://lehd.did.census.gov/doc/QWI_101.pdf).

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### Inflow/Outflow Job Analysis of Region 7 2013 Characteristics of workers who commute in, out, and within Region 7.



For an online tour of the application, please follow this link:  
<http://ehd.ces.census.gov/led/datatools/onthemap.php?name=WhatsOnTheMap>

### QUICK FACTS

#### 'On the Map' Interactive Mapping Application

As of 2013, there were 94,317 primary jobs in this region.

70.8 percent of workers (66,745) live and work in Region 7.

21,775 workers live in Region 7 but leave the region for their primary job.

### ON THE MAP Statistics — Region 7

Distribution of Worker's Age, Monthly Earnings, and Race—Primary Jobs

Total Primary Jobs	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
Total Primary Jobs	94,317	100.0%	91,861	100.0%	90,313	100.0%
Jobs by Worker Age	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
Age 29 or younger	24,820	26.3%	25,027	27.2%	25,075	27.8%
Age 30 to 54	48,663	51.6%	47,939	52.2%	47,794	52.9%
Age 55 or older	20,834	22.1%	18,895	20.6%	17,444	19.3%
Jobs by Earnings	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	20,544	21.8%	20,922	22.8%	21,060	23.3%
\$1,251 to \$3,333 per month	35,933	38.1%	37,006	40.3%	38,800	43.0%
More than \$3,333 per month	37,840	40.1%	33,933	36.9%	30,453	33.7%
Jobs by Worker Race	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
White Alone	88,354	93.7%	86,577	94.2%	85,184	94.3%
Black or African American Alone	4,166	4.4%	3,570	3.9%	3,505	3.9%
American Indian or Alaska Native Alone	173	0.2%	165	0.2%	165	0.2%
Asian Alone	975	1.0%	948	1.0%	941	1.0%
Native Hawaiian or Other Pacific Islander Alone	50	0.1%	51	0.1%	50	0.1%
Two or More Race Groups	599	0.6%	550	0.6%	468	0.5%

Source: Local Employment Dynamics, On the Map: <http://onthemap.ces.census.gov/>. For definitions and instruction on this mapping application, visit <http://ehd.ces.census.gov/led/datatools/onthemap.php?name=GettingStarted>

### QUICK FACTS

#### 'On the Map' Reports

One of the reports generated from 'On the Map' displays total primary jobs of 94,317 in Region 7 and the distribution of age and monthly earnings of the workers.

38.1 percent of Region 7 workers earn from \$1,251 to \$3,333 per month.

22.1 percent of the region's workers are age 55 and older.

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### Top 20 Growing Industries by Employment 2012 - 2022

Industry Description	NAICS Code	2012 Estimated Employment	2022 Projected Employment	Total Growth	Percent Change
Ambulatory Health Care Services	621	3,540	4,610	1,070	30.2%
Educational Services	611	12,710	13,735	1,025	8.1%
Nursing and Residential Care Facilities	623	3,765	4,495	730	19.4%
Food Services and Drinking Places	722	6,660	7,385	725	10.9%
Social Assistance	624	2,180	2,800	620	28.4%
Self Employed and Unpaid Family Workers	671	9,430	10,010	580	6.2%
Warehousing and Storage	493	1,815	2,390	575	31.7%
Professional, Scientific, and Technical Services	541	2,610	3,170	560	21.5%
Administrative and Support Services	561	3,405	3,940	535	15.7%
Specialty Trade Contractors	238	2,345	2,860	515	22.0%
Hospitals	622	4,410	4,820	410	9.3%
General Merchandise Stores	452	2,555	2,850	295	11.5%
Truck Transportation	484	1,180	1,460	280	23.7%
Local Government, Excluding Education and Hospitals	930	3,805	4,055	250	6.6%
Construction of Buildings	236	970	1,210	240	24.7%
Credit Intermediation and Related Activities	522	2,775	2,995	220	7.9%
Religious, Grantmaking, Civic, Professional Organizations	813	2,155	2,370	215	10.0%
Management of Companies and Enterprises	551	865	1,060	195	22.5%
Food and Beverage Stores	445	2,140	2,310	170	7.9%
Repair and Maintenance	811	900	1,070	170	18.9%

Source: Long-Term Industry Projections  
<https://www.iowaworkforcedevelopment.gov/industry-projections>

### "Hot Jobs" in Region 7 2012 - 2022

Occupational Title	2012 Estimated Employment	2022 Projected Employment	Region 7 2014 Mean Annual Wage	Annual Growth Rate (%)
<b>Master's Degree or higher</b>				
Mental Health Counselors	210	260	\$ 33,062	2.4
<b>Bachelor's Degree</b>				
Medical & Health Services Managers	340	400	\$ 80,138	1.8
Construction Managers	225	265	\$ 77,637	1.8
Cost Estimators	155	185	\$ 61,206	1.9
Accountants & Auditors	605	690	\$ 59,012	1.4
Social & Community Service Managers	245	290	\$ 46,351	1.8
Child, Family, & School Social Wkrs	500	595	\$ 38,689	1.9
<b>Postsecondary Education (Long-term on-the-job training or work experience in a related occupation)</b>				
Heat/A C/Refrig Mechanics & Installers	235	285	\$ 42,201	2.1
Heavy & Tractor-Trailer Truck Drivers	2150	2510	\$ 38,071	1.7
Licensed Practical/Vocational Nurses	550	640	\$ 37,161	1.6
<b>High School Diploma or Equivalent (Moderate-term on-the-job training)</b>				
First-Line Supvs of Const Trades & Extraction Wkrs	310	375	\$ 51,044	2.1
Insurance Sales Agents	490	555	\$ 50,337	1.3
Operating Engineers & Other Const Equip Operators	575	675	\$ 49,115	1.7

Occupations were selected based on the annual growth rate from region 7's 2012-2022 occupational projections. (see website for complete list)  
<https://www.iowaworkforcedevelopment.gov/occupational-projections>

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

### Employment and Unemployment Statistics Annual 2014

County	Labor Force	Number Unemployed	Unemployment Rate	Number Employed
Black Hawk	72,500	3,700	5.1	68,800
Bremer	14,200	500	3.8	13,700
Buchanan	11,530	560	4.8	10,970
Butler	8,410	370	4.4	8,040
Grundy	6,700	300	4.4	6,400
<b>Total (*=Average)</b>	<b>113,340</b>	<b>5,430</b>	<b>4.8*</b>	<b>107,910</b>

*Note: The unemployment rate is widely recognized as an important economic indicator that is used to gauge the vitality of the labor market. The release of the monthly unemployment rate causes markets to react and analysts to speculate on the health of the economy.*

*Source: Local Area Unemployment Statistics (LAUS)*

*Note: Total employed and unemployed may not reflect total labor force, due to rounding.*

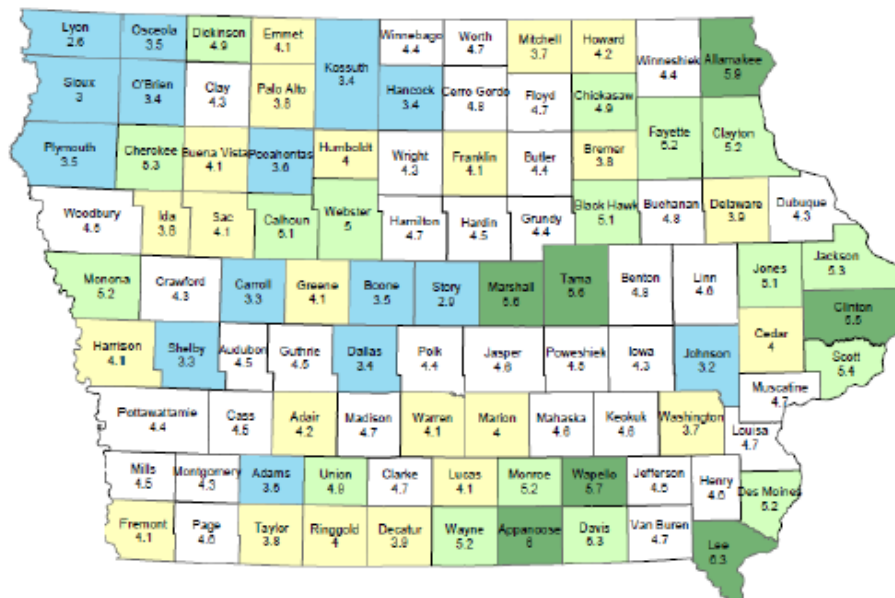
### QUICK FACTS

#### Labor Force 2014

Unemployment averaged 4.8 percent in Region 7 for 2014. The region's jobless rate translated into 5,430 unemployed persons.

The 2014 unemployment rate for Region 7 was higher than the statewide average of 4.3 percent.

### Unemployment Rates per Iowa Counties 2014 Annual Average



*Source: Local Area Unemployment Statistics (LAUS)*

### QUICK FACTS

#### County Unemployment Rates

Lee County reported the highest jobless rate in the state in 2014 at 6.3 percent.

Lyon County reported the lowest jobless rate in the state in 2014 at 2.6 percent.

<http://www.iowalmi.gov>

## 2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

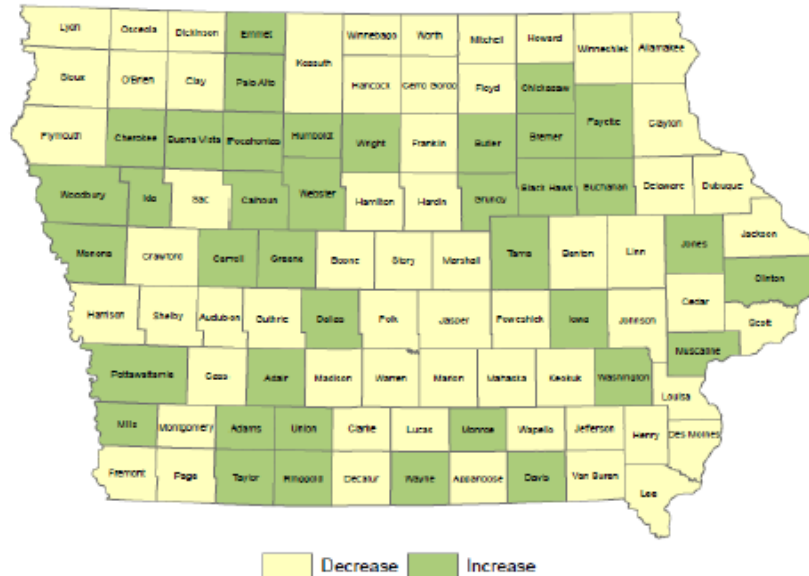
### QUICK FACTS

#### Annual 2013 UI Benefits

UI Benefits for Iowa increased slightly from \$418.1 million in 2012 to \$419.2 million in 2013, an increase of 0.3 percent.

UI Benefits in Region 7 increased from \$26.5 million in 2012 to \$27.3 million in 2013, an increase of 3.3 percent.

### Percentage Change in Total Unemployment Insurance (UI) Benefit From Annual 2013 to Annual 2014



Source: *Unemployment Insurance Statistical Data*, [www.iowaworkforce.org/lmi/ui/stats/index.html](http://www.iowaworkforce.org/lmi/ui/stats/index.html)

### CONTACT INFO

#### Iowa Workforce Development Employment Statistics Bureau

1000 E. Grand Ave  
Des Moines, IA 50319  
515-281-8515  
800-532-1249;  
Fax: 515-281-8195  
[iwd.lmi@iwd.iowa.gov](mailto:iwd.lmi@iwd.iowa.gov)  
[www.iowalmi.gov](http://www.iowalmi.gov)

*Equal opportunity employer/  
program. Auxiliary aids and  
services are available upon  
request to individuals with  
disabilities.*

TTY 515-281-4748;  
1-800-831-1399



### For Additional Information about Region 7 — Visit our Website!

<http://www.iowalmi.gov>

**LM Quick Links**

- LM Home
- Career Exploration Resources
- Current Employment Statistics (CES)
- Education Outcomes
- Employment & Unemployment (LAUS)
- Employment & Wages (GCEW)
- Industry Profiles
- Industry Projections
- Laborshed Studies
- Occupational Employment & Wages
- Occupational Projections
- Workforce & Economic Development Study Reports
- Workforce Needs Assessment
- Unemployment Insurance Statistics

**Additional Links**

- Special Publications
- Out of Resources

**Indicators**  
Current Employment (CES)  
Employment & Unemployment (LAUS)  
UI Statistics  
More...

**Industry**  
Employment & Wages (GCEW)  
Profiles  
Projections  
More...

**Occupation**  
Career Exploration  
Employment & Wages  
Projections  
More...

**Research**  
Education Outcomes  
Laborshed Studies  
Workforce Needs  
More...

Welcome to the Labor Market Information Division

The Labor Market Information (LMI) Division collects, analyzes and prepares a wide array of labor market data including employment, industry and occupational statistics, wages, projections, trends and other workforce data statistics. This information is reported for the State of Iowa as a whole as well as for other geographic areas within the State.

The LMI Division works in cooperation with the United States Department of Labor's Bureau of Labor Statistics (BLS) and Employment and Training Administration (ETA), along with the United States Census Bureau. The Labor Market Information website is financed by the ETA.

**Local Labor Force Summary Data Tool**

The tool below provides a summary for the State of Iowa labor force statistics which include: number of individuals in the labor force, unemployed, employed and the unemployment rate by month. To view historical data, change the year selected in the drop-down menu below the table. Navigating between the three tabs at the top of the frame will provide data for other geographic areas other than the State of Iowa.

Demographically Adjusted (Statewide Only) | Not Demographically Adjusted (Other Geographies) | Annual Averages

**2015 Iowa Labor Force Summary (Demographically Adjusted)**

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Labor Force	1,716,000	1,716,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000	1,715,000
Unemployed	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000	71,000
Unemployment Rate	4.2%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%	4.1%
Employment	1,645,000	1,645,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000	1,644,000

<http://www.iowalmi.gov>



**Signature Page**

**Workforce Innovation and Opportunity Act**

Region 7

Local Area Plan  
July 1, 2016- June 30, 2020

We affirm that the Region Workforce Development Board (WDB) and the Chief Elected Official(s) of the Local Area, in partnership, have developed and now submit this comprehensive, strategic Local Area Plan in compliance with the provisions of the Workforce Innovation and Opportunity Act of 2014 and instructions issued by the Governor under authority of the Act.

---

Submission Date

Workforce Development Board Chair

Chief Elected Official

---

Typed or Printed Name

---

Typed or Printed Name

---

Typed or Printed Title

---

Typed or Printed Title

---

Signature

---

Signature

---

Date

---

Date

## Conflict of Interest

As a member of the Regional Workforce Board, I recognize that I owe a fiduciary duty of loyalty to Region 7 Workforce Board. This duty requires me to avoid conflicts of interest and to act at all times in the best interests of the Board. The purpose of the conflicts of interest policy (set forth below) is to help inform the Board about what constitutes a conflict of interest, assist the Board in identifying and disclosing actual and potential conflicts, and help ensure the avoidance of conflicts of interest where necessary. This policy may be enforced against individual Board members as described below:

1. Board members have a fiduciary duty to conduct themselves without conflict to the interests of **(insert bidder/s names here)** they must subordinate personal, individual business, third-party, and other interests to the welfare and best interests of **(insert bidder/s names here)**.
2. A conflict of interest is conduct, a transaction or relationship that presents or might conflict with a Board member's obligations owed to **(insert bidder/s names here)** and the Board member's personal, business or other interests.
3. All conflicts of interest are not necessarily prohibited or harmful to **(insert bidder/s names here)**. However, full disclosure of all actual and potential conflicts, and a determination by the disinterested **(insert bidder/s names here)** members – with the interested Board member(s) recused from participating in debates and voting on the matter – are required.
4. All actual and potential conflicts of interests shall be disclosed by Board members to **(insert bidder/s names here)** Executive Committee through the annual disclosure form and/or to the Board whenever a conflict arises. Disinterested members **(insert bidder/s names here)** Executive Committee shall make a determination as to whether a prohibited conflict exists and what subsequent action is appropriate (if any). The **(insert bidder/s names here)** Executive Committee shall inform the Board of such determination and action. The Board shall retain the right to modify or reverse such determination and action, and shall retain the ultimate enforcement authority with respect to the interpretation and application of this policy.
5. On an annual basis, all Board members shall be provided with a copy of this policy and required to complete and sign the acknowledgment and disclosure form below. All completed forms shall be provided to and reviewed by **(insert bidder/s names here)** Executive Committee, as well as all other conflict information, if any, provided by Board members.

**CONFLICTS OF INTEREST ACKNOWLEDGMENT AND DISCLOSURE FORM**

I have read the conflicts of interest policy set forth above and agree to comply fully with its terms and conditions at all times during my service as a Region 7 Board member. If at any time following the submission of this form I become aware of any actual or potential conflicts of interest, or if the information provided below becomes inaccurate or incomplete, I will promptly notify the Region 7 Workforce Board in writing.

**Disclosure of Actual or Potential Conflicts of Interest:**

---

---

---

---

---

---

I acknowledge and agree that my selection for service on the Board and the opportunities made available to me by serving on the Board constitute good and valuable consideration for entering into this agreement, the receipt and sufficiency of which I hereby acknowledge.

**In my individual capacity:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_

## **Regional Memorandum of Understanding (MOU)**

See attached document.