



NORTHEAST IOWA LOCAL PLAN

NORTHEAST IOWA WORKFORCE DEVELOPMENT
BOARD LOCAL PLAN – May 20, 2022



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NORTHEAST IOWA LOCAL PLAN

SECTION 1 – INFRASTRUCTURE

Local Plan Question:

1. Describe the local workforce delivery system in the local workforce development area (LWDA), including the following:
 - a. Name of the LWDA
 - b. Identification of the counties included in the LWDA
 - c. A roster of all LWDB members, including the organization representing and title/role and the city/county each is from, and identification of the LWDB Chairperson
 - d. Identification of Subcommittees of the LWDB and the chair of each
 - e. Identification of the Fiscal Agent (entity responsible for disbursement of Title I grant funds)
 - f. Identification of all LWDB Staff and brief description of their role(s)
 - g. Identification of the competitively selected WIOA Title I Adult, Dislocated Worker, and Youth service providers
 - h. Identification of the One-Stop Operator for the local area
 - i. Identification of the office locations in the local area, including:
 - i. Comprehensive One-Stop locations
 - ii. Affiliated sites
 - iii. Specialized Centers
 - j. A description of the process used to draft the local plan

NORTHEAST IOWA WORKFORCE DEVELOPMENT AREA

COUNTIES: Allamakee, Black Hawk, Bremer, Buchanan, Butler, Cerro Gordo, Chickasaw, Clayton, Delaware, Dubuque, Fayette, Floyd, Franklin, Grundy, Hancock, Howard, Mitchell, Winnebago, Winneshiek, and Worth

NORTHEAST IOWA BOARD MEMBERS:

Chief Lead Elected Official (CLEO) – John Beard

NEIWDB Chair – Jennifer Breister

Northeast Iowa Local Workforce Development Board (NEIWDB)					
First Name	Last Name	Organization	Job Title	City	County
Steve	Abbott	Communications Workers of America	President	Waterloo	Black Hawk
Gisella	Aitken-Shadle	Northeast Iowa Community College	Director of Adult Education and Literacy	Calmar	Winneshiek
Jamie	Benson	East Penn Manufacturing	Personnel Director	Oelwein	Fayette
Eric	Branson	Bull Moose Heavy Haul Inc.	Director of HR	Manchester	Delaware
Jennifer (Chair)	Breister	Crown Point Builders, Inc.	Vice President - Project Manager	Garner	Hancock
Hunter	Callanan	North Iowa Corridor Economic Development Corp	Workforce Specialist	Mason City	Cerro Gordo
Kyle	Clabby-Kane	Iowa Workforce Development	Workforce Development Manager	Waterloo	Black Hawk
John	Derryberry	43 North Iowa	Associate Director	Mason City	Cerro Gordo
Chelsy	Snyder Anderson	Dean Snyder Construction	Business Development	Clear Lake	Cerro Gordo
Chuck	Kacher	IBEW Local 288	Business Manager	Waterloo	Black Hawk
Brian	Warner	Vocational Rehabilitation	Vocational Rehabilitation Supervisor	Mason City	Cerro Gordo
Joleen	Jansen	Jansen Products	Owner	Elkader	Clayton
Jayme	Kluesner	Portzen Construction Company	Controller	Dubuque	Dubuque

Matthew	Mason	RR Donnelly	Regional HR Manager	Osage	Mitchell
Andrew	Morse	University of Northern Iowa	Assistant to President	Cedar Falls	Black Hawk
Jennalee	Pedretti	Regional Health Services of Howard County	Vice President of Operations	Cresco	Howard
Rhea	Pierce	North Central States Regional Council of Carpenters	Business Agent	Dubuque	Dubuque
Ethan	DeWall	Martin Bros. Distributing Co. Inc.	VP of Operations	Cedar Falls	Black Hawk
Katrina	Moore	Henkel Construction	Human Resource Director	Mason City	Cerro Gordo
Thomas	Townsend	Dubuque Federation of Labor	President	Dubuque	Dubuque
Amber (Vice Chair)	Youngblut	Commingled LLC	Owner/Consultant	Jesup	Buchanan

NORTHEAST IOWA SUBCOMMITTEES

Planning and Operations Committee – Andrew Morse (Chair)

Finance Committee – Steve Abbott (Chair)

Disability Access Committee – Brian Warner (Chair)

Youth Committee – Katrina Moore (Chair)

Planning and Operations Committee Roster

Name	Organization	Position
Andrew Morse (Chair)	University of Northern Iowa	Assistant to the President

Hunter Callanan	North Iowa Corridor EDC	Workforce Specialist
Laurie Everhardt	Community Foundation of Northeast Iowa	Director of Development
Amber Andersen	North Iowa Area Council of Governments	Planner
Jennifer Breister	Crown Point Builders, Inc.	Vice President/Project Manager

Finance Committee Roster

Name	Organization	Position
Steve Abbott (Chair)	Communication Workers of America	President
Ed Raber	Dubuque County	Project Coordinator
Amber Andersen	North Iowa Area Council of Governments	Planner

Disability Access Committee Roster

Name	Organization	Position
Brian Warner (Chair)	IVRS	Supervisor
Jordan Nelson	Thrive	Owner/CEO
Marla Locke	IWD	Operations Manager
Joe Weigel	IDB	VR Counselor

Dr. Ann Williams	Dubuque County	Director, Mental Health Services
Joleen Jansen	Jansen Products and Clayton Clean Energy District	Owner/Board Member

Youth Committee Roster

Name	Organization	Position
Katrina Moore (Chair)	Henkel Construction	HR Director
Heidi Venem	Mason City Schools	Director of Special Education and Student Services
Ben Loeffelholz	Dubuque Community YMCA/YWCA	Associate Executive Director
Shanda Hansen	Francis Lauer	Community-Based Center Director
Emma Hall	County Social Services	Coordinator of Children's Behavioral Services
Jody Albertson	Central Rivers Area Education Agency	Regional Administrator
Amelia Foley	St. Mark Youth Enrichment	Director of Programs
Maddie Werning	Together For Youth/Success Link	Resource Navigator
Trisha Wilkins	Northeast Iowa Community Action Organization	Executive Director
Kayla Howlett	Dean Snyder Construction	HR Assistant

NORTHEAST IOWA FISCAL AGENT

Central Iowa Juvenile Detention Center (CIJDC)

Tony Reed, Executive Director
Central Iowa Juvenile Detention Center
2317 Rick Collins Way
Eldora, Iowa 50627
641-858-3852
tony@cijdc.com

Kassie Ruth, Fiscal Director
Central Iowa Juvenile Detention Center
2317 Rick Collins Way
Eldora, Iowa 50627
641-858-3852
kassie@cijdc.com

NORTHEAST IOWA BOARD SUPPORT

Heather Garcia- Board Executive Director
P.O. Box 965
Waukee, IA 50263
515.669.0998
heather@workforcedevelopmentboards.com

Taylor Williams- Board Consultant
P.O. Box 965
Waukee, IA 50263
515.669.0998
taylor@workforcedevelopmentboards.com

Role Description:

The executive director and consultant to the board assist the NEIWDB in carrying out the required functions of a local workforce development board as mandated by WIOA and state policies.

NORTHEAST IOWA TITLE I SERVICE PROVIDER

ADULT AND DISLOCATED WORKER SERVICE PROVIDER: GOODWILL OF NORTHEAST IOWA

Steve Tisue, Vice President of Mission Services
Goodwill of Northeast Iowa
2640 Falls Avenue
Waterloo, Iowa 50701
319-235-0534 ext. 217
stisue@gwneia.org

YOUTH AND YOUNG ADULT WORKER SERVICE PROVIDER: GOODWILL OF NORTHEAST IOWA

Steve Tissue, Vice President of Mission Services
Goodwill of Northeast Iowa
2640 Falls Avenue
Waterloo, Iowa 50701
319-235-0534 ext. 217
stissue@gwneia.org

NORTHEAST IOWA - ONE-STOP OPERATOR

STATE PUBLIC POLICY GROUP (SPPG)

Jackie Norris, President
State Public Policy Group (SPPG)
2910 Westown Parkway, Suite 302
West Des Moines, Iowa 50266
515-314-9807
jackie@sppg.com

NORTHEAST IOWA OFFICE LOCATIONS

Comprehensive Center Name	Mason City IowaWORKS
Center Manager Name and Title	James Arvidson, Operations Manager
Mailing Address	600 S. Pierce Avenue, Mason City, Iowa 50401
Operating Hours	Mon., Tues., Thurs., Fri. 8:30-4:30, Wed. 9:00-4:30 Sat., Sun. Closed
Phone	641-422-1543
Email	MasonCityIowaWorks@iwd.iowa.gov
Website	https://www.iowaworkforcedevelopment.gov/mason-city
Comprehensive Center Name	Waterloo IowaWORKS
Center Manager Name and Title	Kyle Clabby-Kane, Operations Manager
Mailing Address	3420 University Avenue, Waterloo, Iowa 50701
Operating Hours	Mon., Tues., Thurs., Fri. 8:30-4:30, Wed. 9:00-4:30 Sat., Sun. Closed

Phone	319-235-2123
Email	WaterlooIowaWorks@iwd.iowa.gov
Website	https://www.iowaworkforcedevelopment.gov/waterloo
Comprehensive Center Name	Dubuque IowaWORKS
Center Manager Name and Title	Marla Loecke, Operations Manager
Mailing Address	680 Main Street, 2 nd Floor, Dubuque, Iowa 52001
Operating Hours	Mon., Tues., Thurs., Fri. 8:30-4:30, Wed. 9:00-4:30 Sat., Sun. Closed
Phone	563-556-5800
Email	DubuqueIowaWorks@iwd.iowa.gov
Website	https://www.iowaworkforcedevelopment.gov/dubuque
Affiliate Site Name	Decorah IowaWORKS
Center Manager Name and Title	Marla Loecke, Operations Manager
Mailing Address	312 Winnebago Street, Decorah, Iowa 52101
Operating Hours	Mon., Tues., Thurs., Fri. 8:30-4:30, Wed. 9:00-4:30 Sat., Sun. Closed
Phone	563-382-0457
Email	DubuqueIowaWorks@iwd.iowa.gov
Website	https://www.iowaworkforcedevelopment.gov/decorah

LOCAL PLAN DRAFT PROCESS

The development of the local plan was a collaborative effort made by:

- Chief Elected Officials (CEOs)
- Members of the NEIWDB
- Core and Required Partners
- Local Businesses
- Local Community Organizations
- Interested Members of the Public

A draft of the local plan document was shared electronically with stakeholders being given editing privileges to provide input throughout the writing process. The board selected a group of designated reviewers, and the process was discussed publicly during board meetings.

As mandated by federal law and state policy, all WIOA local plan requirements were fulfilled throughout the drafting of this document. The local area followed the Public Comment Process defined by Iowa's ePolicy.

SECTION 2 – STRATEGIC PLANNING ELEMENTS

Questions in this section are designed to address the aspects of the local area's labor force, such as its composition and the determination of skills Gaps between the talent needed by employers in the local area and the knowledge and skills held by workers and job seekers. It is recommended that these plans include data samples and streamlined graphics and tables that support the narrative provided. The local board must cite the source(s) used to collect all or part of the local area labor market.

ECONOMIC ANALYSIS

Local Plan Question:

1. **Economic Analysis:** Include a local area analysis of the:
 - a. Economic conditions including existing and emerging in-demand industry sectors and occupations.
 - b. Employment needs of employers in existing and emerging in-demand industry sectors and occupations.

The Northeast Iowa Workforce Development Area was recently formed through the merger of Iowa's workforce regions 1, 2 and 7. The newly developed local area established its board in the fall of 2020 and quickly initiated activities to establish WIOA compliant policies while conducting the procurement of Title I services.

This local plan was developed using the most current statistical data available, much of which was collected under the old regional model. The NEIWDB will utilize local area resources, such as local educational institutions, chambers of commerce and sector boards to conduct extensive research and analyzation of statistical data for the new local area.

According to data collected by the Labor Force and Occupational Analysis Bureau of Iowa Workforce Development, existing and emerging occupations primarily fall within the sectors of agriculture, manufacturing, health care and services. In the short term, the area will have a significant need to fill occupations falling in the categories of food service, catering, and recreation. Short-term and long-term growth of local area occupations will include service in ambulatory health care, education, nursing/residential care facilities and specialty trades. By 2028, a 40% increase in the number of warehousing and storage jobs is anticipated. Occupations supporting activities in agriculture will remain strong.

Many of the jobs of the local area are supported by small and family-run businesses, with many of the workers being self-employed. Self-employment is projected to continue to be a staple of the Northeast Iowa economy.

Beyond the education and skills identified by industry standards for specific occupations, in-demand industry sectors and occupations across the board are seeing an increased need for technology and computing skills, communication and interpersonal skills, and adaptability to ever-changing workplace environments. Rapid advancements in technology require workers to constantly work to improve skills while evolving to meet the changing demands of employers.

Overall, the growth that is happening is not equally distributed across Iowa. Suburban and metropolitan areas have experienced the greatest gains, while small rural towns have seen population declines. Northeast Iowa's composition includes a lot of rural areas. Communities with low populations struggle with basic services, such as transportation and childcare.

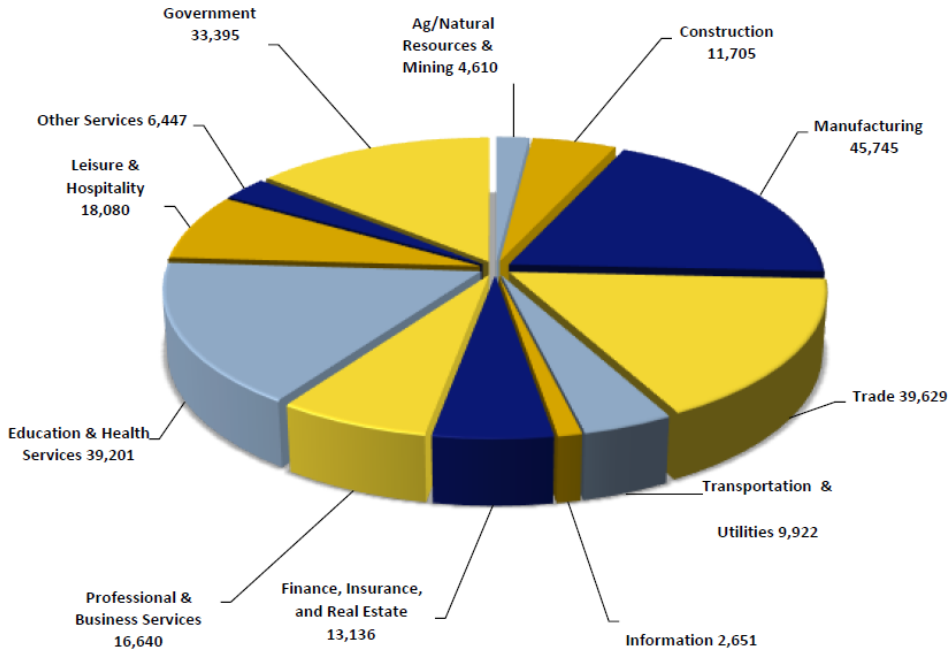
One strategy to strengthen the infrastructure of the local area is to increase services through the development of county partnerships. The landscape of many services has changed in recent years, which means the local area will be adjusting to these changes over time. The mental health system is an example of a service industry that is being addressed through collaborative efforts made by county leaders. Infrastructure development is also impacted by additional pandemic funding granted to counties. Counties are investing funds to improve access to health care, transportation, and affordable housing.

The Governor utilized funding resources to increase the availability of childcare statewide. In 2021, nine Future Ready Iowa Child Care Awards were made to projects located in Northeast Iowa. The project sites are in Black Hawk, Bremer, Butler, Dubuque, Floyd, Grundy, Howard, and Winneshiek counties. These grants will allow childcare providers to improve the quality of care and increase capacity to serve more children and families.

The effects of the COVID pandemic brought communities together to bridge the sudden Gaps created and fill the needs within the communities. The strategies learned through this crisis can be replicated to mitigate some of the underlying issues creating barriers to employment for some of our most vulnerable job seekers.

Below are a few data samples that came from the Quarterly Census of Employment and Wages. The first two show the Northeast Iowa industry breakout by employment and reporting units by industry for the 2020 year. In 2020, Manufacturing, Trade and Education and Health Services made up the bulk of the employment for Northeast Iowa. Manufacturing was 45,745, Education and Health Service was 39,201 and Trade was 39,629 employments. The lowest industry in 2020 for Northeast Iowa was Information with 2,651 employments.

2020 Northeast Iowa Industry Breakout by Employment



Source: Quarterly Census of Employment and Wages

Occupational Title	Estimated Employment
Cashiers	7,890
Retail Salespersons	6,400
Laborers and Freight, Stock, and Material Movers, Hand	5,820
Heavy and Tractor-Trailer Truck Drivers	5,580
Registered Nurses	5,340
Fast Food and Counter Workers	4,800
Office Clerks, General	4,430
Nursing Assistants	4,370
Customer Service Representatives	4,370
Home Health and Personal Care Aides	4,040

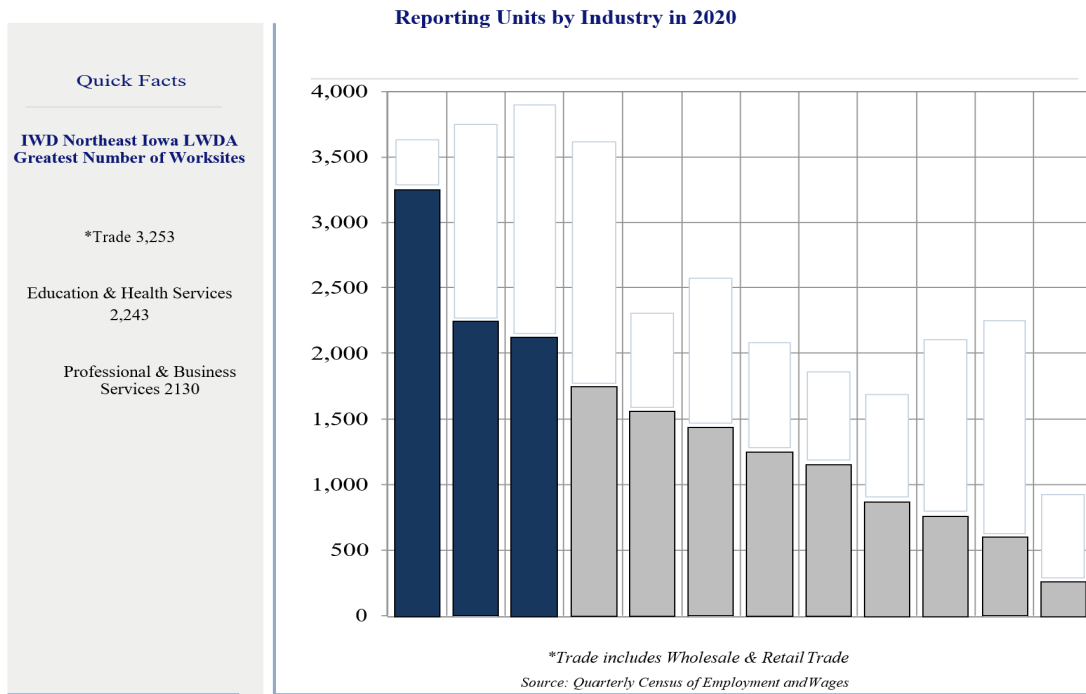
Source: Occupational Employment and Wages Statistics (OEWS)

The top ten occupations in Northeast Iowa are cashiers, retail salespersons, laborers and freight, stock and material movers, heavy and tractor trailer truck drivers, registered nurses, fast food and counter workers, office clerks, nursing assistants, customer service representatives, and home health and personal care aides. Cashiers make up 7,890 positions. Retail positions make up about 6,400 positions

and laborers and freight, stock and material movers make up of about 5,820 positions. Heavy and tractor trailer truck drivers make up of 5,580. We continue to see a need across the Northeast Iowa LWDA for these positions.

Northeast Iowa LWDA will continue to keep current with the top trending jobs in the local area. As hard and soft skills and training continue to be in demand for most of these positions, we will collaborate with our partners to ensure we are providing the best customer service to those we serve. Resources will be utilized and shared to our customers, and we will continue to use the referral form when making referrals to other programs.

The Reporting Units by Industry in 2020 showed that Trade had the greatest number of worksites with approximately 3,253. Trade includes Wholesale and Retail Trade. The number of Education and Health Services worksites was approximately 2,243. Over the next few years, additional growth is anticipated in these industries in Northeast Iowa.



2019-2020 Covered Employment and Reporting Units by Industry						
Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
17,268	17,280	0.07%	Total All Industries	253,998	241,160	-5.05%
16,130	16,125	-0.03%	Private Business	219,075	207,766	-5.16%
608	598	-1.64%	Ag/Natural Resources & Mining	4,826	4,610	-4.48%
1,578	1,560	-1.14%	Construction	12,212	11,705	-4.15%
884	877	-0.79%	Manufacturing	48,310	45,745	-5.31%
3,282	3,253	-0.88%	Trade	40,656	39,629	-2.53%
1,182	1,188	0.51%	<i>Wholesale Trade</i>	11,461	11,260	-1.75%
2,099	2,065	-1.62%	<i>Retail Trade</i>	29,194	28,369	-2.83%
769	764	-0.65%	Transportation & Utilities	9,619	9,922	3.15%
263	263	0.00%	Information	2,910	2,651	-8.90%
1,727	1,747	1.16%	Finance, Insurance, and Real Estate	13,558	13,136	-3.11%
2,102	2,130	1.33%	Professional & Business Services	16,966	16,640	-1.92%
2,000	2,243	12.15%	Education & Health Services	40,962	39,201	-4.30%
1,448	1,441	-0.48%	Leisure & Hospitality	21,438	18,080	-15.66%
1,469	1,250	-14.91%	Other Services	7,620	6,447	-15.39%
1,138	1,155	1.49%	Government	34,923	33,395	-4.38%
272	273	0.37%	<i>State</i>	3,774	3,602	-4.56%
624	631	1.12%	<i>Local</i>	29,387	27,931	-4.95%
243	251	3.29%	<i>Federal</i>	1,761	1,863	5.79%

Source: Quarterly Census of Employment and Wages

According to the Quarterly Census of Employment and Wages, in 2019-2020 Manufacturing, Education and Health Services were listed by units. From 2019-2020 there were some fluctuations that happened but, overall, growth in these industries throughout the Northeast Iowa Local Area is present. In 2021, the COVID pandemic negatively impacted numbers in most of these industries across the state.

From the Occupational Employment and Wage Statistics in 2020 the occupation with the largest hourly mean wage in Northeast Iowa were Anesthesiologists with a mean hourly wage of \$148.81. The lowest hourly mean wage by occupation were locker room, coatroom, and dressing room attendants with \$9.14 an hour. The mean wage for a registered nurse in Northeast Iowa was \$29.03 an hour and nursing assistants were at \$19.94 an hour.

Quick Facts

Hourly Wage by Occupation

The occupation with the highest hourly mean wage in the Northeast Iowa LWDA is Anesthesiologists with a mean hourly wage of \$148.81.

The lowest hourly mean wage by occupation in the Northeast Iowa LWDA is for Locker Room, Coatroom, and Dressing Room Attendants with \$9.14 an hour

2020 Hourly Wages for the Ten Largest Occupations* in the Northeast Iowa LWDA **Based on employment numbers*

Occupational Title	Mean Wage	Entry Wage	Experienced Wage
Cashiers	\$11.61	\$9.61	\$12.61
Retail Salespersons	\$13.48	\$9.44	\$15.50
Laborers and Freight, Stock, and Material Movers, Hand	\$17.10	\$12.51	\$19.40
Heavy and Tractor-Trailer Truck Drivers	\$22.22	\$16.19	\$25.24
Registered Nurses	\$29.03	\$23.45	\$31.82
Fast Food and Counter Workers	\$10.99	\$8.60	\$12.19
Office Clerks, General	\$16.25	\$10.83	\$18.96
Nursing Assistants	\$19.94	\$13.21	\$23.30
Customer Service Representatives	\$14.99	\$12.93	\$16.02
Home Health and Personal Care Aides	\$13.69	\$11.22	\$14.92

Source: Occupational Employment and Wage Statistics (OEWS)

The information below was retrieved from the Iowa Workforce Development Labor Market Division. The table shows the short-term industry forecast by NAICS code for 2022Q2. The total growth and percent changed projected has been provided.

Ten percent of the estimated employment falls under self-employed and unpaid family workers. The projected employment remains steady, with a small increase anticipated.

In line with the other data collected, this table shows the largest industries in the area include Manufacturing, Trade and Educational and Health services. The projections reflect modest increases in employment for these industries.

Several small industries with significant anticipated growth include Motion Picture and Sound Recording; Amusement, Gambling and Recreational Industries; Performing Arts, Spectator Sports, and Related Industries; and Private Households. The local area will continue to gather additional research regarding these industries as this information could prove to be useful for a variety of reasons. The local area could see additional growth in these industries if the employment opportunities continue to spike. These industries are also significant regarding their potential impact on the area's ability to recruit new residents to the local area.

These smaller industries with exceptionally high rates of anticipated growth not only attract residents to the area, but they might also influence an increase in visitors and tourism. Food and Drinking Establishments not only provided a significant number of employment opportunities, but the projected growth is also a 45% increase in employment. The tourism and food service industries tend to support each other, resulting in a potential positive correlation of growth for both industries. The local area will

work with economic development to further research these opportunities, as the growth in these industries could also result in an overall growth of the local area’s permanent population and available workforce.

NORTHEAST IOWA INDUSTRY PROJECTIONS

2020 Quarter 2- 2022 Quarter 2

NAICS Code	Industry Description	2020Q2	2022Q2	Total Growth	Percent Change
		Estimated Employment	Projected Employment		
	Total All Industries	259,490	279,690	20,200	7.78%
671	Self Employed and Unpaid Family Workers	25,345	25,605	260	1.0%
113	Forestry and Logging	20	25	5	25.0%
114	Fishing, Hunting and Trapping	0	0	0	0.0%
115	Support Activities for Agriculture	550	570	20	3.6%
212	Mining (except Oil and Gas)	655	660	5	0.8%
213	Support Activities for Mining	5	5	0	0.0%
221	Utilities	675	685	10	1.5%
236	Construction of Buildings	2,645	2,715	70	2.6%
237	Heavy and Civil Engineering Construction	3,280	3,325	45	1.4%
238	Specialty Trade Contractors	6,460	6,605	145	2.2%

311	Food Manufacturing	8,340	8,390	50	0.6%
312	Beverage and Tobacco Product	360	435	75	20.8%
313	Textile Mills	0	0	0	0.0%
314	Textile Product Mills	155	230	75	48.4%
315	Apparel Manufacturing	205	210	5	2.4%
316	Leather and Allied Product Manufacturing	70	70	0	0.0%
321	Wood Product Manufacturing	2,040	2,085	45	2.2%
322	Paper Manufacturing	310	295	-15	-4.8%
323	Printing and Related Support Activities	885	975	90	10.2%
324	Petroleum and Coal Products Manufacturing	150	150	0	0.0%
325	Chemical Manufacturing	1,865	1,910	45	2.4%
326	Plastics and Rubber Products	1,475	1,455	-20	-1.4%
327	Nonmetallic Mineral Product Manufacturing	905	905	0	0.0%
331	Primary Metal Manufacturing	1,080	1,100	20	1.9%
332	Fabricated Metal Manufacturing	5,840	5,910	70	1.2%
333	Machinery Manufacturing	12,605	12,690	85	0.7%

334	Computer and Electronic Product	830	815	-15	-1.8%
335	Electrical Equipment, Appliance and Component Manufac.	1,020	1,085	65	6.4%
336	Transportation Equipment Manufacturing	4,350	5,240	890	20.5%
337	Furniture and Related Product	2,250	2,575	325	14.4%
339	Miscellaneous Manufacturing	595	625	30	5.0%
423	Merchant Wholesalers, Durable Goods	5,620	5,625	5	0.1%
424	Merchant Wholesalers, Nondurable Goods	5,420	5,480	60	1.1%
425	Wholesale Electronic Markets and Agents	260	280	20	7.7%
441	Motor Vehicle and Parts Dealers	3,900	4,345	445	11.4%
442	Furniture and Home Furnishings Stores	510	675	165	32.4%
443	Electronics and Appliance Stores	690	670	-20	-2.9%
444	Building Material and Garden Equipment	2,930	2,975	45	1.5%
445	Food and Beverage Stores	5,905	6,040	135	2.3%

446	Health and Personal Care Stores	1,310	1,525	215	16.4%
447	Gasoline Stations	4,160	4,185	25	0.6%
448	Clothing and Clothing Accessories Stores	565	1,085	520	92.0%
451	Sporting Goods, Hobby, Book and Music Stores	715	985	270	37.8%
452	General Merchandise Stores	4,850	4,890	40	0.8%
453	Miscellaneous Store Retailers	870	1,120	250	28.7%
454	Nonstore Retailers	425	430	5	1.2%
481	Air Transportation	40	45	5	12.5%
482	Rail Transportation	270	270	0	0.0%
483	Water Transportation	5	5	0	0.0%
484	Truck Transportation	3,530	3,620	90	2.5%
485	Transit and Ground Passenger Transport	160	240	80	50.0%
486	Pipeline Transportation	65	65	0	0.0%
487	Scenic and Sightseeing Transportation	0	0	0	0.0%
488	Support Activities for Transportation	765	800	35	4.6%
491	Postal Service	1,105	1,080	-25	-2.3%

492	Couriers and Messengers	1,055	1,170	115	10.9%
493	Warehousing and Storage	3,380	3,630	250	7.4%
511	Publishing Industries	1,250	1,345	95	7.6%
512	Motion Picture and Sound Recording	125	295	170	136.0%
515	Broadcasting (except Internet)	325	355	30	9.2%
517	Telecommunications	525	555	30	5.7%
518	Internet Service Providers, Web Search	330	360	30	9.1%
519	Other Information Services	45	45	0	0.0%
521	Monetary Authorities - Central Bank	0	0	0	0.0%
522	Credit Intermediation and Related Activities	5,305	5,370	65	1.2%
523	Securities, Commodity Contracts, and Other Investments	1,025	1,055	30	2.9%
524	Insurance Carriers and Related Activities	5,010	5,095	85	1.7%
525	Funds, Trusts, and Other Financial Vehicles	0	0	0	0.0%
531	Real Estate	1,115	1,155	40	3.6%

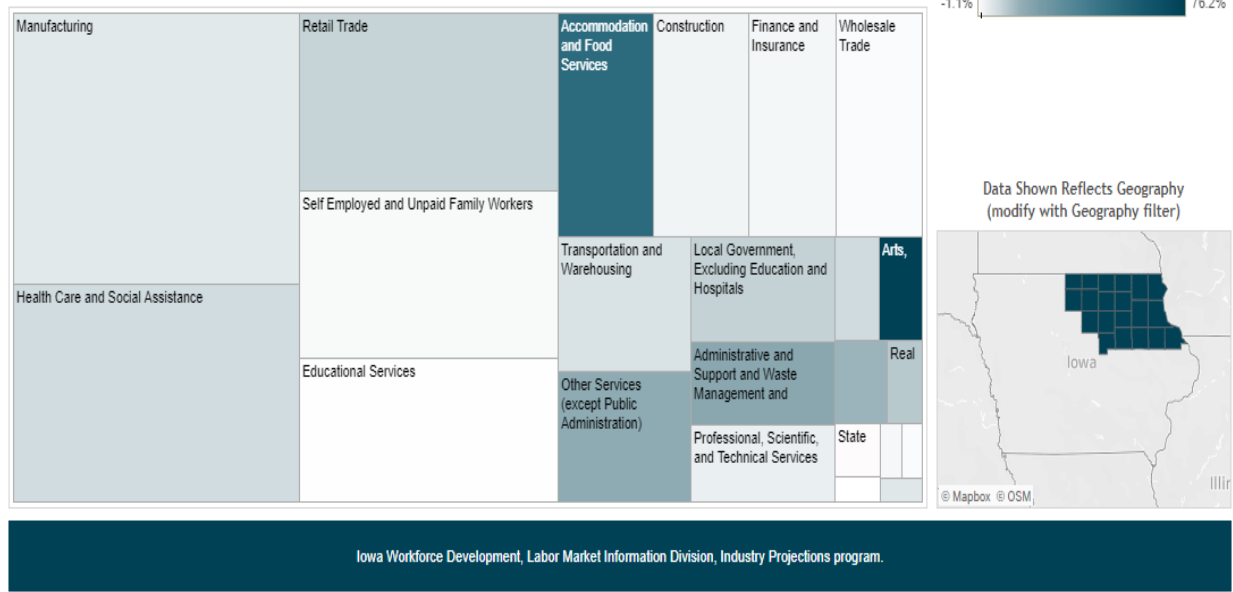
532	Rental and Leasing Services	580	705	125	21.6%
533	Lessors of Nonfinancial Intangible Assets	0	0	0	0.0%
541	Professional, Scientific, and Technical Services	6,460	6,650	190	2.9%
551	Management of Companies and Enterprises	2,695	2,870	175	6.5%
561	Administrative and Support Services	6,285	7,430	1,145	18.2%
562	Waste Management and Remediation	705	745	40	5.7%
611	Educational Services	21,790	21,845	55	0.3%
621	Ambulatory Health Care Services	8,740	9,845	1,105	12.6%
622	Hospitals	10,395	10,495	100	1.0%
623	Nursing and Residential Care Facilities	12,130	12,330	200	1.6%
624	Social Assistance	5,045	5,930	885	17.5%
711	Performing Arts, Spectator Sports, and Related Industries	185	505	320	173.0%
712	Museums, Historical Sites, and Similar Institutions	125	175	50	40.0%
713	Amusement, Gambling, and Recreation Industries	2,295	3,910	1,615	70.4%

721	Accommodation	1,430	2,640	1,210	84.6%
722	Food Services and Drinking Places	11,000	16,005	5,005	45.5%
811	Repair and Maintenance	2,325	2,375	50	2.2%
812	Personal and Laundry Services	2,135	2,865	730	34.2%
813	Religious, Grantmaking, Civic, Professional Organizations	5,525	6,105	580	10.5%
814	Private Households	90	315	225	250.0%
910	Federal Government	685	685	0	0.0%
920	State Government, Excluding Education and Hospitals	1,425	1,410	-15	-1.1%
930	Local Government, Excluding Education and Hospitals	8,920	9,645	725	8.1%

**Information on this NAIC suppressed. Totals may not equal due to rounding.*

Source: Labor Force and Occupational Analysis Bureau, Iowa Workforce Development

Short-Term (2020Q2-2022Q2) Northeast Iowa LWDA (Short-term) Industry Sector (2-digit NAICS) Chart
 Size of box relative to the employment level for that industry sector



The information above was retrieved from Iowa Workforce Development Labor Market Division. This image shows the short-term Industry forecast by NAICS code for 2022Q2. The size of box shown is relative to the employment level for that industry sector. Manufacturing has a base estimated employment of 45,330. Projected employment is 47,150, which is a projected employment change of 4.0%. Health Care and Social Assistance has a base estimated employment of 36,310. Projected employment is 38,600, which is a projected employment change of 6.3%. Retail Trade has a projected employment change of 7.8%.

EMPLOYER NEEDS

Across the Northeast Iowa LWDA, employers are looking to fill open positions with a qualified candidate pool. Many businesses are having a difficult time filling open positions with candidates who are qualified and have the necessary skills and credentials to perform the job.

Businesses are needing to keep up to speed with technology advances. With the increases in technology businesses are having to keep their employees trained and continually needing to upgrade their skills.

The Northeast Iowa LWDA will work with employers, local education providers, and other local agencies to target those growing industries to align with the labor market information that was addressed above. The Northeast Iowa LWDA will continue to support career pathways that are offered through educational institutions, especially the pathways leading to in-demand careers in industries such as health care and advanced manufacturing.

Many of the most common barriers to employment, such as criminal history, addiction, mental illness, and disability go hand in hand with poverty and a lack of education. Many individuals are saddled with

several of the aforementioned barriers in addition to transportation, shelter and food insecurities. While the root cause of each barrier is addressed, the NEIWDA 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 Northeast Iowa who these have barriers to employment.

Title IV, Iowa Vocational Rehabilitation (IVRS) and the Department for the Blind (IDB) are committed to serving individuals to overcome disabilities to achieve employment goals. The Northeast Iowa LWDA will oversee expanded access to services and employment through the work of the NEIWDB Disability Access Committee (DAC). The DAC will focus on maintaining physical and programmatic access to Iowa **WORKS** center services. The committee will also oversee the ongoing inventory and use of assistive resources available in the centers. Maintaining an inventory will ensure staff have access to, and knowledge of, the assistive technology solutions and accommodations available.

In tandem with the initiatives of the One Stop Operator, the DAC will oversee cross-training activities for core and required partners. Cross-training will ensure staff from multiple organizations are aware of the available assistive resources and that staff from various agencies maintain knowledge of how to use these resources. The DAC will also oversee activities to serve businesses. These activities will provide education to businesses to increase employment opportunities for individuals with disabilities.

The Northeast Iowa LWDA will continue to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand sectors and occupations. Title IV is committed to working with staff from all programs to provide expertise and look at innovative practices that can be utilized by the Iowa **WORKS** system.

Northeast Iowa strives to increase knowledge between partners to reduce duplication of services and promote integration of all program services within the Iowa **WORKS** centers. Title IV will maintain subject matter expertise in assisting individuals with disability barriers as well as maintaining expertise on services provided to help businesses reduce employment barriers caused by disabilities. Title IV will work with the One Stop Operator and partners to develop business services strategies that address solutions to disability barriers. The sharing of this knowledge with other partners will allow Title IV to spread the reach of services to more employers.

By imparting this knowledge to other partners, Title IV is increasing integration, reducing duplication of services, and building trust. One common complaint made by businesses is that they are visited by multiple partners representing Iowa **WORKS**.

Through cross-training and knowledge sharing across agencies will help establish a business services unit representing staff from multiple partners. Even though the business services staff represent multiple agencies, they can each represent all partners and services. This will establish the ability to develop one point of contact for each business.

Establishing a dedicated point of contact for individual businesses is the starting point for coordinating integrated business services. The One Stop Operator will continue to work with staff to maintain knowledge of all programs and services available to businesses and job seekers. The NEIWDB and the One Stop Operator are working to develop better ways to utilize data about the local area.

The Iowa Works data management system that was recently implemented offers additional tools and resources to gather and analyze data about customers, businesses, and services. These tools and resources are being explored to identify how the information can be applied. The One Stop Operator is working with partners to collect additional data that is being reported to the NEIWDB regularly. These methods of data collection will uncover additional ways in which businesses can be served more effectively.

The Northeast Iowa local area will continue to work with local employers and businesses to fill those open positions with qualified candidates. We are committed to the needs of the employers in Northeast Iowa and will work to:

- Increase recruitment efforts and advertise jobs through the Iowa**WORKS** system.
- Assist with accessing and analyzing labor market information.
- Provide training opportunities to advance credentials and skills.
- Build relationship with employers around the local area.

WORKFORCE ANALYSIS

Local Plan Question:

2. **Workforce Analysis:** Include a current analysis of:
 - a. The knowledge and skills needed to meet the employment needs of employers in the local area, including employment needs in in-demand industry sectors and occupations.
 - b. An analysis of the local workforce, including current labor force employment and unemployment data, information on labor market trends, and education and skill levels of the workforce, including individuals with barriers to employment.

The following is a combined summary of occupational projections for the former workforce regions 1, 2, and 7 as provided by Iowa Workforce Development's Labor Market Information Division in April 2021.

The data was disaggregated by the typical educational level required for entry and included the base employment, average annual openings, and the average wage for each identified top 10 occupations. Only three occupations requiring an associate degree met those criteria. The data below shows a capped list for high school or equivalent and bachelor's level occupations to the occupations with top 10 highest number of total annual openings. For Associate level, since there were so many careers that had a small number of projected annual openings, reported were those in the local area with 40 or greater annual openings. The list is a starting point for mapping in quantifiable terms for identifying areas of growth in training and credentialing opportunities.

High School Diploma/Equivalency	Base Estimated Employment	Total Annual Openings	Average of Median Wage
Farmers, Ranchers, & Other Agricultural Mgrs	16965	1695	
Office Clerks, General	5255	625	15.45
Misc Assemblers & Fabricators	5640	570	16.78
Personal Care Aides	3020	570	
Customer Service Reps	3960	530	16.95666667
Childcare Wkrs	2815	470	9
Stock Clerks & Order Fillers	2900	415	13.07
Sales Reps, Wholesale & Mfg, Ex Tech & Scientific Products	3325	380	25.91
Helpers--Production Wkrs	2145	335	15.85333333
First-Line Supvs of Retail Sales Wkrs	2815	325	16.75

Associate's Degree	Base Estimated Employment	Total Annual Openings	Average Median Wage
Preschool Teachers, Ex Special Educ	810	95	13.66666667
Paralegals & Legal Assistants	400	55	22.98666667
Dental Hygienists	405	40	

Bachelor's Degree	Base Estimated Employment	Total Annual Openings	Average of Median Wage
Registered Nurses	5620	400	28.3
Elementary School Teachers, Ex Special Educ	3470	285	27.06858974
General & Operations Mgrs	2795	280	34.03666667
Secondary School Teachers, Ex Special & Career/Tech Educ	2920	235	28.5875
Coaches & Scouts	1245	220	11.00176282
Accountants & Auditors	1715	180	27.86
Personal Service Mgrs, All Other	2140	175	39.18666667
Project Mgmt/Business Operations Specialists, All Other	1275	140	28.74
Financial Mgrs	1125	115	44.91
Middle School Teachers, Ex Special & Career/Tech Educ	1315	110	24.41682692

A Laborshed Study was conducted by Iowa Workforce Development's LMI team. The survey data was collected July 2020- November 2021 in the Northeast Iowa LWDA. The analysis was based upon 4,748 total surveys. The surveys collected a range of information such as education beyond high school, field of study, employment status, occupational categories, etc. The data was examined by the Gap Analysis team for Northeast Iowa. Below is a piece of the data that was collected. Education and training beyond high school was examined. 23.3% obtained a high school diploma or less and 76.7% or 3,542 individuals obtained education and training beyond high school. The education level obtained from the individuals that were surveyed 24.2% or 1,117 individuals have a bachelor's degree. 15.8% or 731 individuals have an associate degree, and 18.5% or 855 individuals have some education beyond high school but, no

degree. From this data we know that a good portion of the individuals have the education and training required to secure a decent job.

Education/Training Beyond High School		
	Count	Percent
Obtained a H.S. diploma or less	1,076	23.3%
Obtained Education/Training Beyond H.S	3,542	76.7%
Total	4,618	100.0%

Education Level Obtained		
	Count	Percent
Less than H.S. Diploma	131	2.8%
H.S. Diploma/Equivalent	945	20.5%
Some Education Beyond H.S., No Degree	855	18.5%
Trade Certification	205	4.4%
Vocational Training	161	3.5%
Associate Degree	731	15.8%
Bachelor's Degree	1,117	24.2%
Master's/Doctorate/Professional Degree	473	10.2%
Total	4,618	100.0%

Let’s look more into what field of study individuals are going into when they go to college. 21.0% are going into business and public administration or marketing. 14.9% or 404 individuals are going into social sciences and 13.7% or 372 are going into Trade. Medical and Health Studies and Education are the next top field of study for individuals in Northeast Iowa.

Field of Study	Count	Percent
Business & Public Administration/Marketing	569	21.0%
Social Sciences	404	14.9%
Trade	372	13.7%
Medical/Health Studies	289	10.7%
Education	262	9.7%
Science/Mathematics	146	5.4%
Agriculture	130	4.8%
Business Administrative Support	129	4.8%
Engineering/Architecture	118	4.4%
General/Liberal Arts	115	4.2%
Information Technology	108	4.0%
Visual/Performing Arts & Design	70	2.6%
Total	2,712	100.0%

2021 Quarterly Census of Employment and Wages Profile

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 workers that were also not employed by that employer during the previous four quarters

For additional definitions see source information below the LED tables

2020 Local Employment Dynamics (LED) - Quarterly Workforce Indicators

Quarterly Workforce Indicators	Northeast Iowa (2019)	Northeast Iowa (2020)
Total Employment	250,091	249,241
New Hires	27,057	26,286
Separations	27,688	39,328
Turnover	8.0%	7.1%
Firm Jobs Gained	6,843	4,754
Firm Jobs Lost	7,478	17,790

Quarterly Workforce Indicator	Iowa (2019)	Iowa (2020)
Total Employment	1,530,465	1,534,701
New Hires	188,454	188,317
Separations	190,893	256,376
Turnover	8.5%	7.9%
Firm Jobs Gained	45,400	34,362
Firm Jobs Lost	47,838	102,421

Source: Local Employment Dynamics, <http://lehd.census.gov>.

The above data sample of the Local Employment Dynamics shows specific quarterly workforce indicators for 2020 in Northeast Iowa. The total number of employments in Northeast Iowa in 2019 is 250,091 and in 2020 it was 249,241 individuals. The number of firm jobs lost in 2019 is 7,478 and in 2020 it was 17,790 in Northeast Iowa. The COVID-19 pandemic really impacted firm jobs in Northeast Iowa. Since the data was collected, the volatility of the post-pandemic market would suggest a redistribution of firm jobs lost back to firm jobs gained.

The Laborshed information that was collected from the LMI team at Iowa Workforce Development also, looked at employment status, the likely to change or accept employment by current employment status and the overall likely to change and accept employment across all employment status categories. Below are the results of each of those questions. Of the individuals that were surveyed in Northeast Iowa (4,673 individuals) 1,450 of them or 31% said they were very likely or somewhat likely to change/accept employment across all employment status categories.

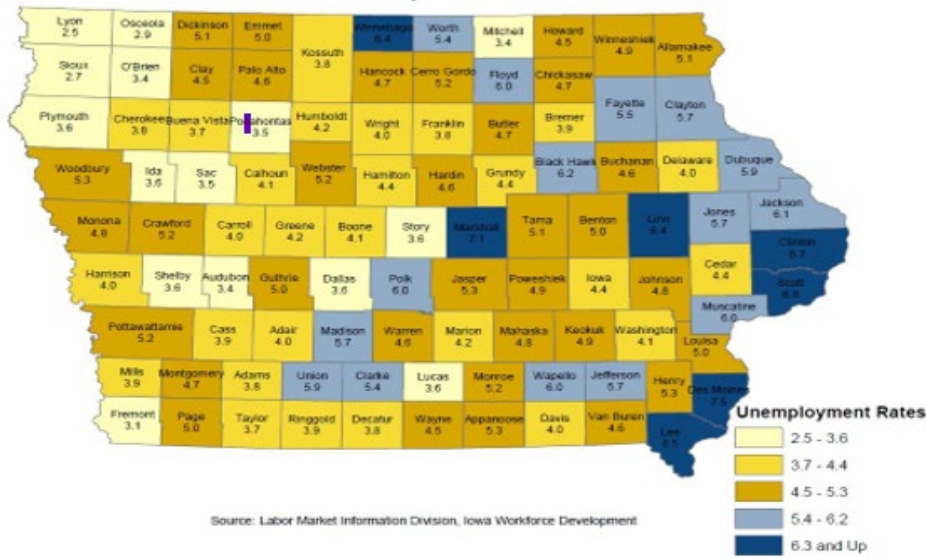
Employment Status		
	Count	Percent
Employed	3,911	82.4%
Unemployed	409	8.6%
Homemaker	116	2.4%
Retired	310	6.5%
Total	4,746	100.0%

Likely to Change/Accept Employment by Current Employment Status		
	Count	Percent
Employed	1,074	27.9%
Unemployed	269	67.3%
Homemaker	44	38.9%
Retired	63	20.7%
	1,450	

Overall Likely to Change/Accept Employment Across all Employment Status Categories		
	Count	Percent
Very Likely/Somewhat Likely	1,450	31.0%
Very Unlikely/Somewhat Unlikely	3,173	67.9%
Don't Know/Refused	50	1.1%
Total	4,673	100.0%

According to data collected by the Iowa Workforce Development Labor Market Information Division, unemployment averaged 5.4 percent in the Northeast Iowa LWDA in 2020. The jobless rate was 14,900 unemployed persons. The 2020 unemployment rate for Northeast Iowa LWDA was higher than the statewide average of 5.3 percent. Below is the unemployment statistics in 2020 for the state of Iowa provided by the Labor Market Information Division for Iowa Workforce Development.

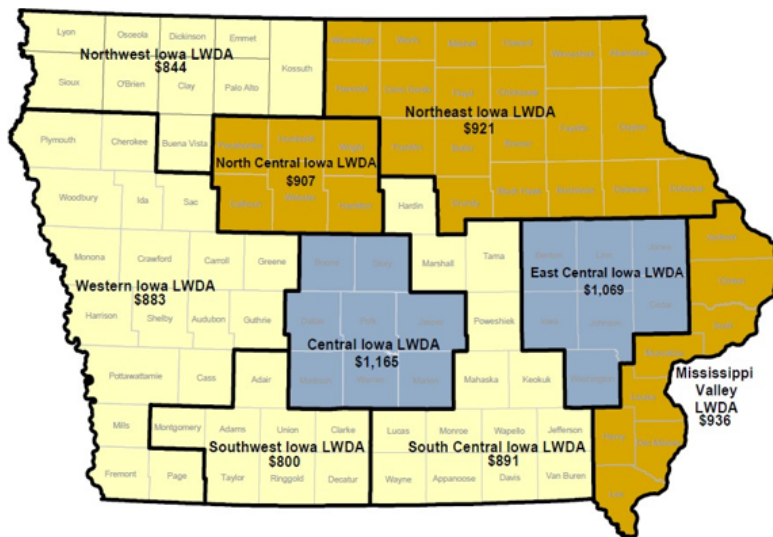
The underemployed are working fewer than 35 hours per week in positions that do not meet their skill or education level or have worked for higher wages at previous employment; or are earning wages equal to or less than the national poverty level and work 35 or more hours per week. 8.7% of individuals in the Northeast Iowa Local Area have a mismatch of their skills.



Quick Facts

Labor Force 2020 Unemployment averaged 5.4 percent in Northeast Iowa LWDA for 2020. The region's jobless rate translated into 14,900 unemployed persons. The 2020 unemployment rate for Northeast Iowa LWDA was higher than the statewide average of 5.3 percent.

Average Weekly Wage for All Industries by County
Annual 2020



Source: Quarterly Census of Employment and Wages

Quick Facts

Average Weekly Wage Comparisons

Northeast Iowa LWDA \$921

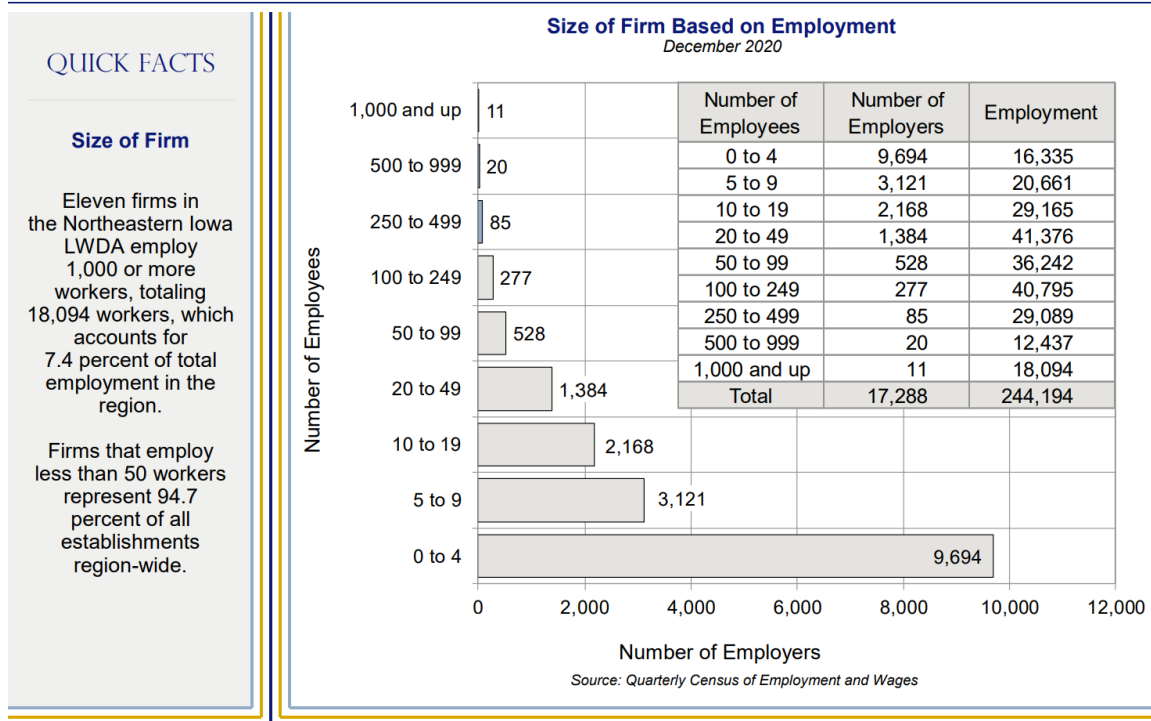
Rank Among All 9 IWD Regions 4

Statewide \$1,006

The average weekly wage for all industries in 2020 for Northeast Iowa LWDA was \$921. Northeast Iowa ranks 4th out of the 9 local areas with the highest weekly wage. This information was provided by the Quarterly Census of Employment and Wages.

According to the Quarterly Census of Employment and Wages, there are eleven firms in the Northeast Iowa LWDA that employ 1,000 or more workers, totaling 18,094 workers. This number accounts for 7.4 percent of the total employment in the Northeast Iowa LWDA.

2021 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE



Occupational Categories of Currently Employed Respondents - Only		
	Count	Percent
Professional/Paraprofessional/Technical*	1,033	27.9%
Production/Construction/Machine Operating/Material Handling	930	25.1%
Managerial/Administrative	538	14.5%
Clerical & Administrative Support	470	12.7%
Service	357	9.6%
Sales & Related	233	6.3%
Agriculture/Forestry/Fishing	143	3.9%
Total	3,704	100.0%

According to the data collected from the Iowa Workforce Development LMI team the occupational categories of currently employed respondents 1,033 or 27.9% worked in a professional/paraprofessional/technical career. 25.1% or 930 individuals worked in production/construction/machine operating/material handling career. There was only a total of 3,704 individuals that completed the survey. However, overall, for Northeast Iowa this information aligns with the current labor market information that was collected for the Northeast Iowa 2021 Annual Profile.

The chart below displays a total of 203,757 total primary jobs in the Northeast Iowa LWDA and the distribution of educational attainment and sex of the workers. 26.6% of Northeast Iowa’s jobs were filled by workers who held some college or Associate degrees while 25.3% had a high school or equivalent and no college. 52.9% of the local area’s workers are male while 47% are female.

The On the Maps Data Report displayed below shows a total of 203,757 total primary jobs in the Northeast Iowa LWDA and the distribution of age, monthly earnings, and race of the workers. 34.5% of the Northeast Iowa LWDA workers earned \$1,251 to \$3,333 per month. 25% of the local area’s workers are 55 and older.

2021 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

QUICK FACTS

‘On the Map’ Reports

One of the reports generated from ‘On the Map’ displays a total of 203,757 total primary jobs in the Northeast Iowa LWDA and the distribution of educational attainment and sex of the workers.

26.6 percent of Northeast Iowa LWDA jobs were filled by workers who held some college or Associate degrees

52.9 percent of the region’s workers are male.

ON THE MAP Statistics — Northeast Iowa LWDA *Distribution of Worker’s Educational Attainment and Sex—Primary Jobs*

Total Private Primary Jobs						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
	203,757	100.0%	204,540	100.0%	204,606	100.0%
Jobs by Worker Educational Attainment						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Less than high school	13,434	6.6%	12,927	6.3%	13,556	6.6%
High school or equivalent, no college	49,974	24.5%	50,536	24.7%	51,765	25.3%
Some college or Associate degree	54,164	26.6%	54,000	26.4%	52,651	25.7%
Bachelor’s degree or advanced degree	33,344	16.4%	33,377	16.3%	32,662	16.0%
Educational attainment not available (workers aged 29 or younger)	52,841	25.9%	53,700	26.3%	53,972	26.4%
Jobs by Worker Sex						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Male	107,724	52.9%	108,243	52.9%	108,427	53.0%
Female	96,033	47.1%	96,297	47.1%	96,179	47.0%

Source: Local Employment Dynamics, On the Map: <http://onthemap.ces.census.gov/>.

ON THE MAP Statistics — Northeast Iowa LWDA
Distribution of Worker's Age, Monthly Earnings, and Race—Primary Jobs

Total Private Primary Jobs						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
	203,757	100.0%	204,540	100.0%	204,606	100.0%
Jobs by Worker Age						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Age 29 or younger	52,841	25.9%	53,700	26.3%	53,972	26.4%
Age 30 to 54	99,993	49.1%	101,792	49.8%	103,377	50.5%
Age 55 or older	50,923	25.0%	49,048	24.0%	47,257	23.1%
Jobs by Earnings						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	40,826	20.0%	43,850	21.4%	45,685	22.3%
\$1,251 to \$3,333 per month	70,230	34.5%	79,187	38.7%	82,404	40.3%
More than \$3,333 per month	92,701	45.5%	81,503	39.8%	76,517	37.4%
Jobs by Worker Race						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
White Alone	190,722	93.6%	192,859	94.3%	195,128	95.4%
Black or African American Alone	7,450	3.7%	6,691	3.3%	5,787	2.8%
American Indian or Alaska Native Alone	477	0.2%	445	0.2%	404	0.2%
Asian Alone	2,818	1.4%	2,521	1.2%	1,880	0.9%
Native Hawaiian or Other Pacific Islander Alone	280	0.1%	227	0.1%	130	0.1%
Two or More Race Groups	2,010	1.0%	1,797	0.9%	1,277	0.6%

Source: Local Employment Dynamics, On the Map: <http://onthemap.ces.census.gov/>.

QUICK FACTS

'On the Map' Reports

One of the reports generated from 'On the Map' displays a total of 203,757 total primary jobs in the Northeast Iowa LWDA and the distribution of age, monthly earnings and race of the workers.

34.5 percent of Northeast Iowa LWDA workers earn from \$1,251 to \$3,333 per month.

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

<http://www.iowalmi.gov>

A shortage of workers was an issue even before COVID-19 spread through Iowa, but the pandemic made it far worse. In the Northeast Iowa LWDA, we continue to work together with our partners and area businesses to target the workforce crisis. The issue is something that is addressed regularly, and we continue to search for ways to help businesses fill jobs and keep the employees they already have. Many businesses are starting to now raise wages and offering bonuses and additional perks. More companies are also, looking more into remote work options to increase their pool of candidates. The lack of population has caused businesses to look outside of Iowa and forcing them to get creative to attract workers. This is not just a Northeast Iowa problem but, it is a problem for the entire state of Iowa.

The survey that was issued by the Iowa Workforce Development's LMI team asked individuals what their main reasons were for not being employed. 376 individuals responded to this question and 132 or 39.1% said health or disability issues was the main reason for not working. Employer layoff/downsizing/relocation/closing was the reason for 61 individuals and 43 individuals state COVID-19 pandemic was their main reason. The chart is listed below for additional information.

Main Reasons for Not Being Employed, Among All Respondents Who Identified Themselves as Unemployed		
<i>(More than one response accepted, total will be greater than 100%)</i>		
	Count	Percent of Cases
Health/disability issues	132	39.1%
Employer layoff/downsizing/relocation/closing	61	18.0%
Covid-19/Pandemic	43	12.7%
Fired from previous employment	28	8.3%
Family issues	21	6.2%
To continue/further education	20	5.9%
Quit previous employment	18	5.3%
Personality conflicts with employer/coworker	13	3.8%
Temporary/seasonal employment	12	3.6%
Moved from area	10	3.0%
Lack of job opportunities	8	2.4%
Contract concluded	4	1.2%
Criminal record/history	2	0.6%
Lack of education/training to gain employment	2	0.6%
Transportation issues	2	0.6%

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Main Reasons, Given by Unemployed Respondents, Preventing Them from Seeking Education/Training Opportunities		
<i>(More than one response accepted, total will be greater than 100%)</i>		
	Count	Percent of Cases
Health/disability issues	42	46.7%
Financial issues	31	34.4%
Age	20	22.2%
Family issues	9	10.0%
Childcare	8	8.9%
Transportation issues	4	4.4%
Lack of training facilities	3	3.3%
No financial/career advancement incentive, no incentive	2	2.2%
Happy with current situation/nothing preventing	1	1.1%
No time	1	1.1%

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Our Title I and III staff members work together to provide worker information meetings to businesses that have a layoff due to downsizing, relocation, or closing. Other partners are brought in if there are additional needs that individuals have. In Northeast Iowa we continue to see layoffs even after the pandemic. With the lack of workers

businesses have been forced to close or have shortened hours. Unfortunately, in Northeast Iowa if we do not see jobs being filled our prediction is that we will have more permanent closings.

WORKFORCE DEVELOPMENT, EDUCATION AND TRAINING ANALYSIS

Local Plan Question:

3. **Workforce Development, Education and Training Analysis:** Include an analysis of:

- a. The strengths and weaknesses of workforce development activities.
- b. Capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment.
- c. The employment needs of employers.

STRENGTHS AND WEAKNESSES:

The Northeast Iowa Local Workforce Development Area is a new area made up of old regions 1, 2, and 7. We have many strengths and some weaknesses but, see a lot of opportunity and potential for growth. Throughout this entire transition there have been a lot of growth and changes. The twenty Chief Elected Officials tackled the many tasks that were necessary to develop a new local area and to meet the Workforce Innovation and Opportunity Act (WIOA) compliance. With the large local area there are more people at the table where collaboration and ideas are shared. Board members and CEOs bring a lot of great ideas and feedback to the table.

The CEOs worked closely to ensure equal representation of the counties was maintained, in both the CEO leadership and the selection of the local board members. The Northeast Iowa LWDA has many strengths and weaknesses. Northeast Iowa LWDA recognizes weaknesses as areas of opportunity. Opportunity for growth, improvement and increased collaboration across partners and programs.

Strengths

- Title II Adult Education and Literacy (AEL) program geographically covers the entire Northeast Iowa LWDA providing accessibility to those served. Title II programs consists of Northeast Iowa Community College, North Iowa Area Community College, and Hawkeye Community College.
- Community Colleges within the Northeast Iowa LWDA are providing numerous training opportunities, short-term certificate programs and degree completion programs.
- Providing a local presence to our business communities.
- Each core partner brings a realm of expertise and knowledge that is being shared across the entire Northeast Iowa LWDA.
- Engaged and collaborative board and CEO group.
- Strong partnerships have continued to thrive through the realignment process.

- Responsive to the needs of the community, businesses, and partners.
- Title IV brings expertise on disabilities related to employment which can include but are not limited to, counseling and guidance regarding barriers posed by the disability, assistive technology used to mitigate or eliminate barriers to employment, specialized job search and job placement, and benefits counseling.
- IVRS in collaboration with the Dept. of Education contracts with various entities to build capacity for specific populations. The following are the contracts utilized in the Northeast Iowa local area-
 - TAP- TAP is a contract with a school district to provide extensive services with job candidates and potentially eligible students in the areas of job exploration counseling, work readiness training, self-advocacy, counseling on opportunities, and work-based learning.
 - Intermediary Network- The IN contract is held by a local community college. They team with IVRS staff in the high schools they have been specifically contracted to work with. The IN assists in filling in any Gaps of services that may arise due to capacity restraints (i.e., setting up job shadows, completing assessments, etc.)
 - OWEP- OWEP provides services to the older worker population aged 55 and older. They specialize in job placement with this population.
 - Waterloo has a Project Search Program. The CRP Project Search program is to assist adult job candidates in obtaining competitive, integrated employment by developing specific work skills using the evidence-based curriculum designed by CRP Project Search. Training occurs in partnership with IVRS funding for job development and job coaching; other funding entities whenever appropriate; a business providing the worksite and job training; and a CRP providing the job development and employment support services in both classroom and competitive, integrated employment settings. The Waterloo Project Search has internship sites set up at the local hospital.
- Title IV develops strong relationships with secondary schools focusing on needs with students with disabilities. These relationships allow us to gain valuable information on student barriers from the teachers that work them every day. Title IV can also assist other WIOA partners get connected with school personnel if needed.
- Title IV services are completely individualized and are dependent on the unique needs of our job candidates and our potentially eligible population. This allows us to “meet the job candidate” where they are at. Title IV individuals of all work backgrounds and experiences from someone that has never worked to some who has been in the workforce for many years.
- Title IV can also assist with helping an individual retain their job. Title IV can work with the job candidate and their employer (with the job candidate's permission) to try and solve any issues that may be threatening their employment.

- Title IV takes a collaborative approach to services. Title IV utilizes the strength of the WIOA partners to give job candidates all the appropriate services possible in order to support them in employment.
- Title IV staff are available to provide consultation to businesses regarding employing an individual with a disability including but not limited to accommodation guidance, WOTC information, our “save a job” program, accessibility studies, and disability awareness/sensitivity training.
- IDB provides their own business service specialist that can work with business to help them make the accommodation necessary for individuals who are blind or have low vision.

Weaknesses

- Greater visibility of programs and services with our counties, city officials, local employers, and communities.
- Data sharing across systems to provide valid and reliable data has continued to be an issue.
- Employers within Northeast Iowa LWDA have indicated the difficulty to finding skills workers or workers in general.
- Continued Gaps in the alignment, coordination, and communication within the workforce development system.
- Accessible and affordable childcare continues to be a barrier within the Northeast Iowa LWDA
- Lack of public transportation remains as one of the continued issues across Northeast Iowa’s rural areas and continues to impact the delivery of services to these areas.
- Communication and collaboration amongst core partners have had some challenges, but progress continues to be made.
- Improvement with marketing and outreach across the entire Northeast Iowa LWDA.
- Due to the rural nature of many of the counties in the NE Iowa local area, it can be challenging to provide services in places where travel is necessary. Many services that are needed in addition to Title IV services in order for job candidate services are scarce to non-existent in some counties.
- Partnering can be difficult with our WIOA partners when they are not able to meet some individuals out in the community. Various partners have different coverage areas, which can make knowing who to partner for a specific county confusing.
- Technology is being used to try and mitigate barriers for those that are unable to make it into the center, but training is not provided to customers on how to use the technology. Many people still cannot afford a cell phone or internet and/or do not have access to high-speed internet.
- Because Title IV staff do have to meet individuals in the community, there is a lot of windshield time.

- Center staff are not always aware of accommodations available for individuals who are blind.

WORKFORCE DEVELOPMENT ACTIVITIES:

The spread of educational levels of the workers in Northeast Iowa creates some advantages for employers. Varied educational attainment is an important element in filling all levels of employment. Iowa**WORKS** staff can assist employers with targeting appropriate audiences and age groups to attract job candidates who possess the skills to do the job and will find satisfaction with the pay.

To keep workers engaged in the local area's workforce, employers need to develop an environment that encourages growth of employees. To create a successful pipeline of workers for the local area, businesses will also need to partner with other stakeholders to develop a ladder of employment opportunities. It is becoming rare for an individual to stay in the same job throughout his or her lifetime. If employers develop opportunities for upward mobility of the worker, the worker can continue to meet the workforce needs as they transition into more complex jobs throughout their career.

Although this ladder approach is often applied to positions within one organization, different employers can partner together to create varying levels of opportunities to keep workers engaged in the local area. As an example, secondary schools can partner with organizations to develop experiential learning opportunities within entry level positions relating to child development. As the students obtain skills and experience, they will be exposed to additional education and training to meet the needs of employers offering the next level of employment, possibilities include becoming a teacher or owning a daycare.

Iowa**WORKS** staff can assist businesses in developing partnerships and ladder models. As these efforts are developed on the business side, customers are currently seeking additional education and skills to help them move into their next level of employment.

Northeast Iowa LWDA recognizes the importance of working together with core partners to assist customers. Northeast Iowa will continue to focus on finding highly skilled workers to fill Gaps in our community and to improve our workforce issues within the area. The Northeast Iowa LWDB is equipped with dedicated partners, board members and chief elected officials who are committed to collaborating with one another to meet the workforce demands within the Northeast Iowa LWDA.

All services can be accessed through the Iowa**WORKS** centers. Connecting customers and employers through one center provides for an effective and efficient service delivery model. The One-Stop System is quick to respond to the employment and training needs of the customer. Partners work to ensure that services are delivered efficiently and effectively, and that duplication of services is eliminated. Our One-Stop Operator has put in place an effective referral process that allows access for all core and required partners. An effective referral process allows for customers to be contacted in a timely fashion and brings awareness to all partners.

The Northeast Iowa Local Workforce Development Area is made up of three comprehensive centers and one affiliate center. The Iowa**WORKS** comprehensive centers are in Mason City, Waterloo, and Dubuque. The affiliate center is in Decorah. Northeast Iowa also maintains a presence in Postville to provide Title I services. Title I, III and IV are co-located at the Mason City, Waterloo, and Decorah locations. Title II is not currently co-located; however, they do have a presence in these three centers. Titles I and III are co-located in Dubuque. Title II and IV have a presence at this location.

In 2016, Social Policy Research Associates conducted an institutional analysis of American Job Centers on behalf of the U.S. Department of Labor (Betesh, H. April 2018, An Institutional Analysis of American Job Centers: AJC Service Delivery in Rural Areas). This analysis focused on the implications of one-stop center service delivery in rural areas. Lack of public and reliable personal transportation was found to pose a significant challenge for reaching customers. Transportation barriers also pose a problem for access to training providers.

Due to lack of adequate transportation in Northeast Iowa, the locations of the Iowa**WORKS** centers are an important consideration. Locations are spread across the Northeast Iowa LWDA to increase accessibility. The NEIWDB continues to monitor service accessibility to the rural areas furthest from these centers. Accessibility of services is extremely important, and the board strives to ensure that all individuals can access our services.

One method utilized in the local area to overcome transportation barriers is to subsidize transportation costs through supportive services payments. Virtual access and utilization of additional access points are also being implemented to expand customer reach. Both supportive services payments and virtual access can be used to help customers access training providers.

The Iowa**WORKS** staff are providing more services virtually to all customers. Other organizations in the area have made hotspots and internet access available to individuals and families. The NEIWDB is investigating ways to continue to make tools available to ensure participants have the ability to at least connect with the center remotely. The NEIWDB is also researching options to recycle old computer equipment to start a lending program to participants.

There are additional locations throughout the local area that can be utilized to connect with customers who are unable to travel to the Iowa**WORKS** centers. The Title I service provider utilizes its parent organization's locations and staff to provide additional outreach and points of contact with little to no additional cost. The Title II providers also provide outreach and access points through the community college campuses. As was mentioned earlier, Title IV meets in locations that are convenient for the customer.

EMPLOYMENT NEEDS OF EMPLOYERS:

Employers around the Northeast Iowa LWDA continue have concerns with filling open positions. Hours of operation, and employer demands, and supply aren't being met due to lack of help. In looking at the Gaps in employment, why employers cannot find people to work is analyzed. Some job seekers lack the

skills, education, and training necessary. Other issues are the low-wage workforce in Northeast Iowa. Employers have stated that some individuals are just basic skills deficient. Soft skills are necessary to work in any field and lot of individuals are lacking as well. The NEIWDB is addressing the skills and training Gaps within the area. Basic skills including computer, organization, literacy is included in the assessment.

A variety of assessment tools are used to determine deficiencies with basic skills including TABE 9/10 and CASAS testing. Title II and Title I work closely together to co-enroll individuals who lack basic skills and literacy. Training needs are also determined for participants who possess proficient basic skills and literacy.

A declining population has greatly affected businesses to fill open positions. Businesses continue to think outside the box when recruiting for open positions. Some businesses have raised wages and added bonuses and additional perks. Due to the lack of help, current employees have increased workloads and are overworked and stressed out.

The Northeast Iowa LWDB realizes the workforce crisis that is not only impacting our local area but the entire state of Iowa. We have made it a priority to address this issue and work with local businesses in our area. Our business services team have regular interaction with businesses and meet regularly to address concerns and issues impacting our local area. Core partners meet on a regular basis to share concerns directly impacting businesses and how they can work together to help recruit more workers. Job fairs, workshops and business recruiting events are some of the ways that we are targeting the workforce crisis in Northeast Iowa.

Beginning in October 2021, the Northeast Iowa Workforce Development Board formed a Workforce Gap Analysis Team to assess gaps between occupational projections in the Northeast Iowa LWDA and the corresponding supply of appropriately credentialed workers at the associate's and baccalaureate levels. The Gap Analysis Team is composed of representatives of education, business, and state workforce agency stakeholders and has met monthly since December 2021 to develop the methodology to account for education-to-workforce gaps in the Northeast Iowa local area, including direct engagement with the LMI team, two-year colleges, and four-year colleges and universities to facilitate the gap analysis.

After robust community engagement to verify the gap analysis methodology and data sources, the gap analysis team conducted a weighted distribution methodology that uses degree completion counts by six-digit CIP code, occupational projections by six-digit SOC code, and the BLS CIP-to-SOC crosswalk to demonstrate potential areas of under- or over-supply in the number of graduates relative to the positions for which they typically qualify in the local area.

The Gap Analysis Team has concluded the first phase of their analysis and showcased 81 distinct occupations in the Northeast Iowa workforce local area that are undersupplied relative to the expected number of openings over the next five years. Nearly six in 10 of those undersupplied occupations will require at least some postsecondary education and training for entry into the field. Based on preliminary findings, the top five most undersupplied occupations by typical education level required for entry include:

High School:

1. Insurance Sales Agents
2. Pesticide Handlers, Sprayers, and Applicators, Vegetation
3. First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers
4. Veterinary Assistants & Laboratory Animal Caretakers
5. Secretaries and Administrative Assistants, Except Legal, Medical, and Executive

Associate's Degree:

1. Mechanical Drafters
2. Preschool Teachers, Except Special Education
3. Radiologic Technologists and Technicians
4. Physical Therapist Assistants
5. Dental Hygienists

Bachelor's Degree:

1. Middle School Teachers, Except Special and Career/Technical Education
2. Special Education Teachers, Secondary School
3. Special Education Teachers, Preschool
4. Industrial Engineers
5. Secondary School Teachers, Except Special and Career/Technical Education

Master's Degrees (4 undersupplied occupations):

1. Nurse Practitioners
2. Art, Drama, and Music Teachers, Postsecondary
3. Educual, Guidance, School, & Vocational Counselors
4. Healthcare Social Workers

Doctoral and Professional (3 undersupplied occupations):

1. Education Teachers, Postsecondary
2. Health Specialties Teachers, Postsecondary
3. Business Teachers, Postsecondary

Other License/Credential:

1. Hairdressers, Hairstylists, and Cosmetologists
2. Tool and Die Makers
3. Heating, Air Conditioning, and Refrigeration Mechanics and Installers
4. Wind Turbine Service Technicians
5. Licensed Practical & Licensed Vocational Nurses

The next phase of the gap analysis will include additional study of contextual factors other than educational supply that contribute to expected shortfalls in the number of appropriately credentialed workers in a particular occupational field. Areas of study include retention/attrition issues; wage and compensation; skill needs within a particular occupation; and additional input for consideration by the Northeast Iowa LWDB and industry stakeholders across the local area. Once these contextual factors have been identified and applied to the gap analysis, the Northeast Iowa LWDB will utilize the results to inform policy and planning.

Possible uses of this analysis:

1. Workforce Planning
 - a. Utilize career pathways to identify and develop new programs necessary to meet emerging occupational demands of the area.
 - b. Identify existing programs that do not yet produce enough graduates to meet occupational demand of the area, including possible uses within Title I funds to support eligible participants to complete licenses, certifications, and/or credentials in undersupplied occupations.
 - c. Embed undersupplied occupations list to target mentorship and support services for workers in occupations with high turnover and attrition through the Title III Incumbent Worker Program.
2. Academic Programs/Resources
 - a. Provide a summary analysis for distribution to partners, including the One-Stop Operator, other partner organizations, and two- and four-year educational institutions in the area.
3. Awareness Building
 - a. Create web- and print-based infographics or interactive tools to help prospective employees discern high-demand, good-paying occupations, including through Vocational Rehabilitation Programming
 - b. Promote pathways into specific occupational needs of the current and future workforce.

The results of the analysis will hopefully help the Northeast Iowa LWDA determine next steps towards targeting occupational demand areas.

VISION

Local Plan Question:

4. **Vision** - Include a description of:
 - a. The LWDB's strategic vision to support the economic growth and economic self-sufficiency of the local area, including:
 - i. Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

- ii. Goals relating to performance accountability measures based on the performance indicators.
- b. The LWDB's strategic vision to align local resources, required partners, and entities that carry out core programs to achieve the strategic vision and goals.

NEIWDB VISION STATEMENT

The Local Workforce Development Board (LWDB) will serve as a strategic leader and convener of local workforce development system stakeholders. The LWDB will partner with employers and the local workforce development system to develop policies and investments that support public workforce system strategies that support:

- The local economy,
- The development of effective approaches including local and local area sector partnerships and career pathways; and
- High quality, customer centered service delivery and service delivery approaches.

NEIWDB GOALS STATEMENT

The LWDB will work to achieve the following goals:

- The Area's employers will have access to advanced, skilled, diverse, and Future Ready Workers.
- All Iowans in the Area will be provided access to continuum of high-quality education, training, and career opportunities.
- The Area's One-Stop delivery system will align all programs and services in an accessible, seamless, and integrated manner.

The One-Stop system within the Northeast Iowa local area is a comprehensive, integrated service delivery system that is responsive to the employment and training needs of the customers served and incorporates the products and services of partners to assure customer needs are met without duplication of services and are delivered efficiently and cost-effectively.

Duplication of services will be minimized, and partners will continue to work together to better serve Iowans. The Northeast Iowa local area will promote partner services through an ongoing marketing and outreach campaign. Partners will continue to collaborate and work together to meet the common goal of serving those within the Northeast Iowa local area so that they can gain successful employment and are connected to area employers. Resources will be optimized through co-enrollment activities with partner programs.

The following are goals for preparing an education and skilled workforce, including youth and individuals with barriers to employment:

- Expand workforce services to target all individuals including youth and individuals with barriers to employment.
- Nurture partnerships with organizations and businesses to target workforce shortages around the area and develop strategies to ensure needs are being met.
- Title IV provides Pre-Employment Transition Services (Pre-ETS) which is available to any student on an IEP, 504 plan, or if they would be eligible for an IEP or 504 plan in schools that do not provide them. They can also be eligible with a medical diagnosis of a disability. Pre-ETS services can be provided 1:1 or in a group setting. Staff strive to make at least once service available to each Pre-ETS student each month. Staff try to start these services during the student's freshman year in high school, so that career exploration can begin as soon as possible.
- Title IV has staff assigned to every high school in the state. A meeting at the beginning of the year is held to make sure all parties are aware of services and any potential changes from the previous school year. A local plan with each school is made each year and signed by parties from the AEA, high school principal, and IVRS supervisor.
- Title IV works closely with our Title I Youth Program and makes referrals between programs.
- Expand outreach services to entire 20 county Northeast Iowa Local Area. Outreach efforts should focus on rural areas.
- Establish partnerships with local businesses to continue to meet their needs.
- Provide equal access and opportunity to employment and training resources.
- Preparing our workforce with the skills necessary to maintain quality meaningful employment.
- Continue Gap Analysis to target occupational demands of the Northeast Iowa LWDA
- Adjust programs and services to align with needs within the local area.

The following are goals relating to performance accountability measures based on the performance indicators:

- Continuously monitor performance to ensure positive performance outcomes.
- Review policies and procedures and adjust as needed for continuous improvement and to meet needs of the local area.
- Review and negotiate levels of performance annually.

Performance measurements are negotiated annually with the U.S. Departments of Labor and Education. Iowa has developed proposed targets for the applicable performance measurements for PY20 and PY21. These proposed targets are included below and are subject to change in each program year based on the negotiation process with the federal departments. The CEO and LWDB will negotiate the next levels of performance in June of 2022.

Title I - Adult Program

	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	64.8%	72%	65.7%	73%
Employment (Fourth Quarter after Exit)	63%	70%	63%	70%
Median Earnings (Second Quarter after Exit)	\$4,860.00	\$5,400.00	\$4,860.00	\$5,400.00
Credential Attainment Rate	60.3%	67%	60.3%	67%
Measurable Skill Gains	39.6%	44%	39.6%	44%

Title I - Dislocated Worker Program

	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	76.5%	85%	76.5%	85%
Employment (Fourth Quarter after Exit)	75%	83%	75%	83%
Median Earnings (Second Quarter after Exit)	\$7,560.00	\$8,400.00	\$7,560.00	\$8,400.00
Credential Attainment Rate	61.2%	68%	61.2%	68%
Measurable Skill Gains	27.0%	30%	27.9%	31%

Title I - Youth Program

	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	65.7%	73%	65.7%	73%
Employment (Fourth Quarter after Exit)	65%	72%	65%	72%
Median Earnings (Second Quarter after Exit)	\$3,240.00	\$3,600.00	\$3,240.00	\$3,600.00
Credential Attainment Rate	53.1%	59%	53.1%	59%
Measurable Skill Gains	36.9%	41%	36.9%	41%

Title II - Adult Education and Family Literacy Act Program

	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	45.0%	50%	45.0%	50%
Employment (Fourth Quarter after Exit)	39%	43%	40%	44%
Median Earnings (Second Quarter after Exit)	\$4,950.00	\$5,500.00	\$5,130.00	\$5,700.00
Credential Attainment Rate	22.7%	25%	23.4%	26%
Measurable Skill Gains	41.4%	46%	42.3%	47%

Title III - Wagner-Peyser Act Employer Service Program

	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	64.8%	72%	65.7%	73%
Employment (Fourth Quarter after Exit)	62%	69%	63%	70%
Median Earnings (Second Quarter after Exit)	\$5,400.00	\$6,000.00	\$5,490.00	\$6,100.00
Credential Attainment Rate	N/A	N/A	N/A	N/A
Measurable Skill Gains	N/A	N/A	N/A	N/A

Title IV - Vocational Rehabilitation Program				
	Program Year 2020		Program Year 2021	
	90% of Negotiated	Negotiated Level	90% of Negotiated	Negotiated Level
Employment (Second Quarter after Exit)	Baseline	Baseline	Baseline	Baseline
Employment (Fourth Quarter after Exit)	Baseline	Baseline	Baseline	Baseline
Median Earnings (Second Quarter after Exit)	Baseline	Baseline	Baseline	Baseline
Credential Attainment Rate	Baseline	Baseline	Baseline	Baseline
Measurable Skill Gains	34.8%	38.7%	36.5%	40.6%

STRATEGIES

Local Plan Question:

5. **Strategies** – Taking into account the analyses described in sections 1-3 above:
 - a. Describe the strategy to work with the entities that carryout the core programs and required partners to align resources available in the local area to achieve the strategic vision and goals described in section 4 above.

Strategies are utilized to ensure core and required partners are aligned and resources support the strategic vision and goals of Northeast Iowa LWDA. The Northeast Iowa LWDA will continue to work to provide service accessibility across all rural areas. One-Stop Centers in Northeast Iowa with the help of all partners target customer needs and work together to reduce barriers to employment.

The Adult Education and Literacy (AEL) Programs at Hawkeye Community College (HCC), North Iowa Area Community College (NIACC) and Northeast Iowa Community College (NICC) 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
- The Iowa**WORKS** 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 Northeast Iowa Local Area Workforce classes, Youth Employment services, and Vocational Rehabilitation services
- 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
- Co-enrollment will be utilized to provide service delivery
- Expand the use of technology to eliminate barriers especially in such a large local area

- Collaborate more with area employers to address gaps in employment that Northeast Iowa is currently facing
- Expand work-based learning opportunities and utilize career pathways
- Streamline the use of services across all programs to avoid duplication of services
- Continuous improvement and evaluation of all policies, programs and services that are being utilized
- Work with local businesses and key stakeholders within the Northeast Iowa LWDA to target current and workforce needs
- One-Stop Operator will convene all required partners to collaborate and work together
- One-Stop Operator will organize monthly core partner meetings to ensure all customer needs are being met. Strategies, operational items and training opportunities will be discussed.
- Data sharing, accessibility and outreach will be a focus area for the Northeast Iowa LWDA

The LWDB will work with the entities carrying out the core programs to not only expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment. Core partners provide training opportunities to staff on the services and programs available by all partners. All partners in Northeast Iowa will work to be able to know about all program and service options to meet the needs of the customer. Title IV have staff at all office locations during business hours to assist with any questions or concerns from other partners or customers as it relates to employment for individuals with disabilities. IVRS invites all partners (whenever possible) to their fall meetings in secondary schools to ensure school staff are aware of the services offered by our partners. This integration and collaboration ensure that students can be enrolled in services and programs that are offered sooner.

SECTION 3 – IOWA *WORKS* SYSTEM COORDINATION

Questions in this section are designed to address collaboration and coordination across workforce system partners to ensure the LWDB is administering an effective and efficient local workforce system.

NORTHEAST IOWA WORKFORCE DEVELOPMENT SYSTEM

Local Plan Question:

1. The workforce development system in the local area, including the identification of:
 - a. The programs that are included in the system
 - b. Describe the steps the LWDB will take to locally implement and support the state strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to support service alignment.

WORKFORCE DEVELOPMENT PROGRAMS

Programs	Partner	Center Location	Type of Partner
Title I Adult	Goodwill of Northeast Iowa	Waterloo, Mason City, Dubuque, Decorah, Postville	Core Partner
Title I Dislocated Worker	Goodwill of Northeast Iowa	Waterloo, Mason City, Dubuque, Decorah, Postville	Core Partner
Title I Youth	Goodwill of Northeast Iowa	Waterloo, Mason City, Dubuque, Decorah, Postville	Core Partner
Title II Adult Education and Family Literacy	North Iowa Area Community College	Mason City, Charles City, Garner, Hampton, Forest City	Core Partner
Title II Adult Education and Family Literacy	Northeast Iowa Community College	Calmar, Dubuque, Waukon	Core Partner
Title II Adult Education and Family Literacy	Hawkeye Community College	Waterloo	Core Partner
Title III Wagner-Peyser	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Core Partner
Title IV Vocational Rehabilitation	Iowa Vocational Rehabilitation Services	Mason City, Waterloo, Dubuque, Decorah	Core Partner
Title IV Department for the Blind	Department for the Blind	Mason City, Waterloo, Dubuque, Decorah	Core Partner
Career and Technical Education	North Iowa Area Community College	Mason City	Required Partner
Career and Technical Education	Northeast Iowa Community College	Calmar	Required Partner

Career and Technical Education	Hawkeye Community College	Waterloo	Required Partner
Senior Community Services Employment Program (SCSEP)	AARP	Mason City, Waterloo, Dubuque	Required Partner
National Farmworker Jobs Program	Proteus, Inc.	Mason City, Waterloo, Dubuque, Decorah	Required Partner
State Unemployment Compensation Program	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Required Partner
Jobs for Veterans State Grant (JVSG)	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Required Partner
ReEntry Employment Opportunities (REO) Programs	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Required Partner
Temporary Assistance to Needy Families (TANF)	Promise Jobs	Mason City, Waterloo, Dubuque, Decorah	Required Partner
RESEA	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Required Partner
Trade Adjustment Assistance (TAA) Program	Iowa Workforce Development	Mason City, Waterloo, Dubuque, Decorah	Required Partner

IMPLEMENT AND SUPPORT STATE STRATEGIES IDENTIFIED IN THE STATE PLAN

All career services offered through the Iowa **WORKS** centers are designed to meet the strategic vision and goals of the State Plan and the LWDB. These services are reviewed regularly by the Iowa **WORKS** management and the LWDB to ensure they are aligned with the vision and goals of the board as well as the strategies identified in the State Plan.

Coordination of workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, is defined in the local area Memorandum of Understanding (MOU). The required partners, the one-stop operator of the local area will collaborate with each other and the LWDB to ensure the delivery of services are aligned in an accessible, seamless, and integrated manner.

The following are steps the LWDB will take to locally implement and support the state strategies identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to support service alignment.

Core partners in Northeast Iowa work towards integration of services to our consumers. The Iowa **WORKS** materials are available to all partners and the focus to employers is seamless as well, rather than each partner. Core partners are also focused on making this more seamless when working with employers. Training has been provided (and will continue to be provided) to all staff on the services that are available to consumers. There are multiple entry points into the system which are based on a shared referral form. The One-Stop Operator for Northeast Iowa will continue to support all partners in the referral process and any training needs that are necessary. Title IV brings unique disability-specific knowledge to the other core partners. Title IV ensures that any customers with disabilities in our local center(s) with a disability are able to receive services. Title IV also travels to all counties to provide services with our partners (when necessary) for consumers that are unable to travel to the center. Title IV provides necessary services to individuals with disabilities in order to assist them in achieving their employment goals. Services for eligible individuals include but are not limited to training, supported employment, job supports, assessments, rehabilitation technology, physical and mental treatment, job placement assistance and additional employment-related services. Services are aligned with core and required partners to avoid duplication of services to meet the needs of customers.

Goal 1: *Iowa's employers will have access to skilled, diverse and Future Ready workers*

State Strategy 1.1: Expand and support the framework of sector partnerships that are championed by business and industry to drive career pathways.

Local Strategies:

- Business services team will work collaboratively with economic development agencies throughout the local area.
- Utilize board members to become more involved in sector partnerships.
- Work to develop new sector partnerships to address industry needs within the local area.
- Utilize sector partnerships in developing workforce training and education in high-demand fields.

State Strategy 1.2: Grow the skilled labor force by advancing the Future Ready Iowa initiatives, resources and programming to all Iowans.

Local Strategies:

- Adult education and literacy will provide contextualized adult education classes on an on-going basis.
- Develop a needs assessment for businesses and share results with the system partners in order to develop meaningful training opportunities throughout the system.

- Develop partnerships with businesses to continue to support initiatives for Future Ready Iowa.
- Continue the development of gap analysis to focus on in-demand occupations to meet needs of the local area.
- Ongoing support of the referral process to ensure co-enrollment efforts.

State Strategy 1.3: Collaborate with sector partnerships and Iowa employers to enhance work based learning opportunities for all Iowans.

Local Strategies:

- Partner with local employers to create work experience opportunities
- Create job fairs with employers who offer apprenticeships or internships to provide work experience opportunities for youth.
- Develop a database of work-based learning opportunities to be utilized throughout the entire Northeast Iowa local area.
- Develop an outreach plan that focuses on work-based learning opportunities and share out to businesses, organizations, economic development offices and local chambers.
- Adult Education and Literacy will provide classes that include worksite tours, guest speakers with employers and job shadowing.
- Title IV partners with our Title I and III partners by sharing our contacts and information about employment opportunities and work-based learning opportunities. Title IV offers opportunities such as an externship and on the job training. Through community rehabilitation partners, work readiness assessment and work adjustment training can be funded, which both involve job candidates in the community gaining the experience and the training to improve work skills. Title I partners to assist co-enrolled job candidates working through their work experience program.
- Title IV works with students with disabilities both as job candidates and potentially eligible students. Provided they meet the criteria, Title IV provided five pre-ets services which include “work-based learning experiences.” Provided that the student and guardian agree to this service on the pre-ets agreement, Title IV works to ensure that all students receive this service.
- Title IV does it’s best to provide representation at IEP meetings to make students, guardians, and school staff aware of opportunities that may be available.
- Title I and Title III staff are invited to all fall meetings that VR has with school staff. This allows our partners the opportunity to make connections in order to assist with work-based learning opportunities.
- Waterloo has a Project Search Program. The CRP Project Search program is to assist adult job candidates in obtaining competitive, integrated employment by developing specific work skills using the evidence-based curriculum designed by CRP Project Search. Training occurs in partnership with Title IV funding for job development and job coaching; other funding entities whenever appropriate; a business providing the worksite and job training; and a CRP providing the job development and employment support services in both classroom and competitive, integrated employment settings. The Waterloo Project Search has internship sites set up at the local hospital.

- Due to the ruralness of the Northeast Iowa local area, most work-based opportunities are based on individualized services and individualized career goals. The opportunities are developed as the needs are identified.

Goal II: *All Iowans will be provided access to a continuum of high quality education, training, and career opportunities.*

State Strategy 2.1: Further develop and promote accessible career pathways to all Iowans.

Local Strategies:

- Work with area businesses to promote career pathways and career opportunities.
- The Northeast Iowa LWDA is developing the Youth Standing Committee. The committee will include representatives from a variety of stakeholders who are versed in the development of career pathways.
- The committee will work with the partners, including Title IV, to understand and implement accessible pathways.
- The newly formed Planning and Operations Committee will build on the work with pathway implementation across all programs.
- The Disability Access Committee will ensure both physical and programmatic accessibility.
- Titles I and II will conduct ongoing research about new education and training opportunities to keep the board apprised of new opportunities available.

State Strategy 2.2: Educate the system, partners and communities about the programs, initiatives, resources and opportunities available to up-skill the workforce.

Local Strategies:

- Partners will continue to collaborate to ensure career pathways provide access to all potential workers, including those with multiple barriers to employment.
- Increase collaboration with core and required partners to create affordable training options for skills upgrading.
- Develop an area wide marketing plan to increase public awareness of system wide training options.
- Northeast Iowa core partners will continue to meet monthly with the One-Stop Operator and core partner group to discuss new services, reduce duplication of services, and develop an outreach plan.
- Continue to emphasize shared customers and services.
- Title III invites Title IV to their staff meeting. Title IV always attempts to have representation at the meetings. During these meetings (with appropriate releases) success stories will be shared that highlight successes.
- Title IV brochures and materials are available to all partners to hand out to potential referrals and any business partners.
- When meeting with outside partners (i.e. county case management), WIOA partners are invited to the meetings when appropriate.

- Title IV provides ongoing training to staff throughout the year to reinforce the referral process.
- All partners also attend in-service days on Columbus and President's Day where the referral process is again reinforced.

State Strategy 2.3: Connect all Iowans with long-term career opportunities from high-growth, in-demand sectors.

Local Strategies:

- Focus on degree completion to support in-demand occupations of the local area.
- Collaborate and work with colleges within the Northeast Iowa local area to ensure graduate completion and employment.
- Work with businesses of those in-demand occupations to develop resources to support growth and employment.

Goal III: *Iowa's workforce delivery system will align all programs and services in an accessible, seamless and integrated manner.*

State Strategy 3.1: Align workforce programs and initiatives to improve service delivery and outcomes for all Iowans.

Local Strategies:

- Utilize multiple funding streams to support career goals of every individual.
- Increase co-enrollment efforts.
- A joint referral form for all partners in the NE Iowa local area was created by the One-Stop Operator. Title IV Staff have been trained and are currently using this referral form.
- In addition to the two in-service days, partners are able to present at each other's staff meetings to answer questions and provide information on the eligibility process.

State Strategy 3.2: Ensure seamless access to programs and services of the workforce delivery system to all Iowans.

Local Strategies:

- The Disability Access Committee, which is chaired by an IVRS supervisor, will be available to review all accessible referral and follow-up processes for core and required partners. This includes signage and shared spaces.
- The Disability Access Committee will also consult the Iowa Department of the Blind to ensure all materials are accessible for individuals who are blind.
- Develop a process to minimize and reduce duplication of services.
- Develop a training process that includes all partners in promoting programs and services offered.

- Develop an effective outreach process that includes the entire 20 county local area.

State Strategy 3.3: Continuous improvement of the system to ensure no programmatic or physical barriers exist to accessing programs and services by all Iowans.

Local Strategies:

- Continue to utilize the Northeast Iowa referral system.
- Develop training opportunities to include all core and required partners at least once a year.
- Title IV will ensure that the Disability Access committee submits annual physical and programmatic accessibility reports. Any deficiencies will be addressed at that time to ensure that all Iowans have equal access to services.
- Title IV can offer training to partners on accommodations and assistive technology. IVRS also has the ability to complete ADA assessments for partners and the community as a whole.

Each goal has identified outcomes and measures that will be tracked statewide in order to gauge progress and to better understand our system's success in working towards this shared vision and shared goals. These goals and strategies should help all Iowa workforce delivery system partners consider how services are delivered, whether the services are reaching in need populations, and where improvements are needed to help address gaps in the system.

Title IV has physical locations where staff have a permanent presence to provide support and expertise in collaboration with the Disability Access Committee. Expertise and support are provided on a wide range of topics including but not limited to work accommodations, assistive technology, and any training needs that partners and the entities they work with (i.e. employers) on topics such as disability sensitivity, accommodations, and ADA assessment. Services can also be individualized if the issue at hand involves a specific person where assistance is needed.

Title IV encourages all job candidates who are ready to actively seek employment to register with Iowa**WORKS**. Appropriate referrals to each partner will be made. Title IV uses a team model to eliminate duplication or supplanting services of any other entities. Examples of this include employer development, training needs, work-based learning, and benefits counseling for those that receive benefits.

Title IV and the employment needs of the Northeast Iowa LWDA are as follows:

- Title IV views employers as a second client of the agency. Staff are available to assist all businesses. At the request of a business services such as, but not limited to, disability sensitivity training, ADA assessments, and assistance with developing reasonable accommodations may be provided.

- Title IV does offer expedited services to those job candidates that may be at risk of losing their job. Title IV works with the employer to understand the issues that are causing their job to be in peril and then work with them to try to resolve the issues at hand.
- Title IV can also aid employees who qualify for services in the area of training and possibly offset any costs to the employer.
- IVRS can provide ADA assessments to local businesses upon request at no charge to them.

CORE PROGRAMS

Local Plan Question:

2. Describe how the LWDB will work with the entities carrying out the core programs to:
 - a. Expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.
 - b. Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.
 - c. Improve access to activities leading to a recognized postsecondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

EXPAND ACCESS TO EMPLOYMENT, TRAINING, EDUCATION AND SUPPORTIVE SERVICES

Partnerships and referrals are key to finding enrollments and to serving the public effectively with the right resources. Collaborative relationships between all partners can help those already enrolled and help increase the number of people served through the local area. Keeping partners connected in groups who plan, and coordinate services is key to establishing these relationships and foster cooperation between these entities.

WIOA staff will build partnerships with One-Stop core partners and extended community partners. Referrals for WIOA services are received from these partner agencies. WIOA staff make referrals to these agencies based upon the basic needs of the customer. Referrals between Core Partners is completed via a Google Form. The referral process is discussed at monthly Core Partner meetings to ensure process is working and if any additional training between Core Partners is needed for appropriate referrals. Open communication and willingness to regularly share information is essential to building a successful program. A universal referral network is created through relationships that are built through core and community partners.

Title I receives most of their referrals from partner programs through a referral form provided by the OSO. Through regular building wide meetings and cross-training partners become more knowledgeable about each partner program and learn how to work together and fill in gaps in services for individuals. Staff from the four centers engage in these partner meetings and have continued to build relationships with other partners to provide a seamless continuum of services without overwhelming the job seeker. Continued cross-training allows staff to refer individuals and address and overcome barriers to

employment and training more effectively.

As customers enter the Iowa**WORKS** office to register for services, jobseekers receive assistance using the Iowa**WORKS** system. Staff determine referrals to partners through the Iowa**WORKS** Enhanced Triage Process. Career planners ask questions that help guide individuals to the appropriate services and emphasize the benefits of co-enrollment. Referrals, as well as progress and outcomes are tracked in Iowa**WORKS** for accurate and complete communications.

Since opening back up to the public, Iowa**WORKS** in Mason City has been building some success in work ready referrals to the BMS for individualized job development. The DVOP has been successful in a few job development activities so far.

Currently we are working on expanding the work ready referral practice to support individuals in the Trade Adjustment Assistance (TAA) program. A few years ago, TAA began assisting employees being laid off from Eaton Corporation in Belmond. A handful of those who were in the first round of layoffs are now in their last semester of TAA- and Title I-funded training programs through NIACC and ICC. Starting in March, the Trade Navigator at the Mason City AJC has begun connecting with each participant who will be graduating soon and is assisting them with creating resumes and preparing them for the job search. They are working with the BMS to refer TAA participants directly to business that are looking for the skillset they are gaining in their training programs.

Our goal is for all these TAA participants to have offers of employment by the time they graduate in the spring. We intend to continue this work ready job development strategy as more TAA participants approach graduation and look forward to scaling this up to support Title I participants who are about to finish training programs.

In addition to the regular services provided at the Iowa**WORKS** locations, access to in- person and online training for those with barriers to employment was resumed as of June 1, 2021. Continued efforts will be made to assure that training options are readily available and expanded upon.

Combined morning meetings, trainings, local partner meetings, business services and event planning with all Core Partners is occurring and will continue to expand into a more integrated system as it moves forward. Title IV continues to train staff on the services available to our job candidates, so they know the support provided by our partners.

Title IV has staff at all office locations during business hours to assist with any questions or concerns from other partners or customers as it relates to employment for individuals with disabilities. IVRS invites all partners (whenever possible) to the fall meetings in secondary schools to ensure school staff are aware of the services offered by partners. Students are enrolled/co-enrolled in programs as early as possible. Through the Iowa**WORKS** structure and strong community involvement, referrals are made to address barriers that Title I may not be readily equipped to handle such as substance abuse or an individual experiencing a mental health crisis. Everyone will develop an IEP/ISS with their career planner and identify their barriers prior to starting services. This ensures proper supports are put in place to increase successful outcomes. During the IEP/ISS, any barriers that Title I can assist with will be addressed in a steppingstone process. Those barriers that Title IV cannot directly address will be matched with Partner Program services or other community programs.

Every morning, except for Wednesdays, a brief morning meeting starts the workday for Title I and Title III staff. During these meetings updates, procedure reminders and upcoming events or activities related to center operations are discussed. During this time, it is an opportunity to field questions from the team, discuss Welcoming and Exploratory procedures, and talk about any unique or challenging career planning situations.

Each Wednesday morning, Iowa**WORKS** staff use the time between 8:00am and 9:00am to do cross-training activities. The statewide cross-training team organizes statewide virtual trainings for two of the Wednesdays each month. Statewide training topics include Trauma Informed Care, Home Base Iowa, Future Ready Iowa, WOTC/Federal Bonding, Working with Youth, Rapid Response, Understanding Military Culture, Assistive Technology, Ticket to Work, and Diversity Awareness.

The rest of the Wednesday trainings are organized locally and may include presentations from local community partners. In Mason City the Mason City Police Department attended one cross-training to talk about office safety, de-escalation, and emergency services. The MCPD pulled up incident reports related to our office from the last few years and discussed them in detail. We were able to talk about successes and areas of improvement that related to each call. New staff were able to get a better understanding of some of the common safety issues that may occur and how to handle them.

During some of the locally organized meetings, we'll hold career planning discussions across Title I, III, and IV teams. During these meetings, the managers will facilitate open conversations about the advice and recommendations we're giving job seekers. The goal is to help build our collective career planning and advising knowledge while also crowdsourcing challenges in assisting job seekers. Team members will come to these meetings with situations they've encountered with job seekers and discuss ways to assist them or recommendations to give.

To ensure that the advice we're giving job seekers is in line with what hiring managers are looking for, we've invited employers to attend these discussions as well. Employers are given a few minutes at the beginning of the meeting to talk about specific hiring needs and explain their recruitment process. After that, we dedicate the rest of the meeting to the career planning discussion and engage the employer representatives for their input from a hiring manager's perspective.

For example, a youth parenting an infant was unable to finish high school. The barrier for this youth is that they are parenting but their real challenge is juggling parenting with trying to advance their education and expand their employment opportunities. Title I will assist the youth with signing up for their HSED program, follow their progress, and offer additional services if needed such as a tutor. The youth would also be offered daycare assistance to ensure that they can attend classes. The youth may be suffering depression and worry that this will affect their performance. Title I is unable to address this barrier directly but can refer the youth to a local Counseling office that accepts Medicaid and offers a sliding fee scale. This youth may also be referred to Promise Jobs to get services specific to parenting skills and family development.

Title I services are provided in-person throughout the local area even to those communities without an Iowa**WORKS** Center. Iowa**WORKS** staff members also serve the Expansion office in Postville as an alternative for job seekers and customers who cannot travel to the Decorah Iowa**WORKS** center.

Another Title I staff position is shared with NICC. This staff member is seated in Calmar to increase accessibility in another rural portion of the local area. Additional advantages to the Calmar presence are the ability to serve youth and students.

Title I staff in Waterloo travel to meet individuals that are currently incarcerated or in a transition center who may not yet have the ability or resources to meet at Iowa **WORKS** but need employment or assistance determining a career pathway. Staff will travel to meet Youth participants at locations and times that fit the participants' education and employment schedules.

Title II providers work with all core partners in the Northeast Iowa LWDA to provide access to employment and training opportunities through, for example, the use of referral forms which facilitate communication between partners in partner meetings. They also provide information on different programs and services each partner provides to reduce the duplication of services offered by the providers and to find fruitful opportunities for collaboration. Professional development opportunities and cross training between agencies are provided to help agencies understand services and resources to address barriers to employment.

In Northeast Iowa Title I is investing energy in two successful endeavors, the Reentry Program and the Swiss Valley Work Experience Program.

Swiss Valley Work Experience Program

1. Purpose: Helping youth/young adults with barriers to employment access work experience and career readiness training while cultivating their love of the outdoors.
2. Who is impacted (age, location, etc.) Stats from 2021:
 - a. 8 Youth ages 16-18
 - b. 4 from Dubuque Senior High School/ 4 from Stephen Hempstead High School
 - c. 3 recent H.S. Grads/ 5 underclassmen
 - d. All participants have received special education services in school and have a diagnosed vulnerability or are basic skills deficient.
 - e. All participants have significant barriers to furthering their education and/or to obtaining meaningful employment.
3. What do they do:
 - a. 6 Week Program in June/July
 - b. Monday- Friday from 7:30 a.m.-2:30 p.m.
 - c. Work Projects to be completed: tree trimming, cleaning trails, spreading woodchips, painting items, storm clean-up.
 - d. In addition, students are able to participate in Education Days.
 - e. Topics: Geese Banding, Patrol Boat, Safety Training, Hiking and Plant Safety, Resume writing and interview skills, River Museum, Kayaking, Archery, Fish Stocking
 - f. e. Minimum two job coaches on site. Coaches are provided through the schools. Supervision and program oversight provided by Swiss Valley.

An agreement has been made for schools to continue to provide paras for job coaching and for Title I to provide supportive services. TAP and IVRS area school reps are included in this program. All parties have

agreed to look for opportunities to expand this partnership. Possible future WEP location is HODGE in Dubuque.

Title I will continue to promote participation from recently graduated students, to target out-of-school youth. This population is in greater need of continued career pathway assistance.

WIOA Title I fund paid for participants wages, steel toed boots, and work uniforms. Through this program the hope is that these individuals find meaningful employment. Title I continues to promote similar programs across Northeast Iowa.

ReEntry Program

The Title I WIOA reentry program is focused on assisting individuals experiencing barriers to sustainable employment due to recent incarceration and/or their criminal history. There is a direct correlation between employment and criminal offenses. By assisting individuals to prepare for, and gain sustainable employment, their risk of recidivism decreases. On average, only 11.3% of individuals were employed during the quarter they were admitted to prison in a national study completed in 2018. In the same study, it demonstrated that an individual's income is at its lowest point for both men and women at the time of their arrest. This was especially true in the case of women, as the study evidenced their income decreased 33% from the 3 months prior to their arrest, as opposed 8% in men. The study also demonstrated women are more likely to be employed after their release; however, their pay is 20% lower than their male counterparts. One other notable statistic from the study stated the average time spent unemployed post-release was 7 months for both men and women. The study went on to demonstrate both men and women tend to move from job to job averaging 3.4 jobs in the 4 years post-release. It is our belief that training, and education not only increases employability, but also enables ex-offenders to gain employment with pay that is much closer to the national average, as they make 18% less than the US median pay following release.

In an attempt to reach individuals in our area experiencing barriers to employment due to recent incarceration and/or criminal history, Title I has partnered with the Black Hawk County Sheriff's Department Jail Diversion program. Staff meet with inmates in the jail on a weekly basis to educate inmates of services. Once released, individuals can connect with staff to start the application process. Since many are released to the work release facilities, weekly visits are made to both the men's and women's facilities to meet with those that have reached out after their release, as well as speak with other residents that may be interested in Title I services. Partnerships with the local probation/parole office have been developed, increasing referrals to serve those with criminal backgrounds.

Outside of Black Hawk County, a partnership with the residential release facility in West Union has been established and regular meetings with the probation officers and residential officers occurs at that site. Additionally, staff partner with the probation office in Oelwein and receive referrals from that office.

Connections with other agencies in the area working directly with ex-offenders including Hawkeye Community College, OneCity, and Catholic Charities Prison Ministry have also been made. Through these connections referrals are made and resources are shared to support the community.

In addition to these connections, local employers are included in conversations to share about their hiring practices. A list of “Second Chance” friendly businesses in the area is being developed. This allows for individuals to seek transitional employment as they stabilize and work towards their long-term career goals.

Materials have been developed to assist ex-offenders to create resumes that focus on their skills, without highlighting gaps in employment, as oftentimes this eliminates individuals from consideration before receiving an opportunity to interview. Additionally, individuals and their decisions regarding realistic career goals are supported by staff. Unfortunately, criminal history does reduce the scope of career goals available. Staff help these job seekers understand the limitations and plan accordingly.

IVRS has had a lot of success stories in the Northeast Iowa LWDA, which included a lot of collaboration and coordination with other core partners in the area. In March 2022, IVRS set up an externship for the reception/greeter position at IWD for one of our JCs. This JC had been without steady employment for two years. Due to physical restrictions, this JC can no longer do the physical work she once did. She wanted to be a receptionist, but with no experience it was difficult to find a job. One of the MCAO counselors spoke with the IWD operations manager in Mason City about this possibility. This opportunity allowed IWD to receive the additional help they needed while providing the JC the experience she needed to be able to obtain a full-time receptionist position once the externship ended.

An IVRS counselor that serves Allamakee was meeting with businesses in Lansing. Through that connection it was determined that a job fair was needed in the area. The IWD office in Decorah assisted with employers, marketing, and providing personnel to help with the job fair. IVRS worked to help where it was needed to ensure the job fair was a success. IVRS coordinated with the local high school in Lansing to ensure that students were able to attend the job fair.

An individual working with PROMISE JOBS, had addressed various challenges that she was dealing with. A referral to Iowa Vocational Rehabilitation Services (IVRS) was discussed and she was referred and eligible for their services. She began CNA training in August, completed state testing in November and began looking for a CNA position. Throughout this process, PROMISE JOBS paid for the CNA training and tests, purchased scrubs for the training, and provided transportation money to attend the training. IVRS assisted her with a resume, mock interviews, work and interview clothes, and applications. FaDSS continued to be a support for her throughout everything. On January 22, 2020, she started a job as a CNA. She was then able to receive Family Self-Sufficiency Grant funds through PROMISE JOBS for gas money and a month of rent. She has dealt with various challenges and overcame them with the help of the services that was provided.

An individual began working with Vocational Rehab in 2014 when he was a sophomore in High School. He qualified due to a diagnosis of ADHD, written expression disorder, autism, and a learning disability in reading and math. He worked with IVRS, TAP, his high school work experience program, and the 4+ Summit program to gain many opportunities in career and college exploration and work-based learning experiences. He participated in the TAP Summer Career Camp and the Walgreens Occupational Skills Training program. He explored the option of the REACH program, Dubuque Private College, and NICC.

He decided on NICC, which ultimately, he chose to drop his classes and explore work options instead. He attended several job shadows and business tours in his areas of interest. He also received support in obtaining some of his first part-time jobs. Eventually he obtained waiver services, social security benefits, and SCL supports through IHH. After he was officially done with high school and the Summit program, he completed an OJT at a local company, which led to be a full-time production worker. IVRS provided benefits counseling and explored options of PASS plans and looking at IRWEs as his family had begun paying for supports in his home to get him ready for his workday.

As a result of his issues with time management, he began having problems clocking in on time and returning from his breaks on time at work. He would be to work on time, but he had down time between getting dressed in his uniform and clocking in which got him off track. Since he was no longer on a waiver due to increased income, IVRS funded job coaching to help him maintain his job. Unfortunately, he had already had several points against him for his attendance at work and his job was in jeopardy. An IVRS counselor worked with him and the employer. Eventually, he was let go from the company due to his attendance though they were very satisfied with the work he did there. He continued to work with Assistant on Connect to Success and 30 Ways to Shine to help prepare him for his next job. Through continued support of his IVRS counselor and attending career events and job tours he was offered a full-time job through a company in Dubuque. When he was hired, he was receiving job coaching at the time and continued to receive for 3 months after he was hired. Through his supports he was eventually able to work independently without job coaching. He continues to work there to this day.

DEVELOPMENT OF CAREER PATHWAYS AND CO-ENROLLMENT IN CORE PROGRAMS

Participants will be assessed by career planners. These assessments may include the National Career Readiness Certificate (NCRC) assessment, The Comprehensive Adult Student Assessment System (CASAS) for math and reading, O*net Online (Occupational Information Network) and other appropriate assessments. Plans and goals are built through Iowa**WORKS** Exploratory Services. Career counseling is provided after all necessary assessments are completed. Work history, educational levels, employability skills, job readiness, soft skills, industry sector needs, and Labor Market Information (LMI) are elements of consideration as the plans and goals are built. Plans are documented in the Iowa**WORKS** system, as well as in case management files.

The Business Services team will contact and visit local companies to share information about workforce services and employers. By utilizing a small team of partner representatives redundant contacts can be reduced. Regular meetings will be held to provide information to all core partners to provide up-to-date business information on openings, hiring events, and potential referrals for new positions.

The planning, promotion and presentation of job fairs and other hiring events will involve a great deal of participation on the part of partner staff. Knowledge of the local customer base will allow us to assist job seekers through screened job referrals. Virtual Services are also being offered and planning is occurring on how to expand virtual services across the workforce area. Virtual services are currently in

the form of statewide virtual workshops, but also from local offices. Several programs are meeting with job seekers/employers in a virtual setting and offering in person as requested.

Subsidized employment activities such as On-the-Job Training, Limited Internships and Work Experience also provide employers with an opportunity to overcome obstacles in recruiting, screening, and training of new hires. Registered Apprenticeship programs can allow employers to train workers while they are earning wages.

WIOA outreach efforts will be an important part of the employer services offered by Iowa **WORKS**. Electronic and print media campaigns will be used to inform employers of the programs mentioned above.

Title II partners through their orientation processes address with students any barriers or obstacles they might encounter before enrolling in AEL programs. A clear example of this is when students have barriers and Title II providers have conversations with prospective students about services and resources available to them within the college and other community and core partner organizations.

POSTSECONDARY CREDENTIALS AND INDUSTRY-RECOGNIZED CERTIFICATIONS

Upon determining whether training is necessary for a customer to meet the Individual Employment Plan (IEP) goals, staff will work closely with the customer to ensure the selected career training is appropriate and can be successfully completed. IEPs will identify skills gaps to better align needs and career goals.

When training needs are identified the customers, financial situation is accessed. This assessment is completed as part of the Objective Assessment process. Career planners use a standardized form to ensure that before WIOA Title funds are spent, other sources of funding are either exhausted or unavailable and no unmet financial need exists. If a large unmet financial need exists after WIOA assistance, the customer must have a strategy to overcome the unmet need and be able to successfully complete training.

The career planner and the customer review other elements of the assessments, including the customers aptitudes, interests, transferable skills, and work values. This review also identifies strategies to overcome existing barriers. The appropriateness of the training is also discussed in terms of the customer's personal background. Potential barriers to completing training, such as past convictions, defaulted student loans, family circumstances or legal situations, are addressed with the customer in a respectful manner.

The customer completes a Will There Be a Job for Me? informational document to ensure that customers are making data-driven decisions regarding their training. Customers do their own research on the training program and provide the following information to the career planner:

- End date of training vs. end date of unemployment insurance
- Program placement rates and average starting wages
- Availability of work in the area

- Interview someone currently employed in the field

All information is documented in Iowa**WORKS** electronic case management system. All Individual Training Accounts (ITA) are administered in accordance with local and state policies as stated in the ITA agreement section of the Iowa**WORKS** individual Training Account form. Training funds must be available to enter the ITA agreement. ITAs will only be awarded to customers who are unable to obtain grant assistance from other sources to pay for the cost of training or required WIOA Title assistance in addition to other sources. The student is responsible for any remaining balance. ITAs are only available for programs on the Eligible Training Provider List. ITAs are not transferrable and will only support the qualified training costs of the individual named on the account. Training costs incurred prior to the ITA may not be approved for payment.

The training provider must follow their established refund policy and refund Title I monies. Business and industry needs are researched through local sources, statewide labor market information projections, local current job openings and informational interviews with the employers. At the request of the service provider and with written approval of the participant, the training provider will provide the service provider with financial aid information, billing statements, class schedules, attendance reports, grades, and a certificate completion.

Occupations and employer needs are researched through local sources, statewide labor market information projections, local current job openings and informational interviews with the employers. Successful placements have the greatest on-the-job retention when the employer needs are matched with job seeker skills.

WIOA Title I staff will require job placement and work-based learning activities to be tied to a specific career pathway identified in the customers IEP. WIOA Title I staff, and customers have access to the most current labor market information available and use it as a guide when planning work-based learning, upskilling, or training activities.

Business and industry relationships are essential to the successful connection of Adult and Dislocated Workers to the local area workforce. Staff have access to connections with area-employers to maintain communications and understanding of area business needs.

Customers have access to professional one-stop career planners and WIOA Title I staff who consult on local job openings, resume writing/critique, current labor needs, transferrable skills, and other aspects of job search. Meetings and progress are documented through Iowa**WORKS** system for consistency, detail, and safety.

Information gathered from sector boards in the area is discussed on how to create avenues for training that is needed by employers in the area. Partner with employers and Department of Labor/Office of Apprenticeship to create Registered Apprenticeship programs across the area. Future Ready Iowa Initiative goal is to ensure that 70% of Iowans have a post-secondary credential in high demand fields by 2025. During orientations, partner program services are promoted and discussed with customers. Follow up with point of contact is made for those interested.

The use of itinerant staff (staff not assigned to a specific Iowa **WORKS** center) has been a resource used in other rural areas in other states. The Northeast Iowa Title I staff live in various locations outside the cities in which the Iowa **WORKS** centers are located. The geographical locations of staff allow more mobility in serving the entire local area. Title I staff travel to meet with participants in locations convenient to the participant when access to transportation is an issue. To maximize time and resources, staff plan outreach activities to build awareness of their availability in the area on specific dates. Potential customers will be encouraged to make appointments with staff during these planned visits.

As this practice is refined, the NEIWDB anticipates regular rural area recruitment events will be planned to serve as many potential customers as possible. These recruitment events can be set up as mini workshops to several customers at one time. The NEIWDB envisions the future workshops will provide an informational session on Iowa **WORKS** services, eligibility assessments, overview of enrollment requirements and an analysis of each participant's needs for future access to services. This access analysis will incorporate the resources available, such as the proposed hotspot and equipment loaner project.

This concept will be piloted with Title I services but will hopefully be replicated within other partner programs that are currently traveling to meet customers. The one stop operator facilitates better collaboration among partners, which includes the referral process and cross-training. These initiatives will prove helpful for equipping staff to represent all partners and services radiating from the Iowa **WORKS** centers and into the communities.

The NEIWDB anticipates these events will promote more co-enrollment to maximize the funding resources available to help program participants overcome barriers to employment. Staff will become more aware of how programs can pay for education, portions of training wages to employers, subsidize the costs of dependent care and transportation, and provide support to improve resumes and interviewing skills of all job candidates.

As partners become more comfortable with co-enrollments, they will also have a better understanding of how various programs work to better serve the partner programs. The NEIWDB will task partners with assessing the workflow in the provision of services for each program. The partners will use these assessments to better understand how the duties completed by staff can serve other partner programs. Where overlaps in program duties are identified when serving co-enrolled participants, staff will be asked to find ways to maximize the work they are doing to meet the requirements of the partner. The goal is to reduce duplication of appointments and case management wherever possible.

Collaboration between these agencies and core partners, along with DOE grant funding, makes it possible for Title II partners to offer low cost or free services to students which include employability skill preparation, upscaling, workforce preparation, and training.

NORTHEAST IOWA STRATEGIES AND SERVICES

Local Plan Question:

3. Describe the strategies and services that will be used in the local area to:

- a. Facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.
- b. Support a local workforce system that meets the needs of employers in the area.
- c. Better coordinate workforce development programs and economic development.
- d. Strengthen linkages between the one-stop delivery system and unemployment insurance programs.
- e. Implement initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, other work-based learning opportunities, registered apprenticeships, industry and sector strategies, career pathway initiatives, utilization of effective business intermediaries, and other business services and strategies designed to meet the needs of local employers. These initiatives must support the strategies described in a.-c. above.

EMPLOYER ENGAGEMENT

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:

- Economic representation on the Northeast Iowa Local Workforce Development Board
- Collaborative efforts with local chambers, community colleges and economic development offices on job fairs and employer related events
- Develop an effective outreach process to cover the entire Northeast Iowa LWDA.
- Participation and involvement in Sector boards within the Northeast Iowa Local Area
- The Business Services Team includes representation from Iowa Vocational Rehabilitation to improve employer communications and assessment of needs
- Participation in Professional Activities for core partner staff
- Core Partners for the Northeast Iowa Local Area will continue to meet monthly with the One-Stop Operator to share information for continued collaboration
- Employer Council of Iowa events are occurring with employer input on the training ideas, marketing, and overall involvement of needs in the area.
- Business collaboration during the Business Services meetings and ensure information is shared out to all core partners.
- Develop relationships with businesses throughout the Northeast Iowa LWDA.
- Develop and implement sector partnerships throughout the entire local area.

The Northeast Iowa LWDA will work to understand employer needs through the entire local area. Staff will continue to support and promote hiring events and activities for businesses around Northeast Iowa. Business service needs will be met to target the workforce shortage that is impacting Iowa. Staff will

continue to build relationships with businesses around the Northeast Iowa LWDA to stay informed on their current needs. Business services will be offered to all businesses small and large such as work-based learning opportunities, apprenticeship programs and internships.

SUPPORT LOCAL WORKFORCE SYSTEM TO MEET EMPLOYER NEEDS

In order to facilitate workforce development and support the local workforce, each of the college's offices of Business and Community Solutions or business and industry coordinator will work with local businesses to identify ways that the colleges can help meet business and employer needs. The colleges can then provide tailored short-term or long-term classes and trainings as needed through programs such as IELCE and IET.

For example, Hawkeye Community College currently provides English Language Learner (ELL) classes on site at Tyson Fresh Meats in Waterloo. It has previously provided similar classes on site at Omega Carpentry and Masterbrand Cabinets, also in Waterloo. Hawkeye's Business and Community Solutions office also used non-AEL funding to send an AEL instructor to provide English language instruction for an employer in Independence who couldn't be served through the AEL program. In addition, NIACC provided an onsite ELL class to employees of Hawkeye Pride egg producers.

Hawkeye's IET classes are connected with businesses in other ways, as well. For example, representatives of John Deere visited the college's CNC I-BEST class to share information about job openings and training opportunities. Students in the CNA I-BEST program will be visiting the NewAldaya Lifescapes retirement community in Cedar Falls for clinicals, and in past experience, clinical sites express an interest in hiring participating students after they pass the state exam. The college hopes to make similar connections with its CDL IET and Basic Construction IET programs.

Title II seeks to make connections with employers, or to connect students with employers, through events such as drive-through career fairs, hiring events, and partnerships with Iowa Works. They also reach out to local businesses to identify needs and potential partnerships.

Finally, representatives of the colleges serve on the Business Services Team, which provides connections with local businesses that can lead to partnerships and workforce development opportunities.

Work Ready Job Seeker process is assisting employers to find the job candidates that already have necessary skills and abilities for jobs in the area. Referrals are made to employers regarding the Work Ready Job Candidates, allowing employers to have a first screening already completed before an application or resume is reviewed. Many of these job candidates are currently on unemployment.

Core partner agencies are actively involved in the development of workforce programs to serve employers. Each core partner assigns a business specialist to build awareness of available programs by performing outreach to employers in Northeast Iowa. The business specialists are working together to form a cohesive team across the area and share in employer knowledge. Employer visits are being coordinated between partners to discuss all aspects of what the partners can do to assist an employer.

This is creating a stronger action plan for employers to follow and our team to build on for the labor exchange matches. Title IV is committed to working with staff from all Titles to provide expertise and look at innovative practices that can be utilized by the Iowa**WORKS** system. Along with this, partners strive to increase knowledge between programs to avoid duplication of services and promote integration.

Outreach efforts are creating confidence and trust in the ability of WIOA partners to meet hiring needs through a diverse workforce that supports all sectors and occupations. Iowa**WORKS** Business Marketing Specialists have invited Title I staff to attend introduction meetings with local employers. This opportunity to network allows Title I staff to educate employers on Work Experience services that can benefit them and our participants. Connecting employers with potential job candidates and showcasing the supports that Title I can offer. Title I staff member also attends the Northeast Iowa Business Services Team meetings established by our OSO where staff can share/learn of employer events/initiatives, opportunities for collaboration and strategies to increase business services. Title I staff also attends career fairs as part of Iowa**WORKS** and within school districts. Title I uses these opportunities to talk to other business attendees to inform them of our services and to gain perspective as to the candidates they are looking for and possibility of Work Experience opportunities. Title I staff have also started outreach to local employers, many of whom list job openings with Iowa**WORKS**, to see if participants interested in Work Experience opportunities may be a good match to that employer's needs.

COORDINATE WORKFORCE DEVELOPMENT PROGRAMS AND ECONOMIC DEVELOPMENT

Northeast Iowa coordinates with economic development offices across the entire local area. We have someone who represents economic development that sits on the NEIWDB they provide insight and collaboration to the group. The partnership and collaboration with economic development across Northeast Iowa is essential to targeting business driven priorities and filling job openings. Collaboration is essential to the retention, expansion, and attraction of local businesses and finding a skilled workforce is how we work together to fill gaps. By continuing to collaborate with economic development entity's it gives us a better understanding of the current trends in Northeast Iowa and how to work together to target those. The business services team in Northeast Iowa work with economic development to help promote programs and current and new businesses.

LINKAGES BETWEEN ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE

UI services are incorporated in Northeast Iowa at the following locations Mason City, Waterloo, Dubuque, and Decorah. Each of these offices have staff trained and available to provide UI services and identify and address issues that might arise with a claim. Staff are available during office hours either in-person, by phone or by email to aid and answer any questions that a claimant might have or about their current situation. Training opportunities are provided to staff on a regular basis. Iowa participates in the RESEA program or Reemployment Services. During the first five weeks of an unemployment claim

accounts are reviewed to determine if the individual should participate in RESEA. Some programs that are offered because of RESEA are:

- Reemployment Orientation Workshop
- Reemployment Eligibility Assessment
- Emergency Unemployment Compensation Audit
- National Career Readiness Certificate Testing

The Iowa**WORKS** case management system allows for the input of case notes and services that are provided to an individual. All programs that utilize the Iowa**WORKS** system can look up an individual and see what services were provided and by who. Case notes can be accessed as well. By utilizing the Iowa**WORKS** system this eliminates duplication of services across programs.

The Iowa**WORKS** system allows for job seekers to do career exploration and see current job openings around the area. Job seekers can view current events that are happening such as workshops, job fairs, employer recruiting events, etc. Individuals can register for a workshop right from the system. Individuals can also access labor market information and participate in many job seeker services such as virtual recruiter, resume builder and job search.

The One-Stop Center provides a lot of these job search activities and workshops right in the office. Employer hiring events and recruitment tables take place in the office as well. If an individual needs assistance with job search and filling out employment applications, there are computers and staff available to provide assistance. A referral process is in place so an individual that enters one of the centers can be directly referred to another program. Services are provided to all UI claimants.

IMPLEMENT INITIATIVES DESIGNED TO MEET THE NEEDS OF LOCAL EMPLOYERS

Northeast Iowa is focused on a lot of initiatives that support strategies such as:

Incumbent Worker Training Programs- Program designed to provide direct financial assistance to train current employees to avert a layoff or improve the economic competitiveness of a business. Currently, Northeast Iowa does not have a policy or procedure in place that focuses on Incumbent Worker Trainings. This is something that will be addressed in the future.

On-The-Job Training Programs- OJT's are offered to participants who are job ready. OJT's help to teach the participant specialized skills that are used to perform the job. Specific training lengths are determined with input from the employer and, looking at past work experience and skills that the individual already has.

Customized Training Programs- Customized training provides training that is specific to an employer. These training programs ensure that training needs for the individual and employer and being met and that the development of certain skills is taking place. Skill development is important to ensure successful

job completion. Currently, Northeast Iowa does not have a policy developed specifically for customized training programs. This is something that will be addressed in the future.

Work-Based Learning Opportunities- Work-based learning includes activities that utilizes the partnership between industry and education to engage an individual. Individuals can foster engagement and in-depth application of specific skills.

Registered Apprenticeships- RA combines paid on-the-job training with related training instruction to progressively increase workers skill levels and wages. An RA provides an effective way for employers to recruit, train, and retain highly skilled workers. RA's offer job seekers immediate employment opportunities that pay sustainable wages and offer advancement along a certain career path. The Business Services Teamwork with employers to promote Register Apprenticeship programs.

Industry and Sector Strategies- Sector partnerships are developed to support business leaders from the same industry. These partnerships are developed to address items related to workforce needs within their industry. Effective sector partnerships:

- Identify common issues, challenges, and opportunities
- Address priority needs of the industry
- Address current and emerging skills gaps
- Better align programs, education/training and other resources serving employers and workers
- Communicating industry priorities to partners

Career Pathway Initiatives- Career pathways are designed to educate and inform individuals and workforce about occupations available. The online Future Ready Iowa Career Coach tool is an excellent resource that allows individuals to customize labor, salary, education, and other information based on their specific location within Iowa. A lot of entities play an important role in the development of career pathways.

Here are a few examples of what is currently taking place in Mason City that is solely focused on needs of employers:

Iowa**WORKS** in Mason City regularly hosts times for employers to conduct hiring events on-site in our center. We've found that job seekers may not be comfortable with attending large-scale job fairs with rooms full of other job seekers and employers. Having a low-stress opportunity to speak with one or two at a time can be much more manageable. Set up as a "single company job fair", employers bring signs, tablecloths, and other materials they normally bring to job fairs and set up at a table in the front of the welcoming area.

In addition to the table, employers are given exclusive access to a small computer lab where applications can complete the company application while on-site. The employer is provided with an additional conference room (attached to the computer lab) to conduct private interviews or screenings. The goal is to give the employer the ability to conduct as much of their selection and hiring process as they can while visiting our center. In one recent instance, Cargill held a hiring event where they talked to job seekers at the table in the lobby, had them fill out applications in the computer lab, interviewed them in

the adjacent conference room, and conducted drug screening and background check paperwork in a second conference room.

In Mason City there are normally have 1 to 2 employer hiring events each week, but our goal is to have at least 4 to 5. Mondays and Tuesdays have been good days to host these, since we get a lot of foot traffic from UI claimants. Ideally, we'd like more employers to utilize the resources that Cargill has done and conduct multiple parts of their recruiting process in our office. Hiring events are promoted through core partner and community programs. These events are managed by a Career Planner who is part of the Business Engagement team and assists the BMS by managing existing partnerships.

We also heavily utilize our office's Facebook page to promote events. Once the recruiter has their table set up, someone on the business engagement team takes a photo of them at the table and creates another post, encouraging people to stop by. Putting a face to the event helps encourage job seekers to plan on attending and give a more personal touch to job search.

In addition to the Business Marketing Specialist, one Career Planner in Mason City is assigned to be a part of the Business Engagement team and assist the BMS with some of the employer communication duties. The current Business Engagement Career Planner was recruited specifically for this role. Her background consists of social service and workforce development experience, as well as experience in HR roles in the private sector that give her firsthand insight into the employer experience.

Though a majority of her time is focused on standard job seeker-facing Career Planning activities, she assists the BMS in some of his areas. To allow the Business Marketing Specialist more bandwidth to focus on developing new employer partnerships, the Business Engagement Career Planner focuses on assisting companies that currently and actively engage with the AJC. Some of her duties include troubleshooting Iowa **WORKS** issues, assisting with job postings, promoting job openings, and managing the on-site employer hiring events detailed above.

The core local Business Engagement Team consists of the Business Marketing Specialist, Business Engagement Career Planner, Title I Program Coordinator, and two IVRS Counselors. The regional LVER, MSFW Outreach Specialist, and IVRS Director of Business Relations are also invited as optional attendees. Meetings are typically held quarterly, but the team primarily functions through integrated business outreach meetings. When the BMS (or anyone else on the team) sets up a meeting or site visit with a new employer, they try to bring as many members from the Business Engagement Team as possible. Some of these visits occurred at Bushel Boy, Smithfield, Assa Abloy, and Winnebago Industries

COORDINATION OF LOCAL WORKFORCE INVESTMENT ACTIVITIES WITH ECONOMIC DEVELOPMENT ACTIVITIES

Local Plan Question:

4. Describe how the LWDB will coordinate local workforce investment activities with economic development activities that are carried out in the local are and how the LWDB will promote entrepreneurial skills training and microenterprise services.

Local partnerships support collaboration among workforce development programs and economic development. Regular meetings and events are offered to community stakeholders to provide a forum for building awareness of services and resources available in the local area. County economic development is a critical component of the provision of services to those living in rural communities.

Business service initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, registered apprenticeships and other work-based learning opportunities are utilized to target specific industry and sector strategies to best serve the businesses in the local area. Career pathway initiatives are being made to identify where to best place workers while utilizing effective business intermediaries to identify employers to host work-based learning sites. All business services and strategies in the local area will be designed to meet the needs of local employers in securing a high-quality workforce.

Reaching recipients of unemployment insurance (UI) is a top priority of the local area. State law prohibits the state's unemployment division from sharing lists of recipient names to contracted partner organizations, but Iowa Workforce Development (IWD) is working to develop better ways to effectively disseminate Title I and other partner program opportunities to all UI recipients.

The different community colleges in the local area have developed several partnerships and other forms of collaboration to promote economic development and entrepreneurship. For example, NIACC hosts the NIACC Pappajohn Entrepreneurial Center, which sponsors entrepreneurial training for students beginning in elementary school through college, as well as training for existing business leaders or aspiring entrepreneurs. Together with the North Iowa Small Business Development Center, the Pappajohn Entrepreneurial Center provides educational resources and workforce development opportunities to the North Iowa local area.

NICC has ongoing partnerships with the Greater Dubuque Development Corporation, including the Opportunity Dubuque program, in which NICC provides training in eighteen on demand career fields. The students can be enrolled in AEL and CPC Courses, which are linked to IET or IELCE classes. The program is funded by a combination of government and business partners.

Hawkeye Community College has developed partnerships with organizations such as the North Iowa Corridor and Grow Cedar Valley to promote economic development. The college has also partnered with the University of Northern Iowa's Small Business Development Center to promote economic development and entrepreneurship. For example, the college's Hospitality Management program has worked with the Small Business Development Center and local area employers to place students in high-demand jobs. Hawkeye's Hospitality Management and AEL programs are also working with a local microenterprise group to develop a partnership in the coming year.

Iowa**WORKS** customers interested in starting their own business are referred to the Small Business Development Center and NIACC and UNI Pappajohn Entrepreneurial Centers. For customers who may be eligible for service from Core Partners, referrals will be made to the respective program for additional entrepreneurial services specifically Title I for Entrepreneurial training or Title IV for microenterprise services.

Business Services teams meet regularly with economic development groups such as the North Central Iowa Alliance, Northeast Iowa Business Network, Prosperity Eastern Iowa, and Cedar Valley Regional Partnership. These groups are economic developers covering the workforce area. In meetings, topics discussed include local workforce needs, challenges, and opportunities.

Title IV has two available services for individuals with disabilities who are interested in self-employment. This includes the “full self-employment program” and the “microenterprise program.” These programs are meant to assist individuals with disabilities achieve a level of self-sufficiency consistent with their abilities, preferences, and needs. These two programs offer options for different levels of funding and the option of a more expedited process. These services include, technical assistance, financial assistance, referrals, supportive services, knowledgeable self-employment, and community resources based on their unique needs. IDB also utilizes the self-employment program. IDB does any authorizations that are needed and coordinates with the IVRS BDS (as needed) to make sure needs are met.

Title I builds connections and partnerships with local organizations and committees that focus on things like eradicating generational poverty, nontraditional students, and supporting individuals with criminal backgrounds as they re-enter the workforce. Title I provides rapid response to employers and their affected workforce and conducts Worker Information Meetings to help support dislocated workers. Title I organizes and participates in local job fairs in order to connect with employers and job seekers and offer support where it is needed. They make connections with local area schools to ensure that students who are at risk of falling through the cracks get the individualized support that they need to complete their education. Title I also, connects students to work readiness and career pathways. Beje Clark Residential Center is a transitional center operated by the Department of Corrections for recently released offenders. Beje Clark is located within walking distance or a short bus ride from the AJC in Mason City. The primary goal of the center is to get residents into stable jobs and prepare to fully transition out of the prison system. When new residents arrive, they are referred to Iowa**WORKS** and required to register with our program as part of their job search. New residents who served in the military are immediately referred to the DVOP. When visiting Iowa**WORKS**, residents are required to document their time at the AJC and detail the progress they have made. Iowa**WORKS** and Beje Clark staff have set up a communication system to ensure that residents continue to follow their program's rules while out at the AJC or searching for work. AJC staff are aware that temporary employment is not allowed as part of their transitional program and encourage residents to only pursue permanent opportunities. If a resident violates an Iowa**WORKS** or Beje Clark rule while at the AJC, Iowa**WORKS** staff immediately notifies the Beje Clark case managers.

Beje Clark residents have benefitted greatly from the services they have been offered through Iowa**WORKS**. They regularly attend virtual workshops and in-person hiring events at the center. They utilize our computers as part of their daily job search routine. Most find employment within the first few weeks of participating in our services.

NORTHEAST IOWA ONE-STOP DELIVERY SYSTEM

Local Plan Question:

5. Describe the one-stop delivery system in the local area, including:
 - a. How the LWDB will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local employers, workers, and job seekers.

- b. How the LWDB will facilitate access to the services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
- c. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, including providing staff training and support for addressing the needs of individuals with disabilities.
 - i. Include how the LWDB will utilize Disability Access Committees (DACs) as a strategy.
 - ii. Describe the process that an individual would use to request an accommodation as well as how an individual will know what accommodations/assistive technology equipment are available.
 - iii. Describe how partners/operator will ensure individuals with disabilities can participate in workshops and services offered throughout the center.
- d. The roles and resource contributions of the one-stop partners.

IMPROVEMENT OF ELIGIBLE PROVIDERS

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.

Northeast Iowa'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.

To ensure continuous improvement the NEIWDB, with the cooperation of core partners, will conduct both job seeker and employer satisfaction surveys at least once per year to obtain feedback from customers of the one-stop centers in the Northeast Iowa Local Area. The local business service teams, which bring together all four core partners and the One-Stop Operator will also meet monthly to ensure that individual clients/ job seekers are making connections to local employers, both through the Iowa Jobs site and through direct means. Quarterly performance reports will be shared with the NEIWDB.

FACILITATE ACCESS

To better facilitate access LWDB will utilize satellite centers to meet with job seekers from rural areas as

needed. Virtual workshops, orientation, and intake options are being provided to assist in services through Zoom, and other platforms, for virtual access. Resources such as online training, assessment, and instruction are available through Title II providers. Title II will continue to help in obtaining devices and internet service for online coursework for low-income individuals in need. Unemployment claims and job searches can be completed through remote and virtual means as well.

The NEIWDB and the Northeast CEO board will receive performance and fiscal data on a quarterly basis and as requested. The LWDB will use the information provided to evaluate performance and to determine the need for continuous improvement activities for the local area.

ACCESSIBILITY

Core partners and the One-Stop operator will work together to provide ongoing staff training and continuous improvement on performance.

The Disability Access Committee will:

Complete accessibility evaluation at the one stop centers and satellite locations and implement recommended changes. Will incorporate WINTAC integration continuum evaluation into monthly core partner meetings.

Respond to any accommodations and accessibility questions that may arise. Advise the board of any necessary changes to serve individuals with disabilities.

Provide training, consultation, and technical expertise to partner agencies on accommodations, accessibility, and understanding on how to effectively provide services to participants with disabilities

Provide staff training for the Northeast Iowa Local Area

The Disability Access Committee will complete comprehensive assessments, One-Stops Centers will be physically and programmatically accessible. The DAC is chaired by a Title IV supervisor who brings disability expertise to the committee. The committee will consist of a variety of members from residing across the large Northeast Iowa local area. The DAC works in collaboration with the local workforce board. The DAC also provides expertise in providing information to all center staff on needed accommodation and assistive technology options to meet the needs of customers with disabilities. DAC can also provide disability training to the center staff so that they are knowledgeable regarding universal design and assistive technology. All partners must ensure their programs and activities are accessible and will provide reasonable accommodations when requested. The DAC will be available to consult with all programs when it comes to assisting to make sure all programs are accessible and providing solutions that may arise when working with an individual with a disability.

The Northeast Iowa local area will utilize the One-Stop Operator to help coordinate any trainings, checklists, or other lists that include information or questions related to the need for accommodations or assistive technology; the DAC providing resource to assist the Center in checking for necessary accommodations; joint training of all center staff to ensure all are knowledgeable and able to assist all center customers; available AT devices at Centers based on the needs of the local area so individuals with disabilities can quickly access needed services and materials. Center staff can also coordinate with IVRS and IDB at any time to receive guidance.

Partners ensure that individuals with disabilities can participate in workshops offered throughout the center by offering the following:

- Signage will be available in the common areas to notify customers those reasonable accommodations are available.
- All Iowa**WORKS** materials have a phone number that a customer can call to request accommodations.
- Whenever possible, staff at the center will remind customers that reasonable accommodation requests can be made at any time.
- Staff will be trained on reasonable accommodations, so they can be able to identify when one may be necessary.
- Center staff can also coordinate with IVRS and IDB at any time to receive guidance.

ROLES AND RESOURCE CONTRIBUTIONS OF THE ONE-STOP

Title I emphasizes the importance of continual training on partner programs to ensure all Title I staff are knowledgeable about the various supports available and are able to identify what other programs could be brought in to ensure individualized wrap-around supports for participants.

Language link is available to assist in supporting English Language learners. Iowa**WORKS** centers are handicap accessible. Various forms of communication are offered to ensure that participants can communicate with Title I staff in a manner that suits their individual needs and abilities (phone, email, text message, virtual). Title I staff will offer options other than in-person meetings in the Iowa**WORKS** office, if participants are not able to travel to our location. These options include meeting participants closer to home or offering virtual meetings.

The Iowa**WORKS** One- Stop centers will be as prepared as possible to serve customers with disabilities. One-stop centers will have adaptive equipment and/or assistive technology available to persons with disabilities so services can be accessed at the physical locations. Promotional materials for services and workshops will include a statement such as, Accommodations are available upon request, to encourage customers to request accommodations when needed.

Staff will be trained and be sensitive to the requests and needs for accommodations. Front line staff will respond to specific accommodations requested for use in the one stop center. If front line staff needs assistance or has questions, they will inform their superior who will work to provide a solution to the request.

Resources are made available to serve individuals outside the centers. Whenever possible, services will be offered virtually to mitigate transportation or physical barriers. Print materials will also be provided in an accessible format. The application of the provisions of the ADA regarding the physical programming accessibility of facilities, including providing training and support addressing the needs of individuals with disabilities.

The IVRS team spends a considerable amount of time out in the community. Since their counselors already have strong relationships with the schools, IVRS assisted Title I and III connect with the schools

and helped set up integrated meetings with teachers and administrators at the start of the 2021-2022 school year.

One outcome from this partnership and outreach has been the ability to bring soft skill training the schools, particularly schools in more rural areas. A few team members on Title I and Title III are certified in facilitating "Bring Your A Game to Work", a comprehensive interactive workshop that helps people build the soft skills most valued by employers. Though the workshop was originally designed to take up a full day, the team found ways to modify it to fit a shorter timeframe. So far, Title I and Title III career planners have partnered in facilitating the workshop at Garner-Hayfield-Ventura High School (Enrollment: 345), North Iowa High School (Enrollment: 119), and Lake Mills High School (Enrollment: 432). All are in rural areas that are a considerable distance from Mason City.

The goal of going out into the community to conduct these workshops is not just to help people build the skills from the workshop itself, but to use them to market other Iowa**WORKS** services and encourage people to continue their career develop with us. In the next few months, we plan to bring this training to Prairie Ridge Behavioral Health Center as part of their residential treatment program.

Title I: Title I services provide individualized career services to assist participants in identifying their specific work interests, skills, and career goals as well as training services. Career advisors/planners make referrals for co-enrollment with Iowa Vocational Rehabilitation and Iowa Department for the Blind. Through co-enrollment individuals with disabilities have access to the resources needed to meet their career goals. Title I assists with floor coverage and customer support in Iowa**WORKS** offices. Title I also, participates in morning team meetings with Title III staff to foster that relationship and build on a partnership. Iowa**WORKS** offices have In-Service days where partner programs come together and participate in trainings and activities related to the over-all mission and build on teamwork amongst all core partner programs.

Title II: Adult Education & Literacy: Addresses basic skills and English language needs of individuals/job seekers who access the One-Stop Centers, provides assessment of basic skill levels, connects adult job seekers to training related to literacy, computer skills, high school completion, and English language acquisition. The Title II programs have provided accommodations to students and tries to ensure accessibility for all. For example, all of the institutions have reviewed and met the minimum standard requirements for ADA compliance in classroom sites and buildings. During the orientation process, advising staff and students can go over accessibility issues and the resources that are available to students, and the staff can also connect students with other available resources in the community through referrals. Students with specific needs have access to longer testing times for the HiSET exams or large print booklets. Digital literacy resources and private testing rooms are also available to students, and they can also request the assistance of a reader during the exam. Classes are also available online or in person to help meet students' accessibility needs, allowing students to further their education in the AEL programs.

Title III: Employment training (workshops focused on resumes, applications, job searching, interviewing, labor market information for career planning, and referrals to other programs to help them reach their employment goals. One-on-one job coaching. Title III services are engaging customers to utilize Iowa**WORKS**.gov for labor exchange and job searching tools. In 2021, our local area had 21,319 total job openings that were posted internally through Iowa**WORKS** labor exchange. LMI, resumes and job

applications can all be researched and created in IowaWORKS.gov. Title III team members are job coaches who assist with job search skills, but also the conversations about how to overcome other barriers that are stopping them from success. Coaching is the key word to engage with customers, so they feel supported in whatever circumstance they are in. As coaching occurs, referrals are made to our Core and community partners for resources that the customer agrees would be a good connection for them.

JVSG-DVOP: Disabled Veteran Outreach Program aids veterans with barriers to securing employment. JVSG program is collaborating with Core Partners for co-enrollment utilizing the referral system. DVOPs that are 50%WP and 50% JVSG funded, are a part of the integrated center and can engage with veterans that are not JVSG eligible. DVOPs that are 100% JVSG funded, are a part of the all-staff morning meetings and trainings to support the efforts of the integration team and their role in referring/engaging with veterans who are JVSG eligible.

MSFW: Migrant Seasonal Farm Worker Program- Aids businesses who are hiring for agricultural positions to find help both locally, across the U.S., or abroad if needed. The Outreach Worker makes sure that fair labor practices are followed and connects workers to other agricultural positions that become available.

Promise Jobs: As part of the TANF program, individuals who can work must attend activities that lead to gainful employment. Participants are assigned to attend center workshops, job search, connect to educational programs, or On-The-Job Training while providing supportive services such as childcare and transportation as they are actively engaged in employment activities and until they have reached employment. These participants often drive the success of workshops as they come from surrounding communities and will refer others to our services.

RESEA/RCM: Reemployment Services and Eligibility Assessment (RESEA) is a federally funded program designed to reduce the duration of UI benefits through evidence-based improved employment outcomes. RESEA works with claimants who are in at least their fifth week of collecting unemployment benefits and provides intensive 1-on-1 career planning services. Launched in December 2021, Reemployment Case Management (RCM) is a state-funded offshoot of RESEA, providing additional services for unemployed Iowans earlier in the UI process, with a goal of getting them to their next careers more quickly. Services include direct employment assistance and direct connections to LWDA partner programs for training and education opportunities in high demand careers.

Registered Apprenticeships: Iowa**WORKS** Business Marketing Specialists help local businesses bring work-based learning programs to fruition. Iowa**WORKS** staff then promote registered apprenticeship opportunities to job seekers and refer qualified applicants.

Title IV: IVRS- Title IV is a partner within the system and will utilize Title IV funds for services when allowable. Title IV has a presence in all centers in the Northeast Iowa local area and participates in the operation of the center based upon infrastructure agreements, MOU, etc. Title IV is an integral member of the system, serving as a member to both the local WDB and the local Disability Access Committee. Title IV will be available when needed to assist with any specialized service and provide information about the Title IV program.

Title IV: IDB- Active on DAC committee, maintain contact with core partners by stopping at the centers and attend join planning meetings and job fairs. First point of contact related to blindness for all core partners. IVRS- Active on DAC committee, maintain contact with core partners by stopping at the centers (if not co-located) and attend join planning meetings and job fairs. First point of contact related to questions for individuals with disabilities (excluding blindness) for all core partners.

Ticket-to-Work: These incentive funds are generated from individuals who are on SSI or SSDI benefits and have assigned their ticket to the office for employment assistance.

Once employment is secured, incentive funds are generated from the wages that they have earned and awarded to that provider each year. These funds have been focused to assist individuals with disabilities within any core partner program (whether it is directly for the individual enrolled in ticket to work or not or for the partner to purchase items to serve individuals with disabilities).

ADULT & DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES

Local Plan Question:

6. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Adult and Dislocated Worker activities are available in the 20 county Northeast Iowa local area. Services are provided through three comprehensive Iowa**WORKS** centers including Mason City, Waterloo, and Dubuque. One affiliate location in Decorah and another location in Postville.

Basic career services are available and made available to all individuals seeking employment and training services. Individualized career services must be provided to individuals after it has been determined that such services are required to retain or obtain employment. Individualized career services involve more staff time and are customized to each person depending on their needs. WIOA Title I and WIOA Title III can assist with these services.

Basic Career Services

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs
- Outreach, intake (including worker profiling), and orientation to information and other services available through the one-stop delivery system.
- Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and supportive services needs
- Labor exchange services, including Job search and placement assistance, and, as-needed, career counseling, including:
 - information on in-demand industry sectors and occupations; and (as defined in sec. 3(23) of WIOA)
 - information on nontraditional employment (as defined in sec. 3 (37) of WIOA)

- 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
- Workforce and labor market employment statistics information, including providing accurate information relating to local, regional, and national labor market areas, including Job vacancy listings in labor market areas, information on job skills necessary to obtain the vacant jobs listed; and information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs
- Performance information and program cost information on eligible providers of education, training, and workforce services by program and type of providers
- 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
- The availability of supportive services or assistance, and appropriate referrals to those services and assistance, including: childcare, child support, medical or child health assistance available through the State's Medicaid program and Children's Health Insurance Program (CHIP), benefits under Supplemental Nutrition Assistance Program (SNAP), assistance through the earned income tax credit, assistance under a State program for TANF, and other supportive services and transportation provided through that program
- Information to individuals seeking assistance in filing a claim for unemployment compensation
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA Title I

Individualized Career Services

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include:
 - diagnostic testing and use of other assessment tools; and
 - in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an Individual Employment Plan (IEP), 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
- Group counseling
- Individual counseling
- Career planning
- 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
- Internships and work experiences that are linked to careers
- Workforce preparation activities
- Financial literacy services

- Out-of-area job search assistance and relocation assistance
- English language acquisition and integrated education and training programs

Adult and DW training services will include the following:

- On-the Job training (OJT): OJT occurs when objective assessment indicates that this will be the best process to meet the participants needs.
- Incumbent Worker Training
- Programs that combine workplace training with related instruction, which may include education programs
- Secondary Education Certificate Training: The focus of the training is for the customer to achieve high school completion by taking and passing the HiSED/GED and other adult education and literacy activities including English Language acquisition and integrated education and training programs
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Occupational Skills Training (OST): OSTs include short term occupations skills training programs such as Certified Nursing Assistants, production welding, commercial driver's license (CDL), and longer-term training programs leading to a certificate or a credential such as nursing or industrial maintenance
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Registered Apprenticeships: WIOA staff will work with employers in the LWDA to find apprenticeship opportunities in high growth/high demand occupations.
- Trade Program Specialist works with TAA (Trade Act Participants) to ensure co-enrollment and shared case management, with Title I for Dislocated Worker programs.
- JVSG enrolled veterans are co-enrolled with Title I for Adult and/or Dislocated services as necessary for veterans.
- Promise Jobs participants who are involved in training opportunities are co-enrolled with Title I for Adult and/or Dislocated Worker Services.
- Assistance with job search and placement
- Workshops
- Assistance with resume preparation
- Interest and aptitude assessments
- Work Experience (WEP)
- Transitional Jobs

- Job Shadows
- Internships

On-the-Job Training

Specific training lengths for OJT’s are determined by input from the employer as to training time needed according to the skill level of the job and by the applicants past work experience and vocational training background. Participants will be enrolled in specific OJT that meets their needs and has met the criteria established by Northeast Iowa. Upon development of this training, the employer will complete a pre-award survey determining specific job skills to be learned and other information needed by the administrative entity to determine if a contract will be written. Northeast Iowa has established working relationships with numerous area employers committed to providing quality training to identified participants and retention of these individuals after training. On-the-Job Training (OJT) in Northeast Iowa can be for a maximum of \$10,000 or six months depending on the current skills and the skills required in the new job.

Final approval of the length of an OJT contract at a rate of 50% or less reimbursement will be approved by a Program Supervisor. Current reimbursement rate is 50% of training hours worked; however, contingent upon high budgetary obligations and NEIWDB approval, the reimbursement rate may be reduced.

The general length of the OJT contracts is based on skill, i.e., the higher the skill, the longer the contract. The number of hours is determined by using information coded in two Departments of Labor publications (1) O*NET, Dictionary of Occupational Titles, or Career Info Net and (2) Specific Vocational Preparation Estimates (SVP). To determine the length of training, the following chart will be used:

SVP Level	Hours
1	80
2	160
3	520
4	1040
5	2080
6+	4160

These figures should be considered as a departure point for determining actual WIOA training hours. If the total number of training hours for the OJT position cannot be provided during the maximum contract length allowable, as many training hours as possible will be provided.

The following factors will be used to modify the length of an OJT should specific circumstances exist:

- If the pre-award employer request for OJT indicates a shorter training length is appropriate, then the shorter training length will be used.
- If a client has previous work experience or classroom training in that job title, the actual length of an OJT contract will be reduced by 40 hours for every one month of previous

work experience or classroom training in that job title. If less than one month, the contract will be reduced by 10 hours for each week.

- If the participant has had some hours of job specific classroom training in that field as part of other job specific training, the OJT will be shortened by the hours of that specific related IST time. Northeast Iowa will reduce each OJT by 40 hours for each month of previous directly related training and/or directly related work experience. Previous training or experience which occurred so long ago that skills gained from that experience are obsolete may be disregarded to the extent that those skills need to be relearned or reacquired.
- Under normal conditions, an OJT contract may not exceed 26 weeks in length.
- Additional training time above the actual length of an OJT contract can be allowed if approved by the WIOA Title I Director when extenuating circumstances exist, such as a client who is disabled, an older individual (55 years or older) or a member of other targeted groups or having a barrier to employment. The contract length can be extended to a maximum of 50% above the actual length of the contract to a maximum of 26 weeks.
- Part-time OJT contracts are permitted if approved by the WIOA Title I Director for participants who are disabled, older individuals (55 years of age or older), members of other targeted groups who are able to work only part-time, or in-school youth participants. Part-time contracts may be written for a length of up to 499 hours and a maximum twelve (12) month time period.
- Part-time OJT's can be written in conjunction with IST training when the employment goals at the end of the training are substantially the same, or the OJT experience would aid the IST graduate when beginning the work search, or the OJT would become full-time upon completion of the IST.
- Part-time OJT's can also be written if they meet all other criteria and will become full-time positions by the end of the training period. If part-time OJTs are written, training costs will be reimbursed at the same rate as full-time OJT's, up to 50% of the training wages, and using the same SVP conversion rate.
- A minimum of 160 hours has been established for OJT length except in the case of adjusted training lengths due to classroom training or past work experience in this field. In these cases, a minimum of less than 160 hours of On-the-Job-Training may be justified.

Title II is connected with Title I through a partnership that involves not only referrals but also payment assistance of HiSET testing fees for clients as needed. As part of the collaboration efforts, Title II students who express interest in training beyond or in addition to what the AEL programs can provide are referred to Title I for additional services and assistance.

STATEWIDE RAPID RESPONSE ACTIVITIES COORDINATION

Local Plan Question:

7. How the LWDB will coordinate workforce investment activities in the local area with statewide rapid response activities.

In the event of a closure or large layoff event, dislocated workers will be provided outreach services immediately upon notice of the layoff. Title I leadership will be part of the Rapid Response team that meets with the company's management and workers to discuss the impending or recent layoffs. Rapid Response meetings leverage and coordinate community and public resources for lay-offs, including linking to One-Stop partners and Trade Act programs and promote seamless delivery of services to affected businesses and employees.

Distinct strategies to recruit and serve Dislocated Workers will be employed by WIOA staff. Rapid Response activities will be held following large layoffs (25 or more employees) or business closures. The activities and meeting will be planned by WIOA core partner leadership including Title I staff. The partnership will schedule initial meetings with company management, core partner representatives, local economic development representatives and a state-level representative as appropriate. These initial meetings cover issues such as the timing of layoffs, specifics on vacation and/or pension payouts and other matters that may impact unemployment insurance benefits. The implications of any pending Trade Act petitions are discussed, and worker information meetings are scheduled.

Staff will hold worker information meetings to provide impacted workers with details on services available to them, information on Unemployment Insurance (UI), WIOA Title I Dislocated Workers services, health care coverage and any area resources that may be of assistance to the workers as they transition to new careers. Worker information meetings are scheduled to allow every impacted worker to attend, whenever possible the meetings are held on the job site. Typically, multiple meetings are scheduled to ensure accessibility for all workers. Dislocated Worker Surveys will be collected to gain an understanding of the needs of the individuals affected by the layoff.

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. Northeast Iowa has a Rapid Response Team consisting of staff from various partners within the local area. 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 local area 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 Page 52 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: Northeast Iowa Local Area 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.

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 help 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 the Northeast Iowa Local Area. 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.

YOUTH SERVICES

Local Plan Question:

8. The type and availability of youth workforce investment activities in the local area, including activities for youth who are individuals with disabilities, which much include an identification of successful models of such activities.
 - a. Include how the LWDB will utilize the Youth Standing Committee as a strategy.

The following services are available throughout the Northeast Iowa local area. In instances where an individual cannot meet at a designated center, staff will either travel to meet them or meet through virtual means. In cases where Title I cannot directly provide the services, referrals are made to other core and community partners.

- Referrals for individual tutoring services
- 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 (b) Pre-apprenticeship programs (c) Internships and job shadowing (d) On-the-Job Training.

Youth may qualify for assistance for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations.

- Leadership development opportunities
- Supportive services
- Pre-employment transition services (specific to Title IV)
- Job seeking skills
- Work-based learning
- Counseling on opportunities
- Self-advocacy instruction
- Job readiness skills
- Adult mentoring for a duration of at least 12 months
- Follow Up Services: up to a year after exit, follow-ups with clients are conducted
- Comprehensive guidance and counseling
- Financial literacy: Provided on an as-needed basis and may also be integrated into course curriculum
- Entrepreneurial skills training

- Labor market and employment information about in-demand industry sectors or occupations available within the local area.
- Activities that help youth prepare for and transition to postsecondary education and training

Youth Standing Committee

The Youth Standing Committee will provide support and guidance to the youth programming provider to continually improve program components at the direction of the NEIWDB. Composition of the Committee shall include but not be limited to the following:

- Shall be chaired by a member of the Local Workforce Development Board and may include other members of the NEIWDB.
- Shall include other individuals appointed by NEIWDB, who are not members of the local board, and who the local area board determines to have appropriate experience and expertise.
- Will include representatives from as many of the counties within the Northeast Iowa Local Area as possible.

SECONDARY AND POSTSECONDARY EDUCATION PROGRAMS

Local Plan Question:

9. How the LWDB will coordinate relevant secondary and postsecondary education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.
 - a. Include the name of the Title II adult education provider grantee(s) in the local area that were included in this coordination.

In the Northeast Iowa LWDA there are three community college grantees within the Northeast Iowa Local Area that provide Title II services: Northeast Iowa Community College, Hawkeye Community College, and North Iowa Area Community College. Although the three grantees have some differences among them in terms of the format and policies regarding their classes, all three offer similar services to assist adults with basic skills needs to raise their math, digital, and English literacy levels, obtain a high school equivalency credential, or receive training in high-demand career areas. Title II providers also collaborate with other core partners to provide employability services to both individuals and businesses. The programs attempt to meet students at their own level and meet their individual needs to help them be successful.

Adult Basic Education:

The grantees offer instruction for adults with low levels of reading, math, or writing. This is offered both in group and individual settings upon request. These courses could be stand-alone or could provide a bridge to HiSET preparation or other courses.

High School Completion:

All three grantees offer preparation and testing for the HiSET exam, Iowa's designated high school equivalency exam. Career counseling, goal setting, digital literacy, financial literacy, and other support is provided throughout the high school equivalency exam preparation to assist students with a seamless transition to the workforce or post-secondary education options. Hawkeye Community College also offers a credit-based option to complete a high school diploma.

English Language Acquisition:

English language acquisition (also known as English Language Learning, English for Speakers of Other Languages, or English as a Second Language) courses are offered through the three grantee colleges and address the needs of English Language Learners based on their level of proficiency. Digital literacy, financial literacy, employability skills, and civics education are also components of the courses. The Title II providers also assist local employers with training needs around English language instruction for their employees. On-site classes are offered to area employers and course content can be tailored to the needs of the work setting.

Career/Technical Education and Training:

The three grantees also collaborate with Career/Technical education within their community colleges to offer short-term training that results in marketable credentials which can quickly enable adults to enter high-demand fields. Some of these short-term areas include Certified Nurse Assistant (CNA), Commercial Driver's License (CDL), Computer Numeric Control (CNC), construction, welding, and hospitality management. Many of these courses are also available as Integrated Education and Training (IET) or Integrated English Literacy and Civics Education (IELCE) courses, which Title II programs currently offer. Many of the courses also provide college credit. To avoid duplication of services with career/technical faculty, Title II providers manage IET and IELCE courses.

Many of the non-credit short-term credential options are also designed to articulate with credit-based career and technical programs to give individuals the opportunity to advance along a particular career pathway.

With the implementation of Perkins V, a comprehensive local needs assessment (Perkins Action Section 134) is now completed once every two years by the federal funds' local recipients. The needs assessment includes a review of CTE student performance, program quality, labor market needs, educator development and special populations' access to programs of study. This data is used by the partners and the LWDB to ensure efficient coordination of programming.

Education Providers' Connections to Employers:

The three grantee colleges promote employer engagement in several ways to enhance services and coordinate strategies for getting more individuals into high-demand careers in the local area.

Sector boards from the original three workforce regions (1, 2, and 7) that merged to form the Northeast Iowa Local Area have been working together for several years to engage employers and promote their involvement in workforce preparation and training. Sector boards have been both industry-specific (i.e., healthcare, manufacturing, transportation) and area-specific. Within the new workforce local area, leadership on the sector boards will reevaluate whether the old, existing partnerships should merge to represent the entire local area or remain locally based.

Industry advisory boards at the three grantee colleges bring together industry leaders, career, and technical faculty, and both secondary and post-secondary leadership to ensure that training opportunities align with employer needs. In this way, completers of non-credit and credit courses at the community colleges are truly prepared for the fields they plan to enter.

TRANSPORTATION AND OTHER SUPPORT SERVICES

Local Plan Question:

10. How the LWDB will coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area.

Supportive services are available to WIOA Adult, Dislocated Workers and Youth who meet WIOA eligibility requirements. Support service payments may be provided, when necessary, to enable a participant to participate in a WIOA Title I activity or a partner activity. Support service payments can be made only when the participant is unable to obtain the service through other programs providing such services. The American Job Center partners will work in conjunction to ensure that duplication of services does not happen for dual enrolled participants.

There are support cap maximums per each support service option. Caps are per participant per program year or per activity. Support caps can be altered with written permission of the NEIWDB Executive Director and documented in the data management system.

Supportive services are an important part of the IEP. In instances when the unmet need may interfere with a customer's successful completion of the WIOA Title services or partner activity, WIOA Title programs makes supportive services available. WIOA Title I Career Planners will have extensive experience in first helping customers identify their needs and barriers and then helping the customer create a strategy to address them. Title IV offers many similar services to individuals with disabilities. Title IV coordinates with Title I to not only partner and mutually work with customers, but also to ensure

that services are not being duplicated.

The familiarity of WIOA Title staff with community vendors and providers will facilitate customer access to needed support services. For the participant to achieve goals outlined in their Employment Plan (EP) supportive services may be necessary for them to be successful. Following are the allowable types of Support Service Payments available in Northeast Iowa:

- Clothing (CHG)
- Dependent Care (DPC)
- Educational Assistance (EST)
- Educational Testing (EDT)
- Financial Assistance (FAS)
- Health Care (HLC)
- Miscellaneous Services (MSS)
- Services for Individuals with Disabilities (SID)
- Transportation (TRN)
- Supported Employment and Training (SET)

Needs related payments and stipends for youth are not allowed in Northeast Iowa.

Secondary and post-secondary school initiatives are also opportunities for WIOA Title I staff to work diligently to align and coordinate their efforts with other initiatives that includes:

- GAP Tuition
- PACE
- Federal Pell Grant
- Federal Supplemental Educational Opportunity Grant Federal Work Study
- Iowa Vocational Technical Tuition Grant
- Kibbie Grant
- All Iowa Opportunity Scholarship
- Last Dollar Scholar Program
- National Farm Worker Program
- Snap Grant

It is the intent of WIOA Title I to serve all Adult/Dislocated Worker participants through leveraged resources available via the core partner organizations. Customer service focus necessitates the resources available through the One- Stop Center be leveraged and blended whenever possible to ensure as many customers as possible receive the services they need for effective re-employment or upskilling.

Individuals who qualify as dislocated workers will also be served as appropriate by helping these customers quickly and effectively return to the workforce. In some instances, this will require upskilling and retraining as determined through customer focused review and interaction.

The WIOA legislation identified priority of services for the following populations:

- Eligible veterans/spouse
- Other low-income individuals

- Individuals with barriers to employment
- Public assistance recipients
- Individuals that are basic skills deficient
- Temporary Assistance to Needy Families (TANF)
- Refugee Cash Assistance (RCA)
- Supplemental Security Income (SSI)
- Supplemental Nutrition Assistance Program (SNAP)
- Homeless

Northeast Iowa Local Policies and Procedures is available on the Northeast Iowa Local Workforce Development Board website at <https://www.iowawdb.gov/northeast-iowa/policies>

STRATEGIES TO MAXIMIZE SERVICE AND MINIMIZE DUPLICATION

Local Plan Question:

11. Plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

The Northeast Iowa Local Board will employ the following:

- Continuous communication to eliminate duplication of services and expand offerings
- Regularly scheduled meetings to communication with partners regarding services offered and strategies to serve the public.
- Data pulling from the IowaWORKS system to determine skill level and need from individuals coming into the center to align services with employer needs.
- Build the Northeast partnerships with schools, economic development, business, and community agencies to identify populations with barriers to employment to target services.
- Continuous assessment of services and accommodations that may be necessary to meet the needs of individuals to access services.

Title I participants are referred to the virtual workshops to attend if appropriated. Title I –does not provide their own workshops to participants. Events and outreach are discussed together with WP and Title I, looking at coverage for the events together, creating a team approach to referring their participants to these events. This also includes the Work Ready Process. If a participant is Work Ready, this referral is made to the Business Services team to engage that participant in the work ready process for employer engagement on behalf of that participant.

Participants from Title II and Title IV who are in need of Wagner Peyser services are referred to Title III for co-enrollment. The Integrated Resource Teams (IRT) will meet regularly to review mutual co-enrollment customers for cross program needs planning.

In Mason City, the core partner managers meet every other week. Dubuque will be starting monthly meetings with Title III employees. They also have a mutual spreadsheet that is used to track mutual clients with the Title I partners. Currently, in Waterloo they are working out a process to have better communication between each program. IDB staff have ongoing communication with partners through mutual clients, one-stop visits, and assists with events.

Title II partners interact with Wagner-Peyser services. An example of this happens in Mason City: regular meetings (every other week) are held with Title II partners, Wagner-Peyser services, Title I, and Vocational Rehabilitation. The group meets to share information and plan job fairs and cross-training events in the Mason City area.

Also, all those that qualify for services are referred within agencies to make networking and services more accessible and easier for potential students. Cross training has reinforced this concept to contribute to seamless transition and collaboration between agencies.

WIOA TITLE I AND WIOA TITLE II PROGRAM COORDINATION

Local Plan Question:

12. How the LWDB will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II, including how the LWDB will carry out the review of local applications submitted under Title II.

Coordination of Services between Titles I and II:

The NEIWDB will ensure that Title I and II providers collaborate to utilize each program's services in a way that promotes both academic support and career readiness for participants. Each program brings unique assets to the table; for example, Title I can provide transportation and class materials support (ex: scrubs for nurse assistant or tools for welding) and Title II provides the instructional expertise and strategies to help participants be successful in their program of study (ex: basic skills support for Integrated Education and Training classes).

Title I and II staff will utilize the One-stop center's standard referral process to make and receive referrals from their respective programs. Title II providers will also share information and promotional materials for Title I services at their new student orientation sessions and invite Title I representatives to present to students on their services. Co-enrollment between the two programs will be encouraged and stressed as a high priority by the NEIWDB.

Review of AEFLA applications:

WIOA mandates Local Boards to coordinate activities with education and training providers within the Local Workforce Development Board (LWDB) area [WIOA Section 107(11)(d) and Title 20 Code of Federal Regulations 679.370(n)]. In accordance with WIOA Title II, the Iowa AEFLA grant applications (section 231 and Section 243/IELCE) requires a Local Board(s) to review each application to determine whether the proposed services is consistent with the strategies, needs and activities of the local plan. Upon completing this review, the NEIWDB will submit a recommendation to the IDOE that rates the degree of alignment and offers suggestions for better alignment with the local plan.

There are 13 federal considerations that Title II eligible providers must respond to in the AEFLA application. The NEIWDB will review the entire application. However, the following considerations are most relevant to local plan alignment:

- Consideration 1 – Needs Assessment.
- Consideration 4 – Alignment with proposed activities and services.
- Consideration 10 - Coordination with partners to access educational services and remove barriers; and
- Consideration 11 - Coordination with community resources in promoting career pathway strategies

Review Process for Local Boards:

The IDOE developed the following five-step process for the Local Board’s review of WIOA, Title II AEFLA applications. The NEIWDB will adhere to this process when reviewing applications.

1. Providers will submit their AEFLA applications to the IDOE through the IowaGrants system.
2. The IDOE will review and determine eligibility. Only those eligible will be forwarded for review. Some local areas may receive multiple applications per grant.
3. The IDOE will provide the NEIWDB’s designated point of contact access to the online AEFLA applications with a rubric for an alignment review based on the board’s approved local plan.
4. The NEIWDB will organize a committee to review the AEFLA applications. Reviewers will sign a conflict-of-interest agreement and disclose in writing any potential conflicts.
5. The NEIWDB’s point of contact, with the assistance of a committee organized by the Board, must complete and submit the review and any recommendations through the IowaGrants system. The IDOE will consider the results of the review by Local Boards in making awards.

MEMORANDUM OF UNDERSTANDING

Local Plan Question:

13. Provide copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA Sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA Sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the

Rehabilitation Act (29 U.S.C. 720 et seq.) (other than Sec. 112 or part C of that title (29 U.S.C. 732, 741) and subject to Sec. 121(f)) in accordance with Sec. 101(a)(11) of the Rehabilitation Act (29 U.S.C. 721(a)(11)) with respect to efforts that 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 of cooperation, collaboration, and coordination.

The Memorandum of Understanding (MOU) for Northeast Iowa is posted on the Northeast Iowa Workforce Development Board website and can be found here:
<https://www.iowawdb.gov/northeast-iowa/governing-documents>

PROCUREMENT OF SERVICE PROVIDERS

Local Plan Question:

14. The competitive process that will be used to award sub-grants and contracts for WIOA Title I activities.

The Local 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 LWDB and in this capacity administers and oversees all phases of the LWDB's operations. The LWDB has the responsibility to provide policy guidelines for the workforce local area.

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. LWDB review committee will review all proposals that meet the submission requirements and may submit summary reports of all proposals received to the Local Workforce Development Board if requested by the LWDB.

After evaluation and recommendation of the RFPs by the LWDB review committee, the Local Workforce Development Board will make the final selection of service providers. The Local 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 LWDB will then select the winning proposal based upon this scoring.

NEGOTIATED PERFORMANCE LEVELS

Local Plan Question:

15. Provide information on the local levels of performance negotiated with the Governor and CLEO and LWDB, to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.

Note: This section is not required for the PY2021 Local Plan Submission.

MAINTAINING A HIGH-PERFORMANCE WORKFORCE DEVELOPMENT BOARD

Local Plan Question:

16. The actions the LWDB will take toward becoming or remaining a high-performing WDB, consistent with the factors developed by the State WDB.

Note: This section is not required for the PY2021 Local Plan Submission.

PROVISION OF TRAINING SERVICES

Local Plan Question:

17. How training services will be provided through the use of individual training accounts (ITAs), including:
 - a. If contracts for training services will be used.
 - b. How the use of contracts will be coordinated with the use of ITAs.
 - c. How the Local WDB will ensure informed consumer choice in the selection of training programs regardless of how the training services are to be provided.

Individual Training Accounts are the standardized methodology by which a participant's training costs are funded. It is the mechanism through which funds will be used to make payment only for Adults and Dislocated Workers for purchasing training services from eligible training providers. Participants can select an eligible training provider, maximizing participant choice, in addition to consultation from the participant's case manager. The participant will be referred to the selected training provider unless program funds are insufficient or exhausted. The enrollment selection process for an ITA will follow the same process as for selection into WIOA. ITAs are no entitlements and shall be provided to eligible participants on the basis of individualized assessment of the person's job readiness, employment, and training needs, financial, social, and supportive needs, labor market demand and potential for successful completion, as documented on the participant's Individual Employment Plan (IEP). For residents of the Northeast Iowa Local Area, the actual implementation of an ITA will involve the Adult or Dislocated

Worker Service Providers. ITAs are subject to cost limitations listed in the Occupational Skills Training (OST) section above.

ITAs will be issued only for approved training programs, and only after career counseling (including Labor Market Information) has been provided by the case manager and clearly documented.

All payments issued through an ITA must be warranted through the FND as prescribed earlier in this plan.

As such means of payment as electronic transfer of funds through financial institutions, credit vouchers, purchase orders, credit cards or other appropriate measures become more fully defined in terms of employment and training initiatives. The provider will consider transitioning from the contractual approach to these other means.

In terms of limits of individual funding and duration of funding for an ITA for the Adult and Dislocated Worker services program, it is expected that funds will be obligated to a maximum of \$5000 per year for a maximum of 2 years per participant in occupational skills training. This may be waived and extended by the Title I Director when unusual circumstances occur.

The following is outlined guidance and requirements for training services – exceptions to maximum amounts listed may be allowed by Title I Service Provider Director/Manager approval or his/her designee (exceptions and approvals must be documented in the data management system) approval:

1. Occupational Skills Training (OST)
 - Training programs will be given priority consideration when leading to recognized postsecondary credentials that align with identified in-demand industry sectors or occupations outlined herein.
 - Training programs must be outcome-oriented and focused on an occupational goal specified in the individual service strategy. They also must lead to the attainment of a recognized postsecondary credential through a program that is sufficient in duration to impart skills needed to meet occupational goals.
 - All participants must apply for any financial assistance for which they may qualify.
 - Funds may only be used for tuition and must be covered by the training institution's tuition refund policy.
 - In the absence of a refund policy established by the training institution, the WIOA Title I Service Provider, must negotiate a reasonable refund policy with the training site.
 - OST participants who receive WIOA Title I funds must have documentation of consumer choice in selecting both an approved training provider and program. Both must be documented in the data management system.
2. Quality Pre-Apprenticeship
 - Quality Pre-Apprenticeship (QPA) is a program or set of strategies designed to prepare individuals to enter and succeed in a Registered Apprenticeship (RA) program. Each QPA program has a documented partnership with at least one, if not more, RA program. A QPA program is one that incorporates the following elements:
 - Approved training and curriculum: Training and curriculum based on industry standards and approved by the documented RA partner(s) that will prepare

individuals with the skills and competencies needed to enter one or more RA program(s).

- Strategies for long-term success: Strategies that increase RA opportunities for under-represented, disadvantaged, or low-skilled individuals such that, upon completion, they will meet the entry requirements, gain consideration, and are prepared for success in one or more RA program(s) including the following:
- Strong recruitment strategies focused on outreach to populations underrepresented in local, state, and national RA programs,
- Educational and pre-vocational services that prepare individuals to meet the entry requisites of one or more RA programs (e.g., specific career and industry awareness workshops, job readiness courses, English for speakers of other languages, Adult Basic education, financial literacy seminars, math tutoring); and
- Assist in exposing participants to local, state, and national RA programs and provides direct assistance to participants applying to those programs.
- Access to appropriate supportive services: Facilitates access to appropriate supportive services during the QPA program and a significant portion of the RA program.
- Promotes greater use of RA to increase future opportunities: To support the ongoing sustainability of the partnership between QPA providers and RA sponsors, these efforts should collaboratively promote the use of RA as a preferred means for employers to develop a skilled workforce and to create career opportunities for individuals.
- Meaningful hands-on training that does not displace paid employees: Provides hands-on training to individuals in a simulated lab experience or through volunteer opportunities, when possible, neither of which supplants a paid employee but accurately simulates the industry and occupational conditions of the partnering RA sponsor(s) while observing proper supervision and safety protocols.
- Facilitated Entry and/or Articulation: When possible, formalized agreements exist with RA sponsors that enable individuals who have successfully completed the QPA program to enter directly into a RA program and/or include articulation agreements for earning advanced credit/placement for skills and competencies already acquired.

3. Registered Apprenticeship

- Registered Apprenticeship (RA) combines paid on-the-job training (OJT) with related training instruction (RTI) to progressively increase workers' skill levels and wages. An RA is also a business-driven model that provides an effective way for employers to recruit, train, and retain highly skilled workers. RAs offer job seekers immediate employment opportunities that pay sustainable wages and offer advancement along a career path. Graduates of an RA program receive nationally- recognized portable credentials and their training may be applied toward further post-secondary education.
- When connecting and developing individuals for successful completion in an RA program, career plans must be developed and documented to support the participant's career pathway.

- Successful completion for the RA activity may be recorded at the point when an individual may be able to provide a self-sustainable wage in the event of premature departure from the apprenticeship. All participant progress must be documented in the data management system.
- Supportive services may be provided to potential or current participants to eliminate entry and completion barriers.
- Individual Training Accounts (ITAs) can be used to document training services related to RTI expenses.
- Automatically qualify to be on a State's ETPL.

The following are maximums for Experiential Learning opportunities – exceptions to maximum amounts listed may be allowed by Title I Service Provider Director approval or his/her designee (exceptions and approvals must be documented in the data management system) approval:

4. 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.

5. 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.

6. 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.

7. 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

8. 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 Title I Service Provider Director or his/her designee's assessment of customer needs.

9. English Language and Integrated Education and Training (ELT)

- English Language and Integrated Education and Training is a service approach that provides English language acquisition, adult education, and literacy activities. These activities are provided concurrently and contextually with workforce preparation activities, and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement. Service is designed to assist individuals through contextualized learning to prepare them to successfully transition to work, training, and/or post-secondary education

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. All exceptions to maximum amounts listed may be allowed by Title I Service Provider Director approval or his/her designee approval. Exceptions and approvals must be documented in the data management system.

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.

A Financial Needs Determination form is filled out with each participant entering a training service. An Individual Training Account (ITA) is completed to aid in identifying which WIOA Title I funds will be used (including, tuition, books and fees). Participants interested in training are required to research at least three different training programs offering similar degrees to compare and choose the training program best suited to their needs both logistically and financially.

The Northeast Iowa LWDA ensures consumer choice by having participants complete the consumer choice options worksheet. In order to enhance consumer choice in education and training plans, as well as to provide flexibility to service providers, youth program-funded ITAs may be used for out-of-school youth (OSY) ages 16-24, when appropriate. In-school youth (ISY) cannot use youth program-funded ITAs. However, ISY between the ages of 18 and 21 may co-enroll in the adult program and receive training services through an adult program-funded ITA.

LOCAL PLAN PUBLIC COMMENT PERIOD

Local Plan Question:

18. The process used by the LWDB to provide a 20 business days' public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly representatives of businesses, education, and labor organizations.

Following the board's approval of the draft, the NEIWDB will disseminate an invitation to review and comment on the draft plan to stakeholders using a variety of communication outlets. The draft will be submitted to the state agency for dissemination and will be posted on the NEIWDB website, along with instructions to provide comments and the date and location of a public session to be hosted by a board representative. The dates of the public comment period will be clearly posted with the announcement.

The PY21-PY23 Local Plan was posted for public comment on August 3, 2021 and ended August 31, 2021. A listening session was held on August 11, 2021, from 5:30 p.m.-6:00 p.m. A public comment was submitted during the public comment period. The comment made was in regard to the steps the LWDB will take to locally implement and support the state strategies that have been identified in the State Plan could be more clearly identified in the Northeast Iowa Local Plan.

The public comment was addressed and corrected in the Northeast Iowa Local Plan.

INTEGRATED, TECHNOLOGY-ENABLED INTAKE AND CASE MANAGEMENT

Local Plan Question:

19. How one-stop centers are implementing and transitioning into an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

The Iowa**WORKS** case management system incorporates Title I, Title III and TANF programs for application, programs plans, and case note documentation for workshop attendance, job searching referrals and overall documentation. Title IV is reviewing the referral process application in Iowa**WORKS** determining if this will meet their needs. Title II is not currently integrated in the Iowa**WORKS** system.

All Core and Required Partner Programs meet regularly to ensure open lines of communication and to also assist in facilitating coordinated intake and case management strategies. Core Partner programs meet monthly, including a separate monthly meeting of Core Partner staff dedicated to serving employers (called the Business Services Team). Required partners meet quarterly in coordination with Core Partner meetings. The One-Stop Operator, procured in July 2021, is key in coordinating and facilitating these meetings and ensures that all partners are regularly present and participating.

In August 2021, an integrated referral system was approved and subsequently implemented for all Core and Required partners within the local area. Utilizing a Google Form, which is accessible to screen readers, Core and Required partner staff are able to input key customer information in response to standardized prompts. The Google Form is designed to automatically send an e-mail notification to the agency receiving the referral, ensuring prompt updates and follow-up with the customer. All Core and Required Partner agencies are included on the Google Referral Form, making it easy for all partner staff to refer among programs.

Because Northeast Iowa Local Workforce Area includes four One-Stop Centers, three Community College service areas, and three IVRS Area Offices, it is key that Core and Required partner staff can easily and efficiently refer customers to the service providers that are most appropriate and convenient form them. As such, the Google Referral Form makes this easy by clearly defining the Iowa**WORKS** Center, Community College, or IVRS Office the customers should be referred to base on their location and the availability of services.

All partners have access to the backend spreadsheet of the referral system and are able to obtain information immediately on referrals made among partners in the local area. Specifically, partners can pull reports on data pertaining to the number of referrals made to various programs and get information as to whether specific referrals have been contacted.

Although a system is in place that all partners can access to provide immediate information as to initial contact with a partner referral, a system needs to be developed and implemented for consistent follow-up for dually enrolled individuals. The partner making the referral should ensure that all partners working with the individual are identified on the referral form. Taking into consideration the geographic nature of Northeast Iowa, scheduling an Integrated Resource Teams (IRT) in-person or via Zoom, every 90 days, with all the partners working with the individual referred to assist them in reaching their vocational goal, would be the best practice to ensure a client-centered approach. IRTs would also facilitate successful communication among all the partners involved. In addition to IRTs, copying and

pasting case notes and sending them via email to all the partners working with the individual would assist in following-up in between the IRTs and reduce the duplication of services.

To ensure all partners are collecting a receiving customer feedback, the One-Stop Operator implemented an integrated customer satisfaction survey among all Core Partner programs in January 2022. The purpose of creating and implementing an integrated tool to solicit and analyze customer satisfaction data is to inform strategies for continuous improvement. The survey was designed by collecting, analyzing, and incorporating the evaluation tools currently being utilized by Core Partner program, reformatting those tools to a digital platform, and designing a set of shared questions among all Core Partner programs. This data is compiled on the backend by the One-Stop Operator and will be reported to the NEIWDB quarterly (or as requested) starting in April 2022. Moving forward, this customer satisfaction data will also serve as a resource to inform the NEIWDB's strategic planning activities for the Local Area.

The Iowa**WORKS** system manages employer information, providing input and access by Title I and Title III programs. As not all partners have access to the Iowa**WORKS** system, a Business Relations Report is currently in development phase to share employer information. All partners will have an opportunity to input pertinent employer information, as they are developing relationships with employers in the local area. This information can include high turnover positions, education and skills required for those positions, specified minimum age, whether or not a driver's license is needed, whether the employer hires ex-offenders, conducts background checks and/or drug screens, and their specific hiring process. In addition, the type of employment the employer is hiring for and if the employer is open to on-the-job trainings, job shadows, internships, work experiences, etc. Crucial to this form, partners will have the option as to whether they want to input the employer's direct contact information or the partner's contact information to facilitate a warm introduction to that employer. This Business Relations Report is in the form of an accessible Google Form questionnaire that has response options of checkboxes, radio buttons, and drop-down options. This format assists with the usability of the data among the partners on the backend. All partners will have access to the spreadsheet, which will consist of the employer data input by all the partners in the local area. This shared employer information is to be used by all the partners to benefit job seekers and to meet the hiring needs of employers in the local area.

In Northeast Iowa LWDA we ensure that confidential information, such as social security numbers, is closely guarded. Rather than asking a customer to tell us their social security number in order to look up UI claim or Iowa**WORKS** information, we have them type it in at one of the 10-key keypads attached to our welcoming and exploratory staff computers.

Staff are instructed to lock their computers anytime they step away from their desks in case confidential information is pulled up on their desktops. All are familiar with and use the shortcut keys (windows key + L) to quickly lock their screens.

When printing documents that contain sensitive information, staff are instructed to either immediately pick up the document from the printer or use the secure print feature, which hold the document until they type a 4-digit code into the printer to release it. If any document with sensitive information is found unattended, staff know to shred it immediately.

PRIORITY OF SERVICE

Local Plan Question:

20. A description of how the LWDB will ensure priority of service for the WIOA Title I-B Adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient (20 CFR 680.600).

The NEIWDB will ensure that priority of service is provided to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient by providing oversight of the Title I Service Provider and monitoring regular reports of participants served from the Title I Director.

The Title I service provider(s) will create a list of prospective Title I clients and gather information on income status and involvement in other assistance programs (ex: SNAP, TANF, SSI) from the individuals through an application process. One-on-one meetings will be held with prospective clients to determine eligibility. Basic skills deficient status will be determined by administering the CASAS assessment, either with Title I staff or in collaboration with Title II providers if the individual has also expressed interest in Adult Education & Literacy services. Cost-sharing agreements will be developed between Title I and II when Title II staff/resources are used to assess individuals who are not co-enrolled.

The Title I service provider(s) will develop a system that is inclusive of all eligible clients as the program continues to grow. For example, if enrollment reaches the point at which a waiting list is needed, priority will be given based on greatest need. A follow-up system will be established to track and retain all clients and referrals.

All Parties certify that they will adhere to all statutes, regulations, policies, and plans regarding priority of service, including, but not limited to, priority of service for veterans and their eligible spouses, and priority of service for the WIOA title I Adult program, as required by 38 U.S.C. §4215 and its implementing regulations and guidance, and WIOA sec. 134(c)(3)(E) and its implementing regulations and guidance. Partners will target recruitment of special populations that receive a focus for services under WIOA, such as individuals with disabilities, low-income individuals, basic skills deficient youth, and English language learners.

VETERANS PRIORITY OF SERVICE

Local Plan Question:

21. A description of how the LWDB will provide Veterans priority of service.

The Jobs for Veterans Act 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. 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.

For Title I Adult services, the program's eligibility and priority considerations must be made first, and then veteran's priority applied.

To determine eligibility for veterans and spouses:

- First, to veterans and eligible spouses who are also included in the groups given statutory priority for WIOA Adult formula funding. This means that veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with WIOA Adult formula funds for individualized career services and training services. (NOTE: Military earnings are not to be included when calculating income for veterans or transitioning service members for this priority.)
- Second, to non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA adult formula funds.
- Third, to veterans and eligible spouses who are not included in WIOA's priority groups.
- Fourth, priority populations established by the Governor and/or Local WDB.
- Last, to non-covered persons outside the groups given priority under WIOA.

Service members exiting the military, including, but not limited to, recipients of Unemployment Compensation for Ex Military members (UCX), generally qualify as dislocated workers.

Dislocated Worker funds under WIOA Title I can help separating service members enter or reenter the civilian labor force. Generally, a notice of separation, either a DD Form-214 from the Department of Defense or other appropriate documentation (such as separation orders) that shows a separation or imminent separation from the Armed Forces, qualifies as the notice of termination or layoff to meet the required dislocated worker definition.

In most instances an individual will have to be eligible for or have exhausted entitlement to unemployment compensation (including UCX) in order to receive dislocated worker services. In the case of separating service members, or those on a terminal leave from the military, it may make sense to begin providing career services while the service members are still on Active Duty but have imminent separation dates. It is appropriate to provide career services to separating service members who will be imminently separating from the military, provided that their discharge will be anything other than dishonorable.

Separating service members are required to participate in the Transition Assistance Program (TAP) in order to ensure they are prepared for civilian employment. During this program, separating service members and their spouses are encouraged to contact Iowa **WORKS** in the area in which they wish to seek services. WIOA expands the definition of dislocated workers to include military spouses who have lost employment as a direct result of a relocation to accommodate a permanent change in the service member's duty station.

Military spouses also may qualify if they are a dependent spouse of a member of the Armed Forces on active duty whose family income is significantly reduced, as determined by the State or local area, because of a deployment, a call or order to active duty, a permanent change of station, or the service-connected death or disability of the service member. Military spouses can also qualify if they are unemployed or underemployed and are having trouble in obtaining or upgrading employment.

Northeast Iowa covers an area with a wide arrange of veteran services. The WIOA team members work together to provide services for veterans in the AJC Centers leading to Title I services as needed.

Priority of Service is delivered by:

- Cross Training with partners has occurred with all WIOA team members for understanding of the Priority of Service policies. This training ensures veterans and eligible spouses receive service before or instead of non-covered persons.
- The Iowa**WORKS** SOP is designed to identify veterans and eligible spouses at their first point of contact. As part of Iowa’s Standard Operating Procedures, each new customer who visits an American Job Center (AJC) is asked by non-JVSG (Jobs for Veterans State Grant) Career Planners, “Have you, or your spouse, ever served in the U.S. Military?” If the customer states that they are a veteran, they are thanked for their service. If the customer is a spouse, the customer is thanked for their support.
- During an initial “triage” conversation to determine the reason for their visit, the veteran is provided a folder with veteran-related resource information, including information regarding Priority of Service. If it is determined that the veteran or eligible spouse needs assistance beyond self-service, priority of service is applied to ensure the veteran or eligible spouse is given precedence in services compared to other job seekers.
- All AJCs have Priority of Service posters in several locations throughout the center.
- Iowa has a 24-hour hold on all job orders so that veterans receive priority over non-veterans. Additionally, when AJCs hosts large job fairs, veterans, service members, and spouses are invited to attend earlier than the general public.
- Each AJC has at least one designated computer for veteran customers in the Exploratory (resource) area. This area has a plethora of information displayed regarding veteran programs, Priority of Service, and Home Base Iowa.
- To monitor and ensure Veterans are aware of all services, AJC operations managers run a monthly report that displays all registered individuals which allows them to identify Veterans that may have registered outside of the center. Non-JVSG Career Planners then contact those veterans, share information regarding programs and services, and invite them into the Center.
- Core partner programs refer customers to JVSG and DVOP services, and DVOP’s often refer customers to core partner programs, ensuring Veterans receive the services they need.
- During times of high center traffic when customers are waiting to be served, veterans will be served before non-veterans.

Title II programs are integrated with the centers through referral forms or online registration options. For example, Iowa**WORKS** team members (including PROMISE JOBS advisors) might assist potential Title II clients with filling out forms relating to enrollment or initial CASAS assessment. In a similar way, Title II staff assist clients with connecting to Iowa**WORKS** services. Communication is the main component that

helps with the integration of one support system for the student or client to advocate and help answer questions so the student can continue moving forward towards successful completion of both programs with the support of all agencies involved with that student or client. Continued cross training efforts have also been key and will continue to be so as integration moves forward.

ASSURANCES

Local Plan Question:

22. Assurances

- a. By submitting this local plan, the Local Workforce Development Board assures it has established all local policies and procedures required by State WIOA policy and federal legislation and that all local policies are made available on the local area website.

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PUBLIC COMMENT PERIOD FEEDBACK

Comments submitted during the public comment period will be submitted with the plan, along with any actions taken to resolve or respond to the comments.

Northeast Iowa Public Comment Period: August 3, 2021-August 31, 2021

Date Received	Section	Comments	Comment Made By	Action
8/27/2021	Section 3 1.b.	The steps the LWDB will take to locally implement and support the state strategies that have been identified in the State Plan could be more clearly identified in the Northeast Iowa Local Plan.	Taylor Williams	Corrected
Response added to Local Plan:	<p>All career services offered through the IowaWORKS centers are designed to meet the strategic vision and goals of the State Plan and the LWDB. These services are reviewed regularly by the IowaWORKS management and the LWDB to ensure they are aligned with the vision and goals of the board as well as the strategies identified in the State Plan.</p> <p>Coordination of workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, is defined in the local area Memorandum of Understanding (MOU). The required partners, the one-stop operator of the local area will collaborate with each other and the LWDB to ensure the delivery of services are aligned in an accessible, seamless and integrated manner.</p> <p>The LWDB 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 and counseling, Short-term prevocational services, Internships, work experiences, Out-of-area job search, Foreign language acquisition</p> <p>Workforce preparation with the implementation of Perkins V, a comprehensive local needs assessment (Perkins Action Section 134) is now completed once every two years by the federal funds' local recipients. The needs assessment includes a review of CTE student performance, program quality, labor market needs, educator development and special populations' access to programs of study. This data is used by the partners and the LWDB to ensure efficient coordination of programming.</p>			

