



NORTH CENTRAL IOWA LOCAL PLAN

NORTH CENTRAL IOWA LOCAL WORKFORCE
DEVELOPMENT BOARD LOCAL PLAN – MAY 20, 2022



CONTENTS

SECTION 1 – INFRASTRUCTURE	4
NORTH CENTRAL Iowa Workforce Development Board.....	4
Counties: Calhoun, Hamilton, Humboldt, Pocahontas, Webster, and Wright	4
North Central Iowa Board Members.....	4
North Central Iowa Subcommittees	6
North Central Iowa Fiscal Agent	9
North Central Iowa Board Support	9
North Central Iowa- Title I Service Provider	10
North Central Iowa - One-Stop Operator.....	10
North Central Iowa– Office Locations.....	11
Local Plan Draft Process.....	11
SECTION 2 – STRATEGIC PLANNING ELEMENTS.....	12
Economic Analysis	12
Workforce Analysis.....	19
Workforce Development, Education and Training Analysis.....	29
Strengths And Weaknesses.....	29
Workforce Development Activities:.....	30
Employment Needs Of Employers:.....	31
Vision.....	33
NCIWDB Vision Statement	34
NCIWDB Goals Statement	34
Strategies.....	35
SECTION 3 – IowaWORKS SYSTEM COORDINATION.....	37
North Central Iowa Workforce Development System.....	37
Workforce Development Programs	37
Implement and Support State Strategies Identified in the State Plan	38

Core Programs	42
Expand Access to Employment, Training, Education and Supportive Services.....	42
Development of Career Pathways and Co-Enrollment In Core Programs	44
Postsecondary Credentials and Industry-Recognized Certifications	44
north central iowa Strategies and Services	49
Employer Engagement.....	49
Support Local Workforce System To Meet Employer Needs.....	50
Coordinate Workforce Development Programs and Economic Development	51
Linkages Between One-Stop Delivery System and Unemployment Insurance.....	51
Implement Initiatives Designed to meet the Needs of Local Employers.....	52
Coordination of Local Workforce Investment Activities with Economic Development Activities	53
north central iowa One-Stop Delivery System.....	54
Improvement Of Eligible Providers.....	54
Facilitate Access	55
Accessibility.....	56
Roles and Resource Contributions of the One-Stop	59
Adult & Dislocated Worker Employment and Training Activities.....	59
Statewide Rapid Response Activities Coordination.....	61
Youth Services.....	63
Secondary and Postsecondary Education Programs.....	67
Transportation and Other Support Services.....	69
Strategies to Maximize Service and Minimize Duplication	71
WIOA Title I and WIOA Title II Program Coordination.....	73
Memorandum of Understanding.....	75
Procurement of Service Providers	75
Negotiated Performance Levels	76
Maintaining a High-Performance Workforce Development Board	76
Provision of Training Services.....	76
Local Plan Public Comment Period	78

Integrated, Technology-Enabled Intake and Case Management 78

Priority of Service 81

Veterans Priority of Service..... 84

Assurances 86

Public Comment Period Feedback..... 87

NORTH CENTRAL 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

NORTH CENTRAL IOWA WORKFORCE DEVELOPMENT BOARD

COUNTIES: Calhoun, Hamilton, Humboldt, Pocahontas, Webster, and Wright

NORTH CENTRAL IOWA BOARD MEMBERS

Chief Lead Elected Official (CLEO)- Sandy Loney

NCIWDB Chair- Kyle Bangert

NCIWDB Vice Chair- Luke Huggins

North Central Iowa Local Workforce Development Board (NCIWDB)

First Name	Last Name	Organization	Job Title	City	County
Ofelia	Rumbo	Wells Ag Supply	Employee Resource Manager	Lakeside	Buena Vista
Cindy	Carstens	Stewart Memorial Community Hospital	CEO	Lake City	Calhoun
Brook	Mikkelsen	Opportunity Living	Director of HR	Lake City	Calhoun
Melody	Haman	First State Bank	Human Resources	Webster City	Webster
Ed	Shimkat	Shimkat Motor Co.	Owner	Fort Dodge	Webster
Kelly	Hindman	Friendship Haven Inc.	Vice President, Campus Support Services	Fort Dodge	Webster
Luke (Vice Chair)	Hughhins	McClure Engineering Company	Project Manager	Fort Dodge	Webster
Kenneth	Witham	Bobalee, Inc.	Human Resources/Safety Manager	Laurens	Pocahontas
Kyle (Chair)	Bangert	Quality Food Service & Ft. Dodge SealPro	Owner	Fort Dodge	Webster
Cheryl	O'Hern	Spin Market & Digital	Marketing Director	Fort Dodge	Webster
Jeremy	Gibbs	Plumbers & Steamfitters Local 33	Union Organizer	Woolstock	Wright

Allan	Peterson	Sheet Metal Workers Local 45	Sheet Metal Manager/Winger Contracting	Fort Dodge	Webster
Mike	Sunken	United Food & Commercial Workers IFCW Local 6	Business Agent	Fort Dodge	Webster
Shane	Harrison	Tjaden Electric	Owner	Badger	Webster
Abby	Underberg	Iowa Central Community College	Adult Ed. And Literacy Director	Fort Dodge	Webster
Shelly	Blunk	Iowa Central Community College	Economic Workforce Development & Continuing Education Executive Director	Fort Dodge	Webster
Emily	Williams	Pocahontas Economic Development	Workforce Marketing Manager	Pocahontas	Pocahontas
Faith	Miller	Iowa Workforce Development	Operations Manager	Fort Dodge	Webster
Lori	Kolbeck	Iowa Vocational Rehabilitation Services	Supervisor	Fort Dodge	Webster

NORTH CENTRAL IOWA SUBCOMMITTEES

Finance Committee – Shelly Blunk (Chair)

Disability Access Committee – Lori Kolbeck (Chair)

Youth Committee – Shane Harrison (Chair)



Finance Committee Roster		
Name	Organization	Position
Shelly Blunk (Chair)	Iowa Central Community College	Economic Workforce Development & Continuing Education Executive Director
Kyle Bangert	Owner	Quality Food Service & Fort Dodge SealPro
Kirk McCollough	Seneca Foundry	Chairman

Disability Access Committee Roster		
Name	Organization	Position
Lori Kolbeck (Chair)	Iowa Vocational Rehabilitation Services	Vocational Rehabilitation
Lisa Ortner	Iowa Department for the Blind	Vocational Rehabilitation
Faith Miller	Iowa Workforce Development	Wagner-Peyser
Teresa Larson-White	Children and Families of Iowa	WIOA (Adult, DW, and Youth)
Abby Underberg	Iowa Central Community College	Adult Education and Literacy
Kelly Hinds	One Vision	Community Organization Serving Individuals with Disabilities

Curt Duffield	Lifeworks Community Services	Community Organization Serving Individuals with Disabilities
Melissa Vorrie	Iowa Central Community College	Community Organization Serving Individuals with Disabilities
Jacqueline Banwell	Iowa Workforce Development/Ticket to Work	Wagner Peyser

Youth Committee Roster		
Name	Organization	Position
Shane Harrison (Chair)	Tjaden Electric	Owner
Megan Kruse	Iowa Central Community College	Work-Based Learning Coordinator
Susan Doyle	Iowa Central Community College	Adult Education and Literacy Coordinator
Erin Habben	City of Fort Dodge	Program Supervisor
Beth Walker	Fort Dodge Senior High	TAP Coordinator
Traci Conrad	Children and Families of Iowa	Career Planner
Tammy McKimney	Prairie Lakes Area Education Agency	Special Education Consultant

NORTH CENTRAL 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

NORTH CENTRAL 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 NCIWDB in carrying out the required functions of a local workforce development board as mandated by WIOA and state policies.

NORTH CENTRAL IOWA- TITLE I SERVICE PROVIDER

Adult and Dislocated Worker Service Provider:

Children & Families of Iowa

Janice Lane Schroeder – Chief Executive Officer

Children & Families of Iowa (CFI)

1111 University Avenue

Des Moines, Iowa 50314

515-288-1981

janicel@cfiowa.org

Youth and Young Adult Service Provider:

Children & Families of Iowa

Janice Lane Schroeder – Chief Executive Officer

Children & Families of Iowa (CFI)

1111 University Avenue

Des Moines, Iowa 50314

515-288-1981

janicel@cfiowa.org

NORTH CENTRAL 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

NORTH CENTRAL IOWA– OFFICE LOCATIONS

Comprehensive Center Name	Fort Dodge IowaWORKS
Center Manager Name and Title	Faith Miller, Operations Manager
Mailing Address	3 Triton Circle, Fort Dodge, Iowa 50501
Operating Hours	Mon., Tues., Thurs., Fri. 8:30-4:30, Wed. 9:00-4:30 Sat., Sun. Closed
Phone	515-576-3131
Email	FortDodgeIowaWorks@iwd.iowa.gov
Website	https://www.iowaworkforcedevelopment.gov/fort-dodge

LOCAL PLAN DRAFT PROCESS

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

- Chief Elected Officials (CEOs)
- Members of the NCIWDB
- 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 North Central Iowa local plan was developed using the most current statistical data available. The North Central Iowa Local Workforce Development Board (NCIWDB) will utilize local area resources, such as local educational institutions, chambers of commerce and sector boards to conduct ongoing research and analysis of statistical data for the local area.

According to Labor Market Information, the 2020-2022 Occupational Short-Term Projections providing the highest employed positions within North Central Iowa Local Workforce Development (LWDA) are within in Management, Office Support, Transportation, Production, Sales, Education, Maintenance, Construction, Healthcare, and Food Preparation Services. Projections reveal that Food Service will have a 14.1% employment increase, Healthcare Support increasing at 2.5%, and Healthcare Practitioners & Technical Occupations will be up 2.3%. Personal Care & Service, although not a large employment contributor, is projected to have significant employment openings at the rate of 8.4%, followed by Building and Grounds Maintenance at 7.6%.

Projections Time-Span: Level of Detail: Geograph(ies): Search SOC or Occupational Title(s):

Select an occupation in the table to see just that occupation across selected regions. Click the selected occupation again to show all occupations.

Short-Term (2020-2022) Occupational Projections

Area	SOC	Occupational Title	Base Estimated Employment	Projected Estimated Employment	Annual Growth Rate	Total Annual Openings	Median Wage*
North Central (Fort Dodge-Webster City Area)	11-0000	Management Occupations	6,245	6,385	1.2%	605	\$37.62
	43-0000	Office & Admin Support Occupations	5,405	5,630	2.1%	685	\$16.93
	53-0000	Transportation & Material Moving Occupations	5,310	5,500	1.8%	675	\$18.02
	51-0000	Production Occupations	4,460	4,585	1.4%	520	\$17.90
	41-0000	Sales & Related Occupations	4,005	4,195	2.4%	590	\$13.11
	25-0000	Education, Training, & Library Occupations	2,955	3,010	0.9%	270	\$18.80
	49-0000	Installation, Maintenance, & Repair Occupati..	2,645	2,745	1.9%	280	\$23.84
	47-0000	Construction & Extraction Occupations	2,570	2,630	1.3%	280	\$22.64
	29-0000	Healthcare Practitioners & Technical Occupa..	2,510	2,620	2.3%	190	\$26.27
	35-0000	Food Preparation & Serving Related Occupat..	2,415	3,095	14.1%	775	\$10.27
	31-0000	Healthcare Support Occupations	1,485	1,565	2.5%	200	\$14.70
	13-0000	Business & Financial Operations Occupations	1,435	1,485	1.7%	145	\$26.43
	37-0000	Building & Grounds Cleaning & Maintenance ..	1,380	1,585	7.6%	280	\$12.79
	45-0000	Farming, Fishing, & Forestry Occupations	1,145	1,160	0.7%	170	\$17.08
	39-0000	Personal Care & Service Occupations	865	1,010	8.4%	200	\$11.66
	33-0000	Protective Service Occupations	730	795	4.5%	110	\$24.45
	21-0000	Community & Social Service Occupations	685	750	4.7%	95	\$21.47
	19-0000	Life, Physical, & Social Science Occupations	515	530	1.5%	55	\$26.41
	27-0000	Arts, Design, Entertainment, Sports, & Media..	505	525	2.5%	65	\$11.23
	17-0000	Architecture & Engineering Occupations	380	395	2.0%	35	\$30.58
15-0000	Computer & Mathematical Occupations	380	385	0.7%	30	\$30.81	
23-0000	Legal Occupations	180	180	0.0%	15		
51-7000	WoodWkrs		65	65	3.8%	10	

2018-2028 Occupational Long-Term Projections show occupations with the highest employment are within Management, Office Support, Transportation, Sales, Production, Education, Food Preparations, Construction, Maintenance, and Healthcare. Projections reveal that in the coming years Healthcare Support will increase 1.2%, Personal Care at a 1.2% increase, and Social Service at 1%.

Projections Time-Span:
 Level of Detail:
 Geograph(ies):
 Search SOC or Occupational Title(s):

Select an occupation in the table to see just that occupation across selected regions. Click the selected occupation again to show all occupations.

Long-Term (2018-2028) Occupational Projections

Area	SOC	Occupational Title	Base Estimated Employment	Projected Estimated Employment	Annual Growth Rate	Total Annual Openings	Median Wage*
IWD Region 5	11-0000	Management Occupations	6,470	6,320	-0.2%	570	\$52.38
	43-0000	Office & Admin Support Occupations	6,175	5,860	-0.5%	675	\$20.01
	53-0000	Transportation & Material Moving Occupations	4,955	5,135	0.4%	630	\$21.94
	41-0000	Sales & Related Occupations	4,395	4,400	0.0%	625	\$20.58
	51-0000	Production Occupations	4,170	4,020	-0.4%	460	\$20.65
	25-0000	Educ, Training, & Library Occupations	3,180	3,205	0.1%	295	\$26.59
	35-0000	Food Preparation & Serving Related Occupat..	3,100	3,230	0.4%	545	\$12.65
	47-0000	Construction & Extraction Occupations	2,775	2,995	0.8%	330	\$25.62
	49-0000	Installation, Maintenance, & Repair Occupati..	2,680	2,795	0.4%	275	\$26.87
	29-0000	Healthcare Practitioners & Tech Occupations	2,430	2,680	1.0%	170	\$44.10
	37-0000	Building & Grounds Cleaning & Maintenance ..	1,515	1,560	0.3%	205	\$15.65
	39-0000	Personal Care & Service Occupations	1,415	1,580	1.2%	245	\$14.11
	31-0000	Healthcare Support Occupations	1,355	1,515	1.2%	180	\$17.00
	13-0000	Business & Financial Operations Occupations	1,310	1,345	0.3%	130	\$35.57
	45-0000	Farming, Fishing, & Forestry Occupations	1,135	990	-1.3%	155	\$18.20
	33-0000	Protective Service Occupations	855	855	0.0%	100	\$27.61
	21-0000	Community & Social Service Occupations	690	760	1.0%	85	\$26.32
	27-0000	Arts, Design, Entertainment, Sports, & Media..	560	575	0.3%	65	\$17.29
	19-0000	Life, Physical, & Social Science Occupations	485	545	1.2%	60	\$36.79
	17-0000	Architecture & Engineering Occupations	380	385	0.1%	30	\$37.05
	15-0000	Computer & Mathematical Occupations	315	310	-0.2%	25	\$40.52
	23-0000	Legal Occupations	200	200	0.0%	15	\$41.52

While we reviewed occupational projections on employment types, we also reviewed 2018-2028 Industry Long-Term Projections which show the type of businesses that have the highest employment. In order, there are within Self-Employment, Educational Service, Food Services, Healthcare, Local Government, Wholesale, Transportation, Construction, and Manufacturing. Projections reveal that in the coming years Ambulatory Health Care employment will increase 22.4%, Nursing at 10%, and Hospitals at 5.5%. In addition to healthcare related employment, Transportation is projected to increase by 11.6% with Trade Contractors at 10.5% and Construction at 9.2%.

As we review the short-term and long-term projections, the data from short-term projections were largely influenced by environmental conditions through the pandemic of COVID-19. Many industries were impacted, primarily Customer Service positions (excluding healthcare). These industries took a loss in workers due to the need to comply with healthcare regulations. As the area has moved forward, those industries are recovering and able to provide services on a larger scale, which correlates with the dramatic increase in employment opportunities that stemmed from positions that were unable to be filled from the beginning of 2020 until the late 2021. An exception to this is the increase to Social Service positions, which culminated from the public need for assistance.

The largest employers within:

Webster County:

New Cooperative, Decker Truck Line, McDonald’s, CJ Bio, Jensen Builders, Woodruff Construction, Sports Page Bar & Grill, C&S Products

Wright:

Prestage, Hagie, Gold Eagle Cooperative, Centrum Valley Farms, Iowa Cagefree LLP, Iowa Specialty Hospital, Unity Point

Pocahontas:

Pro Cooperative, Bobalee Inc

Humboldt:

KC Nielsen LTD, Liguria Foods

Hamilton:

Van Diest Supply Company, Mary Ann’s Specialty Foods

Projections Time-Span: Long-Term (2018-2028) | Geography: IWD Region 5 (Long-term) | Search Industry Description(s): (All)

Long-Term (2018-2028) IWD Region 5 (Long-term) Industry Projections

NAICS + Industry Description	Base Estimated Employment	Projected Estimated Employment	Employment Numeric Change	Employment Percent Change
671 Self Employed and Unpaid Family Workers	4,615	4,805	190	4.1%
611 Educational Services	3,800	3,805	5	0.1%
722 Food Services and Drinking Places	2,100	2,170	70	3.3%
623 Nursing and Residential Care Facilities	2,095	2,305	210	10.0%
930 Local Government, Excluding Education and Hospitals	2,050	2,115	65	3.2%
622 Hospitals	2,010	2,120	110	5.5%
424 Merchant Wholesalers, Nondurable Goods	1,705	1,675	-30	-1.8%
484 Truck Transportation	1,555	1,735	180	11.6%
236 Construction of Buildings	1,305	1,425	120	9.2%
311 Food Manufacturing	1,290	1,290	0	0.0%
621 Ambulatory Health Care Services	1,225	1,500	275	22.4%
333 Machinery Manufacturing	1,225	1,240	15	1.2%
445 Food and Beverage Stores	1,165	1,195	30	2.6%
325 Chemical Manufacturing	1,110	1,125	15	1.4%
238 Specialty Trade Contractors	1,050	1,160	110	10.5%
447 Gasoline Stations	940	980	40	4.3%
0 Total All Industries (Nonag)	43,485	45,245	1,760	4.1%

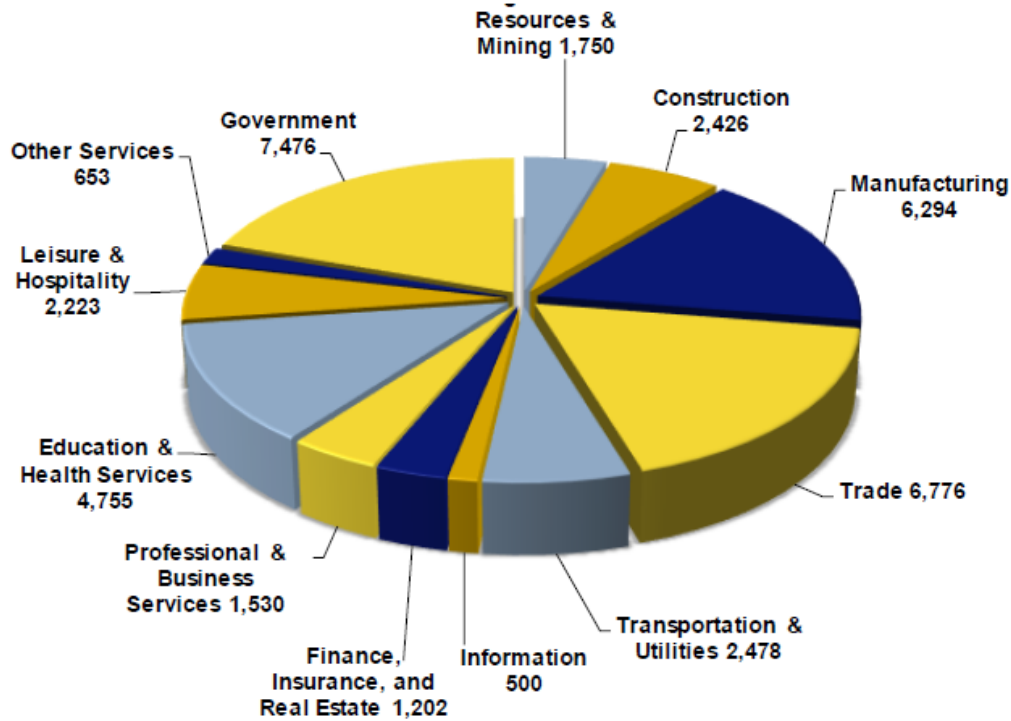
Trends continue to be consistent in the North Central local area, showing manufacturing, health care, transportation, and logistics along with construction and trades as growing industries. Three of these industries, healthcare, transportation and logistics and manufacturing have been targeted for sector boards in the past and continue to be areas of focus in the region. Occupations for manufacturing include, but are not limited to machinists, assemblers, maintenance repairers, operators, production workers, and welders. Occupations for healthcare include nursing, health technicians, home health aides, mental health counselors, respiratory therapists, medical lab technicians, etc. Emerging in-demand industries include healthcare, manufacturing, and agriculture.

Employment needs in the North Central Iowa Local Area include healthcare, administrative/office support, and production. Of these, some of the high-demand jobs include heavy and tractor trailer truck drivers, registered nurses, production workers and supervisors, customer service representatives, and nursing aides. Several fields emerged as growing industries represented by a high number or projected jobs and a higher percent change in growth. These industries include Healthcare related fields, Transportation and Warehouse/ Storage, and Food Manufacturing. Construction and Specialty Trade

Contractors were also identified. This aligns with the three identified sector fields in North Central Iowa, healthcare, manufacturing, and transportation and logistics.

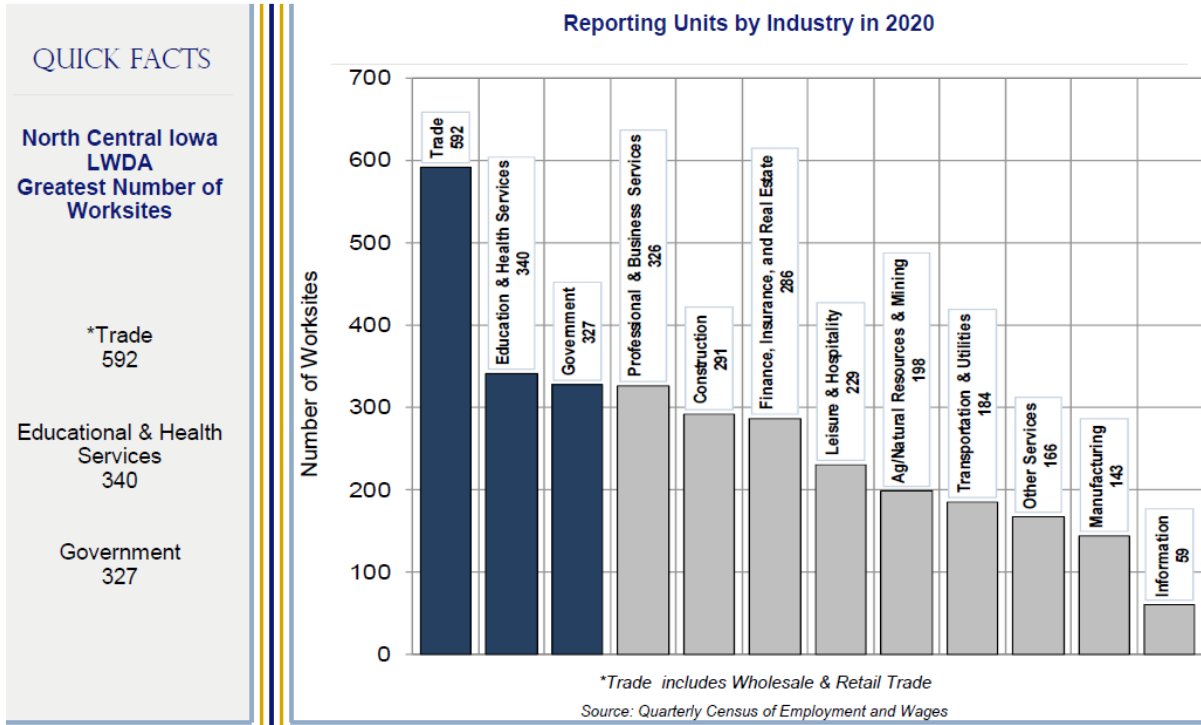
Unity Point, Iowa Specialty Hospital and Friendship Haven are major employers for Health Care in North Central Iowa. Hagie, Prestage, and Zoetis are major Manufacturing employers in North Central Iowa. Health Care and Manufacturing were growing industries with a high number of projected jobs.

2020 Industry Breakout by Employment



Source: Quarterly Census of Employment and Wages

According to the Quarterly Census of Employment and Wages. The 2020 Industry Breakout by Employment for North Central Iowa shows that Government is the leading industry consisting of 7,476. Trade is the second leading industry in North Central Iowa with 6,776 and Manufacturing is third with 6,294.



The Reporting Units by Industry in 2020 for North Central Iowa showed that Trade had the greatest number of worksites with approximately 592. Trade includes Wholesale and Retail Trade. Educational and Health Services had 340 worksites and Government had 327.

2019 - 2020 Covered Employment and Reporting Units by Industry

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
3,149	3,141	-0.25%	Total All Industries	39,924	38,062	-4.66%
2,832	2,814	-0.64%	Private Business	32,133	30,586	-4.81%
200	198	-1.00%	Ag/Natural Resources & Mining	1,764	1,750	-0.79%
293	291	-0.68%	Construction	2,706	2,426	-10.35%
144	143	-0.69%	Manufacturing	6,406	6,294	-1.75%
598	592	-1.00%	Trade	6,900	6,776	-1.80%
237	236	-0.42%	<i>Wholesale Trade</i>	2,388	2,364	-1.01%
362	356	-1.66%	<i>Retail Trade</i>	4,512	4,412	-2.22%
171	184	7.60%	Transportation & Utilities	2,538	2,478	-2.36%
59	59	0.00%	Information	594	500	-15.82%
286	286	0.00%	Finance, Insurance, and Real Estate	1,241	1,202	-3.14%
335	326	-2.69%	Professional & Business Services	1,553	1,530	-1.48%
306	340	11.11%	Education & Health Services	5,047	4,755	-5.79%
238	229	-3.78%	Leisure & Hospitality	2,569	2,223	-13.47%
202	166	-17.82%	Other Services	815	653	-19.88%
317	327	3.15%	Government	7,792	7,476	-4.06%
64	67	4.69%	<i>State</i>	663	670	1.06%
177	179	1.13%	<i>Local</i>	6,726	6,401	-4.83%
77	82	6.49%	<i>Federal</i>	403	405	0.50%

Source: Quarterly Census of Employment and Wages

According to the Quarterly Census of Employment and Wages, in 2019-2020 Covered Employment and Reporting Units by Industry there was a decline in Manufacturing in reporting units and employment from 2019 to 2020. Education and Health Services saw a 11.11% increase in reporting units and a -5.79% decrease in employment. Education and Health Services was 5,047 in 2019 and 4,755 in 2020. With the COVID pandemic, employment numbers across the state were negatively impacted in most of these industries.

Through the 2019 Workforce Needs Assessment we also see that 55.1% employers are reporting a lack of qualified candidates. To address this issue, IowaWORKS will need have significant outreach and create partnerships with community agencies to make communities within the North Central Iowa LWDA knowledgeable in training opportunities. These efforts should be done through a combination of in-person, phone, and virtual meetings and marketing through social media, center newsletters, emails, system notification, and media outlets such as the newspaper and radio stations.

Employers in the local area also identified specific skill sets that were lacking in applicants. These included motivation, dependability, communication skills, time management and critical/analytical thinking. Part of addressing this issue to provide successful candidates to employers comes from reviewing possible barriers. Iowa has faced a childcare shortage that has only deepened in the last five years and was heightened through the pandemic. It is estimated that Iowa has lost 33% of its childcare businesses, making it difficult for Iowans to secure employment or maintain stability within employment. As Iowa continues that handle this dilemma through the Child Care Task Force and Child Care Challenge Awards providing grants to increase the number of childcare facilities, it will be important for rural North Central Iowa Local Workforce Development Area to support and guide communities to these funding opportunities.

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.

According to the Workforce Needs Assessment that was released in 2019, 59.7% of job openings between Nov 2017 – Oct 2018 that were listed by area employers need nothing more than a high school diploma. Of the job openings that that did require additional education beyond high school, 15.5% required some, while 24.9% require a degree. It is projected that by 2025, that 68% jobs in Iowa will require training beyond a high school diploma or equivalent. Due to challenges that business faced worldwide during the pandemic, primarily limiting contact between individuals to prevent the exposure to COVID-19, created technological advancements and spurred virtual communication and remote work. This advancement in technology has driven up the need for advanced computer knowledge.

Of employers that were surveyed within North Central Iowa LWDA, 34.4% revealed that the applicants they receive lack the critical thinking to solve problems and strategically plan, impacting their efficiency within their job duties and ultimately their success. Business communication was the next highest hard skill that 21.6% of employers reporting that applicants lacked, carrying over into 25.4% of employer's perception that applicants also lacked the basic skills of written communication.

Employers have continually identified the need for workers with both soft skills and technical skills. Many of these basic skills apply to all in-demand jobs across industry sectors. Soft skills include good attendance, neat appearance, ability to get along with others, willingness to learn, adaptability, and the ability to work on their own or as part of a team. Technical skills include some type of post-secondary training, math and reading, problem solving, oral and written communication, and computer usage. Filling the education gap is essential to meeting the knowledge and skills identified by employers in these in-demand occupations.

The knowledge and skills needed to meet employer needs of healthcare are social perceptiveness, active listening, coordination, communication, critical thinking, reading comprehension, and service orientation. The knowledge and skills needed to meet employer needs of manufacturing are equipment maintenance, function and repair, operations monitoring, troubleshooting and control analysis, listening, and critical thinking.

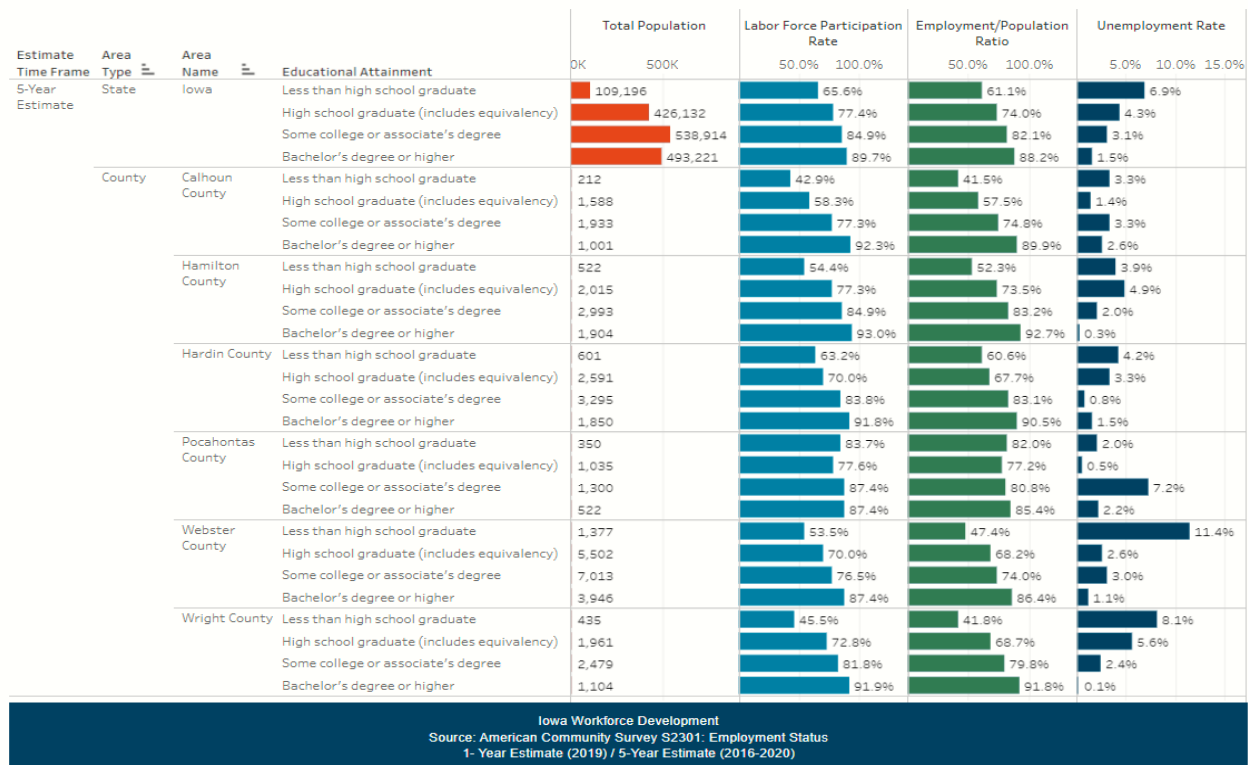
Based on a review of the North Central Local Area it is evident that strategies and services to increase the skill and educational levels of target populations must occur within the local area. Lack of education and English skills, poverty and single parenthood are barriers most identified within the local area. These barriers are continually being addressed in the local area to close gaps in knowledge and skills necessary.

North Central Iowa has identified a potential labor pool of those in targeted populations with barrier as identified in the Barriers to Employment under WIOA legislation. The data and trends have been used to strategize in ways to upskill these targeted populations to meet the needs of employers. The largest of

these targeted populations include low income (including those receiving TANF and single parent), individuals with disabilities, ex-offenders, English Language Learners, and those with low levels of literacy. The number of migrant and seasonal farmworkers is also expected to grow in North Central Iowa. Additionally, recently separated Veterans and Veterans with disabilities is also an increasing targeted population.

Labor Force Demographics for North Central Iowa LWDA makes clear linkages to skill level and unemployment rates. While the general unemployment rate hovers between 2.5-2.6% in Iowa, the pandemic surged reaching a high of 10.5% in 2020 before decreasing to rate of 3.3% we are currently experiencing as of March 2022. This had the similar effect on the LWDA, however upon closer review those without a high school diploma experienced much higher rates than the state average, especially individuals residing in Webster and Wright Counties. Connecting individuals from Webster and Wright counties to Title II services for HiSED attainment will be a strategy that the LWDA will focus upon through outreach efforts.

Educational Attainment (25 to 64 years): All



Another correlation observed from Labor Force Demographics is that individuals who are below the poverty level also have the highest unemployment rates, which in turn helps us to identify those who may need additional employment training. Outreach efforts will be focused on connection to required partners such as PROMISE JOBS and additional partners within the community providing public assistance and social services to provide these services to the individuals that seek their services.

Poverty Status (20 to 64 years): All

Estimate Time Frame	Area Type	Area Name	Poverty Status (In The Last 12 Months)	Total Population			Labor Force Participation Rate			Employment/Population Ratio			Unemployment Rate		
				0M	1M	2M	0.0%	50.0%	100.0%	0.0%	50.0%	100.0%	10.0%	20.0%	30.0%
5-Year Estimate	State	Iowa	Below poverty level	195,781			52.9%			44.3%			16.2%		
			At or above the poverty level	1,565,071			87.5%			85.2%			2.6%		
	County	Calhoun County	Below poverty level	594			55.7%			51.5%			7.6%		
			At or above the poverty level	4,129			85.5%			83.9%			1.9%		
		Hamilton County	Below poverty level	520			61.3%			47.7%			22.3%		
			At or above the poverty level	7,584			84.7%			83.0%			1.9%		
		Hardin County	Below poverty level	863			37.1%			34.2%			7.8%		
			At or above the poverty level	8,166			85.9%			84.1%			2.1%		
		Pocahontas County	Below poverty level	448			61.8%			57.6%			6.9%		
			At or above the poverty level	3,186			88.1%			84.8%			3.6%		
		Webster County	Below poverty level	2,622			42.0%			35.0%			16.5%		
			At or above the poverty level	16,300			87.0%			85.3%			1.9%		
		Wright County	Below poverty level	832			50.7%			46.3%			8.8%		
			At or above the poverty level	5,759			83.4%			81.6%			2.2%		
				0M	1M	2M	0.0%	50.0%	100.0%	0.0%	50.0%	100.0%	10.0%	20.0%	30.0%
				Total Population			Labor Force Participation Rate			Employment/Population Ratio			Unemployment Rate		

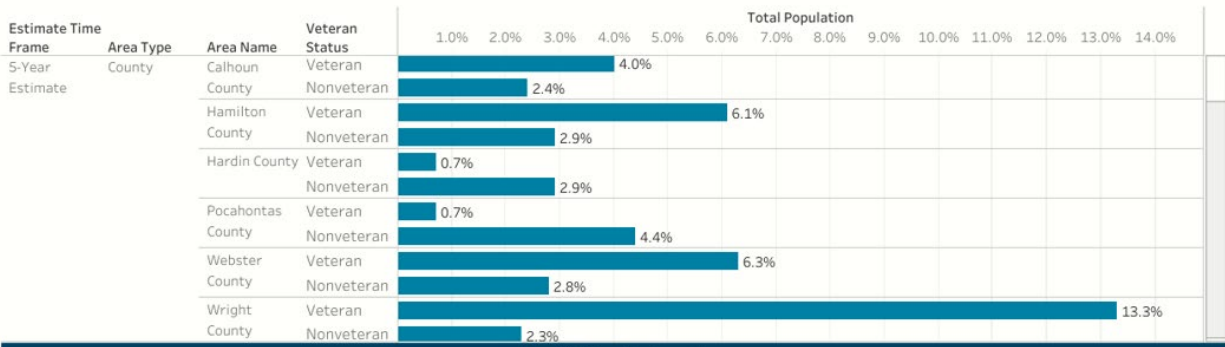
Demographics show that individuals with disabilities have similar rates of participating in the labor force as individuals below the poverty line, however there is a significant drop to unemployment rates. NCIWDA will include outreach to this population as part of its strategy to engage these individuals, connecting them to IowaWORKS services in the efforts to aid them in joining the labor force. This data will also be used to encourage employers to hire and make the necessary accommodations to draw from this underutilized and dependable minority population.

Those With Disabilities (20 to 64 years): All

Estimate Time Frame	Area Type	Area Name	Total Population			Labor Force Participation Rate			Employment/Population Ratio			Unemployment Rate			
			0K	100K	200K	20.0%	40.0%	60.0%	0.0%	20.0%	40.0%	60.0%	0.0%	5.0%	10.0%
5-Year Estimate	State	Iowa		170,831		50.8%			46.5%			8.3%			
	County	Calhoun County	451			39.0%			38.1%			2.3%			
		Hamilton County	810			44.7%			42.3%			5.2%			
		Hardin County	845			46.3%			42.8%			7.4%			
		Pocahontas County	406			55.7%			53.2%			4.4%			
		Webster County	2,498			46.8%			42.5%			9.2%			
		Wright County	712			54.4%			48.6%			10.6%			
			0K	100K	200K	20.0%	40.0%	60.0%	0.0%	20.0%	40.0%	60.0%	0.0%	5.0%	10.0%
			Total Population			Labor Force Participation Rate			Employment/Population Ratio			Unemployment Rate			

The data on unemployment rate for veterans in Iowa was below that of nonveterans, however this was not the case for most of the counties within the North Central Iowa LWDA. Wright county saw the highest rate of unemployment for veterans at 13.3% compared to state average of 3.6%. Outreach to veterans will be included as part of the outreach strategies for IowaWORKS services and joining Home Base Iowa for recommendation to area employers and resources.

Unemployment Rate by Veteran Status (18 to 64 years):



Iowa Workforce Development
 Source - Employment Status by Veteran Status & Age Group: American Community Survey B21005: Age by Veteran Status by Employment Status for the Civilian Population 18 to 64 Years
 Source - Unemployment Rate by Veteran Status: American Community Survey S2101: Veteran Status
 1- Year Estimate (2019) / 5-Year Estimate (2016-2020)

The 2019 Workforce Needs Assessment shows that 49.3% of employers felt that there was a general lack of applicants to their positions. The need from IowaWORKS will be to engage with lowans that may not be working or working on a limited basis, targeting efforts toward minorities, and connect them to employers and ultimately improve the economic condition of the area.

The below data sample of the Local Employment Dynamics shows specific quarterly workforce indicators for 2020 in North Central Iowa. The total number of employments in North Central Iowa in 2019 was 38,286 and in 2020 it was 38,643. The number of firm jobs lost in 2019 is 47,838 and in 2020 it was 102,421 in North Central Iowa. The COVID-19 pandemic really impacted firm jobs in North Central 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 within the future of 2021 reporting.

Labor Market Information for Occupational Employment and Wage Statistics (OEWS) the Iowa Wage Report shows that there were 1,469,920 jobs for 2020 in Iowa. Likewise for 2020 the US Census report shows that there were 1,898,270 lowans between the ages of 18-65 years old to fill those positions. This leave 428,350 lowans above number of jobs available, not accounting for individuals who choose not work, have taken employment in other states, or job openings that have not been reported through self-employment opportunities resulting in the narrowing of the candidate pool.

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

Comparison of 1st Qtr 2019 to 1st Qtr 2020

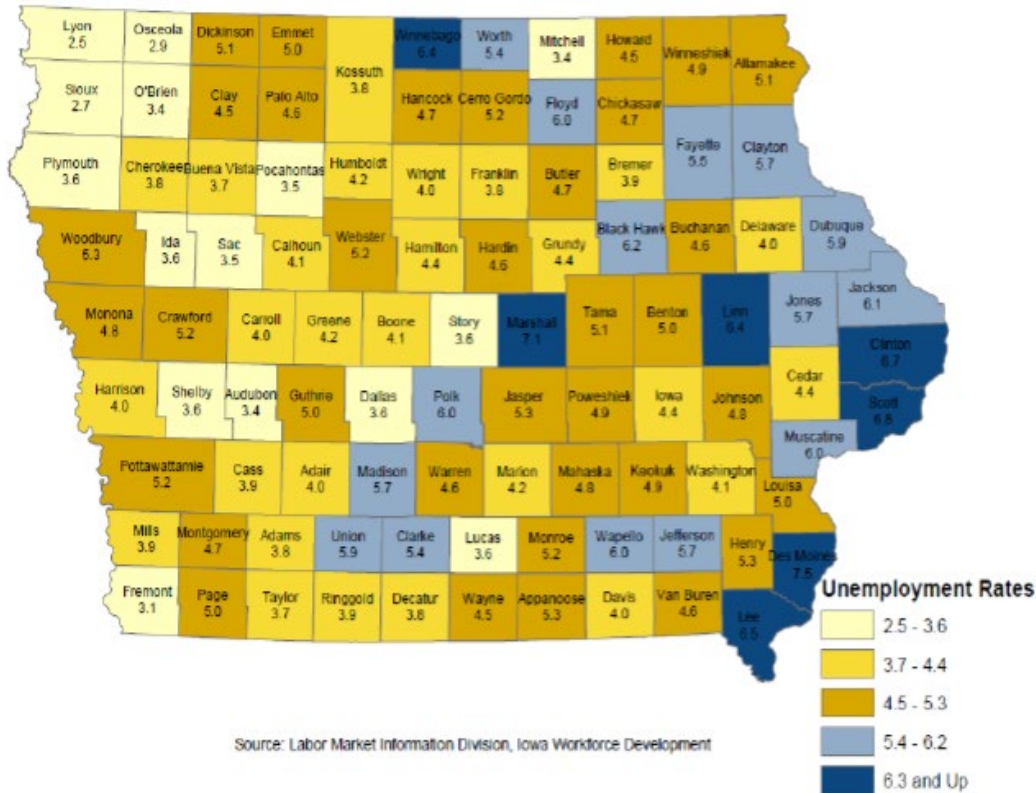
Quarterly Workforce Indicator	North Central Iowa (2019)	North Central Iowa (2020)
Total Employment	38,286	38,643
New Hires	4,680	4,809
Separations	4,621	6,017
Turnover	8.3%	8.0%
Firm Jobs Gained	1,383	1,102
Firm Jobs Lost	1,327	2,311

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>.

According to the Labor Market Information Division at Iowa Workforce Development the following North Central Iowa counties experienced the following unemployment rates in 2020. Humboldt 4.2, Webster 5.2, Wright 4.0, Hamilton 4.4, Calhoun 4.1, and Pocahontas 3.5. Unemployment averaged 4.6 percent in North Central Iowa in 2020. The local area's jobless rate translated into 2,100 unemployed persons.

Unemployment Rates per Iowa Counties 2020 Annual Average



Source: Labor Market Information Division, Iowa Workforce Development

Source: Local Area Unemployment Statistics (LAUS)

Employment and Unemployment Statistics Annual 2020

County	Labor Force	Number Unemployed	Unemployment Rate	Number Employed
Calhoun	4,100	170	4.1	3,930
Hamilton	6,780	300	4.4	6,480
Humboldt	4,940	210	4.2	4,730
Pocahontas	4,220	150	3.5	4,070
Webster	18,620	980	5.2	17,640
Wright	6,960	280	4	6,680
North Central Iowa LWDA	45,600	2,100	4.6	43,500

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

Source: Local Area Unemployment Statistics (LAUS)
 Note: Total employed and unemployed may not reflect total labor force, due to rounding.

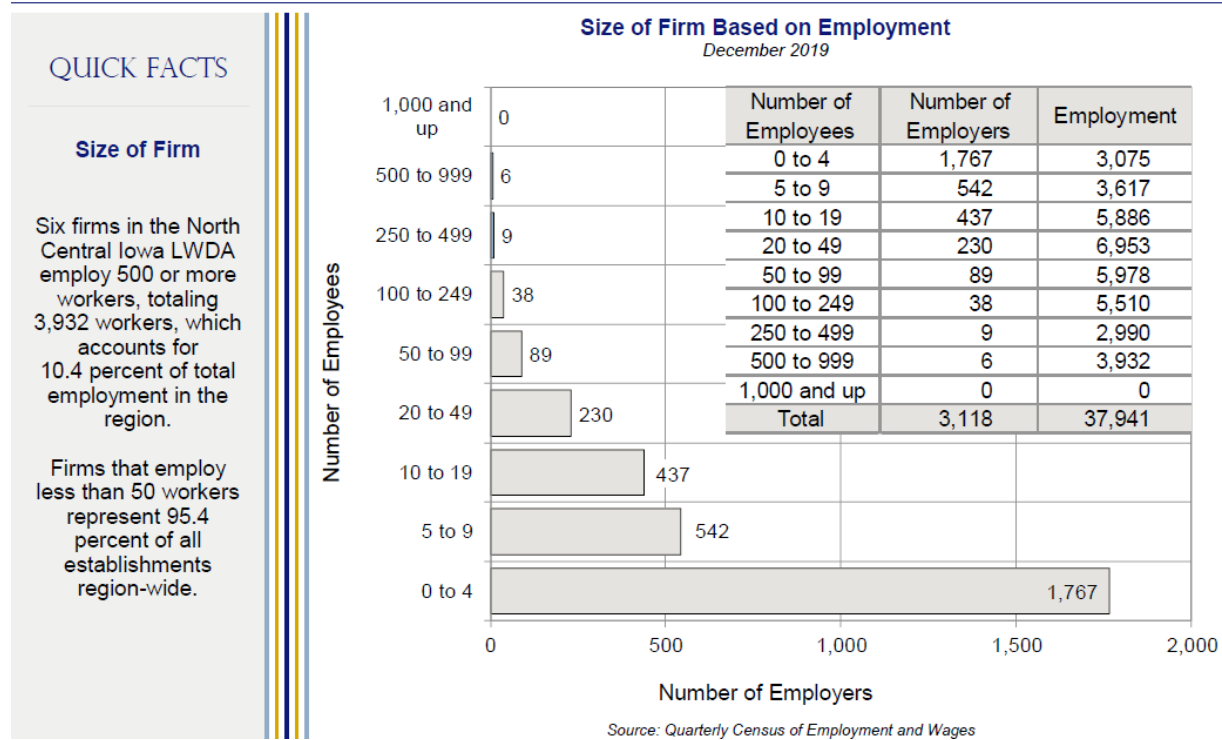
QUICK FACTS

Labor Force 2020

Unemployment averaged 4.6 percent in North Central Iowa for 2020. The region's jobless rate translated into 2,100 unemployed persons.

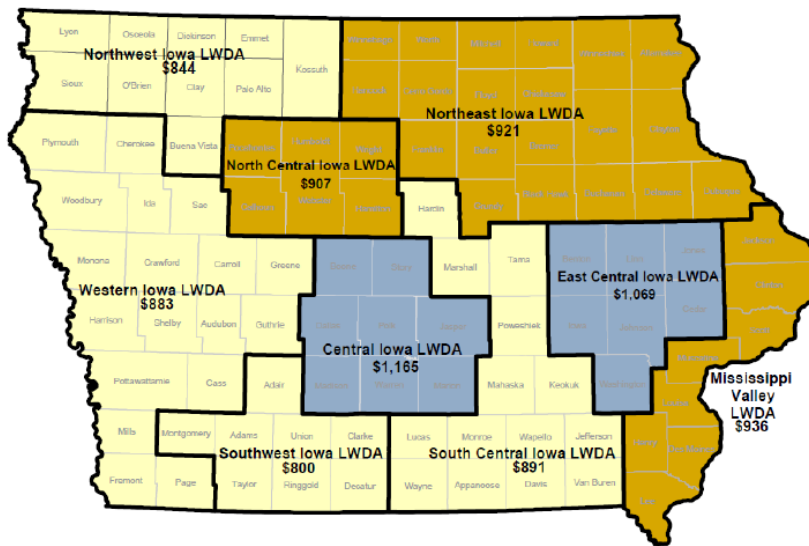
The 2020 unemployment rate for Region 1 was lower than the statewide average of 5.3 percent.

In North Central Iowa the unemployment averaged 4.6 percent in 2020. The local area’s jobless rate translated into 2,100 unemployed persons. The 2020 unemployment rate for North Central Iowa was lower than the statewide average of 5.3 percent. The unemployment rate increased due to the COVID-19 pandemic. The entire state of Iowa saw a dramatic increase during the pandemic. We are starting to now level off however, we do have a lot of open positions and businesses looking to hire.



According to the Quarterly Census of Employment and Wages, there were six firms in the North Central Iowa LWDA that employ 500 or more workers, totaling 3,932 workers, which accounts for 10.4 percent of the total employment in the region. Firms that employ less than 50 workers represent 95.4 percent of all establishments area wide.

Average Weekly Wage for All Industries by Region
Annual 2020



Source: Quarterly Census of Employment and Wages

QUICK FACTS

Average Weekly Wage Comparisons

North Central Iowa LWDA
\$907

Rank
Among All 9
IWD Regions
5

Statewide
\$1,006

QUICK FACTS

Hourly Wage by Occupation

The occupation with the highest hourly mean wage in the North Central Iowa LWDA is Physicians, All Other, and Ophthalmologists, except Pediatric with a mean hourly wage of \$123.45.

The lowest hourly mean wage by occupation in the Northeast Iowa LWDA is for Dishwashers with \$8.60 an hour

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

Occupational Title	Mean Wage	Entry Wage	Experienced Wage
Heavy and Tractor-Trailer Truck Drivers	\$20.29	\$14.76	\$23.05
Retail Salespersons	\$11.41	\$8.77	\$12.72
Cashiers	\$11.44	\$8.76	\$12.78
Office Clerks, General	\$15.71	\$9.03	\$19.05
Registered Nurses	\$28.47	\$23.19	\$31.11
Bookkeeping, Accounting, and Auditing Clerks	\$17.37	\$11.22	\$20.45
Stockers and Order Fillers	\$14.55	\$8.95	\$17.35
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$14.64	\$11.29	\$16.31
General and Operations Managers	\$42.60	\$20.92	\$53.44
Laborers and Freight, Stock, and Material Movers, Hand	\$16.30	\$12.20	\$18.36

Source: Occupational Employment and Wage Statistics (OEWS)

According to the Quarterly Census of Employment and Wages, North Central Iowa ranks 5 out of 9 local areas in wage comparison. The average weekly wage in North Central Iowa is \$907. Statewide weekly wage is \$1,006. The occupation with the highest hourly mean wage in the North Central Iowa LWDA is Physicians with a mean hourly wage of \$123.45. The lowest hourly mean wage by occupation in North Central Iowa is Dishwashers at \$8.60 an hour.

2019 - 2020 Average Annual and Weekly Wage by Industry

Average Annual Wage				Average Weekly Wage		
2019	2020	% Change		2019	2020	% Change
\$ 44,740	\$ 47,147	5.38%	Total All Industries	\$ 860	\$ 907	5.47%
\$ 45,214	\$ 47,434	4.91%	Private Business	\$ 870	\$ 912	4.83%
\$ 46,604	\$ 47,551	2.03%	Ag/Natural Resources & Mining	\$ 896	\$ 914	2.01%
\$ 62,641	\$ 60,549	-3.34%	Construction	\$ 1,205	\$ 1,164	-3.40%
\$ 57,688	\$ 60,387	4.68%	Manufacturing	\$ 1,109	\$ 1,161	4.69%
\$ 38,244	\$ 40,611	6.19%	Trade	\$ 735	\$ 781	6.26%
\$ 62,728	\$ 64,804	3.31%	<i>Wholesale Trade</i>	\$ 1,206	\$ 1,246	3.32%
\$ 25,283	\$ 27,651	9.37%	<i>Retail Trade</i>	\$ 486	\$ 532	9.47%
\$ 50,113	\$ 53,646	7.05%	Transportation & Utilities	\$ 964	\$ 1,032	7.05%
\$ 40,352	\$ 40,997	1.60%	Information	\$ 776	\$ 788	1.55%
\$ 53,348	\$ 56,432	5.78%	Finance, Insurance, Real Estate	\$ 1,026	\$ 1,085	5.75%
\$ 48,423	\$ 51,080	5.49%	Professional & Business Services	\$ 931	\$ 982	5.48%
\$ 41,098	\$ 43,700	6.33%	Education & Health Services	\$ 790	\$ 840	6.33%
\$ 13,970	\$ 14,565	4.26%	Leisure & Hospitality	\$ 269	\$ 280	4.09%
\$ 39,072	\$ 39,705	1.62%	Other Services	\$ 751	\$ 764	1.73%
\$ 42,787	\$ 45,970	7.44%	Government	\$ 823	\$ 884	7.41%
\$ 58,684	\$ 61,432	4.68%	<i>State</i>	\$ 1,129	\$ 1,181	4.61%
\$ 40,384	\$ 43,599	7.96%	<i>Local</i>	\$ 777	\$ 838	7.85%
\$ 56,730	\$ 57,862	2.00%	<i>Federal</i>	\$ 1,091	\$ 1,113	2.02%

Source: Quarterly Census of Employment and Wages

According to the Local Employment Dynamics, On the Map, 33.7 percent of North Central Iowa LWDA workers earn from \$1,251 to \$3,333 per month. 27.4 percent of the local area’s workers are age 55 or older. 48.5 percent are age 30 to 54. 95.2 percent are white, and 2.3 percent are black.

ON THE MAP Statistics — North Central 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
	29,337	100.0%	31,483	100.0%	30,011	100.0%
Jobs by Worker Age						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Age 29 or younger	7,053	24.0%	7,832	24.9%	7,331	24.4%
Age 30 to 54	14,239	48.5%	15,561	49.4%	15,194	50.6%
Age 55 or older	8,045	27.4%	8,090	25.7%	7,486	24.9%
Jobs by Earnings						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	5,808	19.8%	6,598	21.0%	6,744	22.5%
\$1,251 to \$3,333 per month	9,898	33.7%	11,474	36.4%	12,111	40.4%
More than \$3,333 per month	13,631	46.5%	13,413	42.6%	11,156	37.2%
Jobs by Worker Race						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
White Alone	27,938	95.2%	29,904	95.0%	28,936	96.4%
Black or African American Alone	680	2.3%	818	2.6%	514	1.7%
American Indian or Alaska Native Alone	96	0.3%	133	0.4%	81	0.3%
Asian Alone	336	1.1%	346	1.1%	289	1.0%
Native Hawaiian or Other Pacific Islander Alone	19	0.1%	21	0.1%	10	0.0%
Two or More Race Groups	268	0.9%	263	0.8%	181	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 29,337 total primary jobs in the North Central Iowa LWDA and the distribution of age, monthly earnings and race of the workers.

33.7 percent of North Central Iowa LWDA workers earn from \$1,251 to \$3,333 per month.

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

According to the Local Employment Dynamics, On the Map, 28.8 percent of North Central LWDA jobs were filled by workers who held some college or Associate degrees. 55.6 percent of the local area's workers are male while 44.4 percent are female.

QUICK FACTS

'On the Map' Reports

One of the reports generated from 'On the Map' displays 29,337 total primary jobs in the North Central Iowa LWDA and the distribution of educational attainment and sex of the workers.

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

55.6 percent of the region's workers are male.

ON THE MAP Statistics — North Central 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
	29,337	100.0%	31,483	100.0%	30,011	100.0%
Jobs by Worker Educational Attainment						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Less than high school	2,177	7.4%	2,292	7.3%	2,219	7.4%
High school or equivalent, no college	7,396	25.2%	8,040	25.5%	7,733	25.8%
Some college or Associate degree	8,460	28.8%	8,826	28.0%	8,226	27.4%
Bachelor's degree or advanced degree	4,251	14.5%	4,493	14.3%	4,502	15.0%
Educational attainment not available (workers aged 29 or younger)	7,053	24.0%	7,832	24.9%	7,331	24.4%
Jobs by Worker Sex						
	2018		2016		2014	
	Count	Share	Count	Share	Count	Share
Male	16,302	55.6%	18,019	57.2%	16,688	55.6%
Female	13,035	44.4%	13,464	42.8%	13,323	44.4%

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

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 North Central Iowa Local Workforce Development Area is made up of six counties Calhoun, Hamilton, Humboldt, Pocahontas, Webster, and Wright. North Central Iowa was the old region 5. North Central has been transforming to become a Workforce Innovation and Opportunity Act (WIOA) compliant Local Workforce Development Area. Many of the strategies developed during the pandemic resulted in expanded access with the capability to reach more customers. The board established a strong foundation to continue to facilitate the collaborative efforts of the WIOA partners, ensuring the necessary growth to meet the ever-changing workforce needs of the local area. As we found ways to succeed, partner organizations found ways to overcome challenges to ensure customers' needs were being met.

Strengths

- Core partners work together to respond to hiring needs of in-demand sectors, including health care and manufacturing.
- Training and education are being provided to develop a pool of work-ready candidates to employers.
- Collaborative Business Services Team aligns outreach and communication efforts with local employers.
- Occupational Skills Training participants are often successful earning credentials and completing programs.
- Successful Work Experience Programs that lead to full-time employment.
- Providing local presence to business communities and building strong partnerships.
- Responsive to the needs to the community and businesses.

Weaknesses

- Accessible and affordable childcare continues to be an issue in North Central Iowa.
- Data sharing is a barrier that each core partner face as they operate from different systems. As realignment has taken place, data sharing systems are not compatible and easily accessed. Alternative options are being review and will be utilized to allow for collaboration on services and eliminate duplications.
- Inconsistent internet service in rural communities make virtual connections to IowaWORKS services difficult.
- Lack of transportation options for those living in rural areas.
- Limited staffing resources to conduct program services and outreach to rural areas.

WORKFORCE DEVELOPMENT ACTIVITIES:

While staffing levels are low for each of the core partners in North Central Iowa. All partners share a common vision of a system that links workforce needs of employers in the North Central Iowa local area to skilled Iowans. Though a combined effort of shared responsibilities, partners will be able to meet the capacity of customer needs by creating a common intake process, program referral procedures, potential areas of collaboration, reduction in duplication of services, and mapping of regional partner services. Core partners will continue to work together alongside the One-Stop Operator to meet the needs of the North Central local area. Ongoing cross training will focus on ensuring understanding of programs and services. Potential participants, particularly those with barriers to employment, may not be aware of all the services that workforce partners offer within the local area. Coordinated efforts will be made to enhance orientation and outreach. Transportation in rural areas is an issue and connections will need to be made to address this. Technological options will also be considered to provide services within the local area to give options and the greatest flexibility to connect to customers. IVRS and IDB will be consulted for service accessibility and technology options and capabilities.

Core program partners have developed a solid working relationship with a good understanding of each core program. The partners are also working closely with the Iowa Central Community College PACE and Gap programs. The program staff bring a lot of knowledge regarding career pathways, sector strategies, and training and credentials that will be used to enhance workforce activities and services. Training opportunities will be developed so that staff from all programs are able to have a common understanding of information and this can be provided uniformly to participants. Core program staff also have a wealth of experience and knowledge, and staff recognize the expertise that each can provide. IowaWORKS offers many classes to assist job seekers to successfully find and obtain employment, develop events, and connecting services to meet hiring needs of employers in North Central Iowa.

The WIOA Youth program has expertise on working with youth, mentoring on making positive choices, providing opportunities to gain employment experience, and pathways to career decisions to be self-sufficient adults. Adult Education and Literacy has expertise on working with those who are basic skills deficient and lack English language skills, including providing specialized training options to employers to assist their employees acquire and improve functional skills necessary to enhance the quality of their lives as workers, family members and citizen. Ongoing cross training will continue to occur to help staff understand the strengths each brings and how to utilize those strengths to avoid duplication of services and align resources. IVRS and IDB offers expertise on working with participants with disabilities and understanding needs related to accessibility and reasonable accommodations. WIOA places a great emphasis on physical and programmatic accessibility and will utilize IVRS and IDB staff to offer expertise on ways to provide services. IVRS and IDB job candidates are referred to and encouraged to utilize existing classes offered through the One Stop to learn job keeping and increase soft skills. IVRS and IDB staff are then able to provide individualized and intensive services to job seekers with disabilities that may need additional support and guidance beyond what is offered through each partner program. This includes enhanced career counseling that focuses on disability management, individualized supports for job seeking and job keeping, one on one re-teaching and explanation of information learned through classes, and information and resources for accommodations and assistive technology needs. The above strategies aim to ensure staff are cross functional to provide information on WIOA programs to all customers, providing a broader outreach capability and creating a pathway to fulfill employers greatest need of connecting qualified candidates to consider hiring. IowaWORKS has built and will

continue build relationships with community and social service agencies in the area. This allows the center to connect to disadvantaged populations needing to secure employment. These community and social service agencies also provide a means to assist individuals the center services by removing barriers such as income, home utilities, housing, medical, childcare, food, and clothing to aid in supporting an individual's success in obtaining skills to become employable.

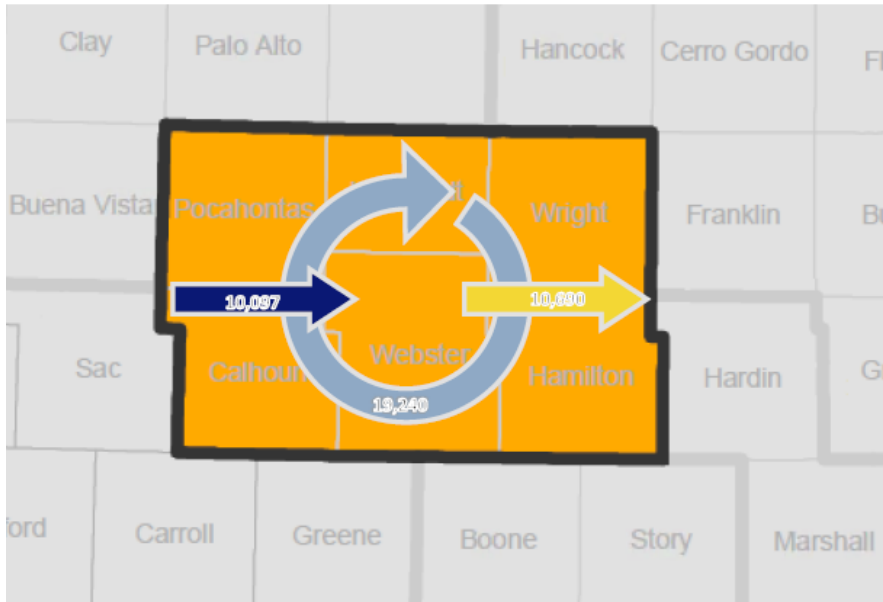
EMPLOYMENT NEEDS OF EMPLOYERS:

The 2019 Workforce Needs Assessment that shows that for almost 60% of job openings, employers only require a high school diploma. 15% needed some education beyond high school and 25% needed a college degree. According to North Central demographics, individuals between the ages of 25-64 years old reflect 7% do not have a high school diploma or equivalent, 31% have a high school diploma/equivalent, 40% have some college or associate's degree, and 22% have a bachelor's degree or higher. The comparison of the skills needed for job openings with education attainment in North Central Iowa shows that 62% of individuals have more skills than required.

Of area employers surveyed, basic soft skills and technical skills are continually identified as a need for improvement across all industry sectors. These include soft skills such as good attendance, neat appearance, ability to get along with others, willingness to learn, adaptability, and the ability to work on their own or as part of a team. Technical skills include some type of post-secondary training, math and reading, problem solving, oral and written communication, and computer usage.

As IowaWORKS moves forward with developing these skills within job seekers, it is also important to identify the over 49% of employers felt that there was a general lack of applicants to their positions. According to the Local Employment Dynamics, On the Map, as of 2019, there were 29,337 primary jobs in the North Central Iowa LWDA. 10,690 workers live in the North Central Iowa LWDA but leave the area for their primary jobs. 65.6 percent of the local area's workers live and work in the North Central Iowa or 19,240 individuals. The metropolitan labor market areas that competing for North Central IA employees include Ames and Des Moines.

Inflow/Outflow Job Analysis of North Central Iowa LWDA 2019
 Characteristics of workers who commute in, out, and within North Central Iowa LWDA



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

QUICK FACTS

'On the Map' Interactive Mapping Application

As of 2019, there were 29,337 primary jobs in this region.

10,690 workers live in the North Central Iowa LWDA but leave the region for their primary jobs

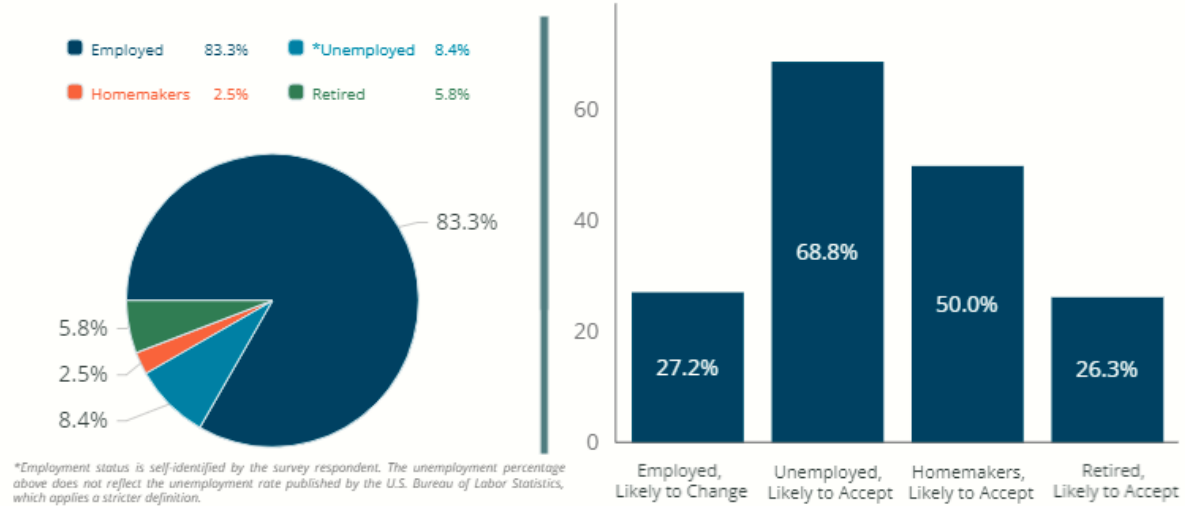
65.6 percent (19,240) of the region's workers live and work in the North Central Iowa LWDA

The Mid Iowa Growth Partnership Regional Laborshed Summary of 2022, that includes the North Central Iowa area, shows that 83.3% of the population 18-64 years of age are currently employed. Of those that are employed, 27.2% are likely to accept different employment with 66% of those being attracted to \$22/hr versus that median wage they are currently making of \$17/hr. The top reason for changing jobs was listed as “better wages”. The unemployed population is at 8.4% and of those 68.8% are likely to accept employment with the lowest amount they are willing to accept of \$13/hr. The top reason for those listed as unemployed was due to health and disability issues. Included within the data shows that 2.5% of the population are homemakers with 50% likely to accept employment and 5.8% are retired, with 26.3% likely to accept employment.

Employment Status

(respondents 18–64 years old)

EMPLOYMENT STATUS AND LIKELINESS TO CHANGE BY EMPLOYMENT STATUS



Taking into consideration the data gathered, to assist employers to fill their vacant positions, soft skills are majority of the training that lowans need as most meet the education minimum requirements for the open positions available. To address the major need of available applicants, the IowaWORKS Business Services Team will be providing outreach to employers and review wage strategies to attract those commuting outside of the North Central IA area. IowaWORKS staff will also have a deliberate focus on connecting to those that are likely to accept employment from those already employed, unemployed, homemakers, and retired to create a larger candidate flow.

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.

NCIWDB 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 in public workforce system strategies that support:

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

In partnership with the CEO Board, the LWDB will set policy for the portion of the statewide workforce development system within the Area and consistent with State policies.

NCIWDB GOALS STATEMENT

NCIWDB 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 a 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.

i. Goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment

- Increase outreach to target the entire North Central Iowa Local Area. Outreach efforts will focus on establishing relationships with employers, penetrating multiple industries and sectors.
- Create long term engagement through quality services and providing skilled workers with low turnover.
- Meet the workforce needs of local businesses.
- Align with the governor's Future Ready Iowa initiative to connect Iowans to education and training for good paying jobs and careers to improve people's lives.

ii. Goals relating to performance accountability measures based on the performance indicators.

- Strengthen programs by updating policies and procedures to continue to meet the needs of the North Central Local area.
- Monitor performance on a regular basis to ensure positive performance outcomes.
- Attaining 70% of Iowans with education and training beyond high school by 2025.

- Education and training will consist of credential attainment, measurable skills gains, ultimately reaching long-term unsubsidized employment.

The One-Stop system within the North Central Iowa local area is a comprehensive, integrated service delivery system that is responsive to the employment and training needs of the customers we serve and incorporates the products and services of our partners to assure customer needs are met without duplication of services and are delivered efficiently and cost-effectively. These integrated services will ensure that customers have access to an array of opportunities, guidance, and support to become career ready and accessible to employers. Combining partner information within marketing and outreach efforts helps to assure lowans are provided access to program services.

Resources will be optimized through co-enrollment between WIOA programs and referral to area partners. This ensures duplication of services are minimized and funding can be maximized and extended to more lowans. Partners will align to meet the common goal of serving lowans to gain successful employment and connection to the area's employers. This will be achieved by promoting partner services and working together to impact partner success.

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.

The strategies that North Central Iowa Core partners will utilize to carry out programs and make resources available to local areas:

- Partner with the Re-Employment Services Assessment (RESEA) program to connect to dislocated workers to programs who may need skill upgrading.
- Extend services beyond participants to connect programs to family members and children to obtain the knowledge, education and skills that are necessary to becoming employed and lead to sustainable improvements in the economic opportunities for their family;
- Partnering with the Migrant and Seasonal Farmworker Program outreach events to connect individuals who need English Language Learning to improve their reading, writing, speaking, and comprehension skills in English
- 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.
- All programs will link individuals between the ages of 16-24 for co-enrollment to Title I for guidance and support during training and exploration of future careers for employment.

- 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 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.
- AEL will provide services to English Language Learners and those lacking a High School Equivalency Diploma at locations that are accessible to Workforce, IVRS clients, and rural areas.
- HSED and ELL students are referred to opportunities to participate in short-term training such as C.N.A. training and truck driving classes.
- Case Managed individuals will be reviewed to be determined for co-enrollment opportunities where additional services are beneficial and when enrolled Case Managers will collaborate with partner programs as to participant progress, barriers, needs and completion information. The Adult Education/Literacy Services assesses student barriers and refers students to North Central Iowa Local Area Workforce classes, Youth Employment services, and Vocational Rehabilitation services.
- Marketing materials will be developed that highlights all WIOA programs to utilize for customer, agency, and employer outreach. This is to ensure that all partner services are being provided and staff have reference to the services. These documents will be reviewed each quarter for updating and discussion on how they are being utilized.
- Monthly meetings attended by core partner staff to review partner programs and discuss program collaboration, issues, and ideas for improvement. Quarterly extended partner meetings will be held to discuss programs and services for staff to become knowledgeable of ways to connect customers, while discussing ways to collaborate and create a smooth process for customers and employers to connect to each other's services. Biannually there will be a day dedicated to the training needs of partner staff which will be determined through joint efforts.
- Individuals who are seeking employment will be connected to Title III for services to assist with activities that can include networking, job application training, resume development, mock interviews, and referrals to area employers to fill their job openings.
- All partners will provide multiple means of access to programs, including in-person and virtual to meet the needs of the individuals service and connect to rural areas.
- Collaboration on events that will be held throughout the year to consolidate resources and expand program reach.
- Holding a minimum of two-yearly events that provide training to employers on the topic of disabilities and the workplace.
- Providing a minimum of one yearly event that connects individuals with disabilities to employment opportunities with local businesses.
- Connecting to all area libraries to develop virtual connections to area residents and IowaWORKS services.
- Hold a minimum of two-yearly events that will provide opportunities to connect job seekers with employment opportunities with local businesses.
- Hold a minimum of 4 events that will provide information to employers regarding ways to address staffing barriers.
- Collaboration and streamlining of programs to avoid duplication of services.
- Co-Enrollment will involve more collaboration amongst partners to support a greater chance of successful outcomes for the customer.

- Core partners work together to provide seamless delivery of services and programs to customers.
- Develop rapport with all areas high school guidance counselors and teacher, attending job fairs, presenting to classes, and providing resume and mock interview assistance to connect youth to IowaWORKS programs and services.
- Collaborate with organizations across the North Central Iowa local area to support the shared customer base.
- Address workforce needs and gaps through collaborative efforts with Iowa Central Community College.
- Engage with key partners and stakeholders to understand challenges and opportunities within the North Central Iowa LWDA.
- Collaborate with the LWDB in North Central Iowa to strategize and align workforce development activities and resources with the employer needs of the local area.
- Attend community meetings to provide program information and connect to individuals and their family members who have need skill upgrading or assistance finding employment.

SECTION 3 – IOWA WORKS SYSTEM COORDINATION

NORTH CENTRAL 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	Children & Families of Iowa (CFI)	Fort Dodge	Core Partner
Title I – Dislocated Worker	Children & Families of Iowa (CFI)	Fort Dodge	Core Partner
Title I - Youth	Children & Families of Iowa (CFI)	Fort Dodge	Core Partner
Title II - Adult Education & Family Literacy	Iowa Central Community College	Fort Dodge, Webster City, Eagle Grove	Core Partner

Title III - Wagner Peyser Act	Iowa Workforce Development (IWD)	Fort Dodge	Core Partner
Title IV - Rehabilitation Act of 1973	Iowa Department for the Blind (IDB)	Fort Dodge	Core Partner
Title IV - Rehabilitation Act of 1973	Iowa Vocational Rehabilitation Services (IVRS)	Fort Dodge	Core Partner
Career and Technical Education	Iowa Central Community College	Fort Dodge	Required Partner
Senior Community Services Employment Program (SCSEP)	National ABLE Network	Fort Dodge	Required Partner
National Farmworker Jobs Program	Proteus, Inc.	Fort Dodge	Required Partner
State Unemployment Compensation Program	Iowa Workforce Development	Fort Dodge	Required Partner
Jobs for Veterans State Grant (JVSG)	Iowa Workforce Development	Fort Dodge	Required Partner
ReEntry Employment Opportunities (REO) Programs	Iowa Workforce Development	Fort Dodge	Required Partner
Temporary Assistance for Needy Families (TANF)	PROMISE JOBS	Fort Dodge	Required Partner
RESEA	Iowa Workforce Development	Fort Dodge	Required Partner
Trade Adjustment Assistance (TAA) Program	Iowa Workforce Development	Fort Dodge	Required Partner
Native American Programs	American Indian Council	Fort Dodge	Required Partner
Job Corps	Denison Job Corps	Fort Dodge	Required Partner

IMPLEMENT AND SUPPORT STATE STRATEGIES IDENTIFIED IN THE STATE PLAN

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.

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.

Core partners, including Adult, Dislocated Worker and Youth (Title I), Adult Education and Literacy (Title II), Wagner-Peyser (Title III), and Iowa Vocational Rehabilitation Service (IVRS), and Iowa Department for the Blind (IDB) (Title IV), meet on a regular basis to coordinate programs and align services and resources. IVRS/IDB will be consulted to expand and access and align resources to employment, education, training, and support services for all individuals with disabilities including those who are blind and are visually impaired.

All career services offered through the IowaWORKS center are designed to meet the strategic vision and goals of the Local Workforce Development Board. These services are reviewed regularly by Iowa Workforce Development and the North Central Iowa LWDB to ensure they are aligned with the goal and vision of the board. 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
- Workforce preparation

Goals and Strategies:

Goal I: 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:

- Identify and meet employer needs by focusing on sector strategies and career pathways.
- Align state and federal programs and initiatives including, public, private partnerships to support high-skill, high demand jobs.
- Utilize local board members, CEOs and core partners to become more involved in sector partnerships.

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

Local Strategies:

- Create a system of coordinated resources to engage, assist, and reinforce Future Ready career guidance for parents, students, educators, and adults.
- Work alongside local area businesses to promote Future Ready Iowa initiatives, resources, and programming.

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

Local Strategies:

- Cultivate, develop, and align work-based learning opportunities.
- Utilize local board members to promote the enhancement of work-based learning opportunities.
- Work with Iowa Central Community College and economic development offices within the local area to develop and establish sector boards.
- Identify education and training opportunities to meet employer needs around the North Central Iowa Local Area through sector partnerships.

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:

- Promote the use of the Iowa Department of Education’s Career Pathway guides.
- Deliver career services that promote the use of career pathways to participants.

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:

- Develop an outreach/marketing plan to increase public and community awareness of programs and special events such as job fairs, workshops, hiring events, other training opportunities that are being offered within the local area.

- Integrate services within local area amongst all partners.

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

Local Strategies:

- Communicate high-demand career pathways to referrals, community leaders, teachers, counselors, stakeholders, and area businesses through career planning.
- Improve degree completion within the local area.

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:

- A new referral system has been developed to improve service delivery to customers.
- Develop training opportunities for core partners to align workforce programming and to eliminate duplication of services.

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

Local Strategies:

- North Central Iowa will work to expand access to all job seekers, including those with disabilities and visual impairment.
- Expand opportunities for those individuals with barriers to employment.
- Develop partnerships with other programs and partners to provide access and reduce barriers.

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:

- Implement staff trainings to discuss programmatic and physical barriers and how to address those barriers across programs.
- Increased and improved programmatic accessibility and utilize the Disability Access Committee to assist.

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 expanding access and obtaining enrollments to WIOA programs 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 LWDA region. Keeping partners connected in groups who plan, and coordinate services is a keyway to establish these relationships and foster cooperation between these entities.

WIOA staff will build partnerships within One-Stop Core Partners and Extended Community Partners. Targeted connections will be developed with Extended Community Partners that specifically work with underutilized populations that have barriers to employment in the efforts to provide them with program access Referrals for WIOA services will be received from these partner agencies. WIOA staff will make referrals to these agencies based upon the basic needs of the enrolled customers. Open communication and willingness to regularly share information is key to growing relationships and fostering referrals. WIOA staff will reach out to core and community partners as these relationships create a universal referral network. A referral process between the core partners was developed and is being utilized.

One of the identified areas for improvement using the WINTAC integration continuum was outreach and intake for those with barriers to employment. The Disability Access Committee (DAC) provides guidance on outreach approach to connect to customers with disabilities and the program staff will seek their council to continue to serve this population. Increased access to Title IV training on IVRS services has been and will continue to be provided. A monthly core partner staff meeting- with frontline staff- has been established to help with collaboration, sharing of information about programs and activities available to participants. Joint meetings should also help with referrals and co-enrollment by increasing awareness.

Title II programs are not co-located at the One Stop Center and at this time there is not a consistent way to do a warm handoff to Title II staff. Plans are being made to offer a warm handoff via technology when face to face is not an option. With there being limited available staff, technology access will be the best way to provide the warm handoff when it is not possible to do in person. Title II services seeks to expand access to employment, training, education, and supportive services in various ways. Title II offers High School Equivalency Diploma (HSED) classes and English as a Second Language (ESL) classes at various locations that indicate need within the community or place of business. In addition to the various locations, there are also various times to help meet the needs of individuals who may not fit into a

traditional schedule. Students can choose from day, afternoon, or evening classes with what works best for them. Not all students will be able to attend classes face to face, to address this barrier, Title II at the state level has been working over the past year to create a fully online option for those students. This will be launched this coming Fall. Programs were able to purchase devices for students to check out if they do not have a device at home to complete their schoolwork. Devices are also available to check out for students who are attending face to face classes if they would like to continue their studies at home when they are not in class. Some programs also have hot spot devices for check out to address the need for students who do not have WiFi access.

Title II works to identify barriers or potential barriers with students during the mandatory orientation process. Barriers that have been identified, Title II staff will refer those individuals out to the appropriate Core Partner or Community program. All referrals are tracked for Core Partners and indicated as a Co-Enrollment in the Title II data management system. Community referrals are also tracked and kept on record for data reporting each month to the One Stop Operator staff.

Title II programs also expand services to employment, training, education and supportive services with Integrated Education and Training (IET) programs. IET's are offered statewide, but they are to meet local needs as identified by the LWBD members and community input. IET's are a service model approach that provides three required activities both contextually and concurrently. The three required activities include Adult Education and Literacy (AEL) services which can include HSED students, ESL students, or individuals with a basic skills deficiency in reading, writing or math. The second required activity is Workforce Training for a specific occupation or occupational cluster that leads to an industry recognized certification that will lead to employment. The third required activity is Workplace Readiness preparation which includes activities that are designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills including utilizing resources, using information, working with others, understanding systems, skills necessary for successful transition into and completion of postsecondary education or training, or employment. Recent examples of IET offerings by Title II provides include Integrated CNA, Integrated Manufacturing, Integrated Paraeducator, and Integrated CDL. Title II providers work with the LWDB to determine if the IET offerings in the area are relevant and responsive to the needs of the community. If a new program is requested, Title II staff have an approval process to follow and submit to the Department of Education. Once approved, Title II staff will be approved to implement the program.

Title II ensures that the program is designed to assist students who have multiple barriers by ensuring all students participate in a required orientation. Orientation allows Title II staff to learn more about barriers individuals currently have or may have in the future. This gives Title II important insight into areas that need to be adjusted within the program such as class times or locations. This also allows Title II staff to do the appropriate referrals needed for that individual. Title II relies heavily on data that is collected through the Title II Data Management system as well as the American Community Survey to determine need in addition to keeping track of recruiting and retention efforts for students. This information is important to ensure Title II is being responsive to the needs and addressing potential barriers with individuals who may have barriers to accessing Title II services. Surveys with participants and potential future participants are utilized often to give individuals a voice in how services could be expanded or improved.

DEVELOPMENT OF CAREER PATHWAYS AND CO-ENROLLMENT IN CORE PROGRAMS

As customers enter the IowaWORKS office to register for services, jobseekers receive assistance with using the IowaWORKS system. One-Stop center staff determine referrals to partners through IowaWORKS Enhances Triage Process. Career Planners will ask questions that help guide individuals to the appropriate services. Assessment tools are utilized to help determine career pathways and connection to partner programs, with staff emphasizing the benefits of co-enrollment. Referrals, as well as progress and outcomes are tracked in IowaWORKS for accurate and complete communications.

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

FACILITATION OF CAREER PATHWAYS IN CORE PROGRAMS:

Customers looking to employment or seeking career training are directed to the IowaWORKS center. Participants will be assessed by Career Planners. These assessments may include National Career Readiness Certificate (NCRC) assessment, The Comprehensive Adult Student Assessment System (CASAS) for math and reading, and O*net Online (Occupational Information Network). Plans and goals are built through IowaWORKS 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 IowaWORKS system, as well as in case management files.

The Core Partners advertise career pathway programs provided through Iowa Central in the center and various Social Media outlets, as new programs become available. Specific examples of programs the center has promoted are HSED and ESL classes, GAP and PACE information, Last Dollar Scholarship information, Short-Term certificate trainings and Diploma Programs. This is done in a variety of ways, in-person by having Career Navigators and Title I present to currently enrolled Title II students during their classes, one on one appointments with individuals who are interested, over Zoom if appropriate for the situation and over the phone. Career Navigators and Title I staff offer a variety of services including career exploration and guidance, individualized case management, mentoring, soft skills development, and tuition assistance for non-credit and credit post-secondary opportunities. Space can be provided on-site for Title I staff at the AEL site to not only offer a warm handoff, but a space to work with the student in cases where the Title I location is not convenient or available.

POSTSECONDARY CREDENTIALS AND INDUSTRY-RECOGNIZED CERTIFICATIONS

WIOA staff will build partnerships within Core Partners through monthly frontline staff meetings and Extended Community Partners quarterly meetings designed to bring awareness and develop process improvement for joint service efforts. WIOA staff will reach out to core and community partners for information sharing, collaboration, case management and event planning (virtual and in-person) as these relationships create a universal referral network.

Open communication and willingness to regularly share information is key to growing relationships and fostering referrals. WIOA staff will receive make referrals to these partner agencies based upon the basic needs of the enrolled customers. When possible, WIOA staff will make a “warm” hand off to partners located within the center. If a partner is not located within the center to provide a direct hand off to gain program information, the staff will have a basic understanding of the core partner programs to provide general information before making a referral. All referrals are completed using an online form for ease, partner access, data validation, and timeliness. As technology advances and access to new options become available, improved referral processes will be considered and implemented after review with partners.

A desk aid was developed as a quick reference for staff to use. Some partners use social media, and that public sharing of information helps with outreach. As far as expanding access to those with barriers or disabilities, a benefit of the area is having Title IV staff in the same building, and it is natural for staff to walk an individual down the hall. Additional outreach efforts will be discussed. Title IV provides expertise on disability related to employment and offer unique services. IVRS also provides consultation to all partners on disability, when needed. Title IV meets with individuals with disabilities in a variety of settings and staff travel into the counties in North Central Iowa. This increases access to those with disabilities. IVRS offers employment services, training and education, and supportive services to individuals with disabilities. We have multiple contracts for outreach and services to area schools. In North Central Iowa this include a Transition Alliance Program at Fort Dodge Senior High and a contract with the Intermediary program at Iowa Central Community College that serves five school districts in the area. A strategy will be to include partners in fall planning meetings with the schools to increase awareness of services available. IVRS also has an Older Worker Employment Program in our area that is a contract with Elderbridge and provides specialized services to those eligible for IVRS to individuals 55+.

As customers engage with the IowaWORKS office for services, Career Planners will inquire about military/spouse status for priority of service and connection to veteran services, followed by the Enhanced Triage Process of asking probing questions to determine additional connections to partner services and emphasizing the benefits of co-enrollment to reach their career goals. WIOA center staff will guide individuals through IowaWORKS Registration and the Eligibility Explorer to begin the process of referral to co-enrollment. Career Planners then complete a Wagner-Peyser application and provide “warm” hand off to the partner program if able and complete the referral form. Follow-up remarks are notated on a referral form sheet and within IowaWORKS to track communications.

In addition to services provided within the IowaWORKS center, additional options are available to accommodate individuals who may have barriers connecting to in-person services. These services consist of virtual appointments, telephone appointments, offsite appointment or meetings, virtual workshops, and website links to connect to job seeking and career path tools. Continued efforts will be made to assure that training options are readily available and expanded on to meet individual’s various needs. Additional ideas will be solicited through the Disability Access Committee (DAC) for providing advanced service to customers with disabilities.

As Career Planners work with job seekers to determine a pathway to employment, they will utilize assessments to aid in determining an individual’s interest, skill level, and career options. This may include 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. Career counseling is provided through Career Services after an assessment is completed and then documented within IowaWORKS. 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.

When discussing training needs, the Career Planner, and the customer review other elements of the assessments, including the customer's aptitudes, interests, transferable skills, and work values. They also discuss any areas that appear to indicate barriers and determine strategies to overcome them. The appropriateness of the training is also discussed in terms of the customer's personal background. Past convictions, defaulted student loans, or current family or legal situation may present barriers to successful training these are addressed with the customer in a respectful manner. If it is determined that a partner service would provide a benefit to assist the individual to meet his or her employment/career goal, a referral is made for enrollment and braiding of services through co-enrollment.

Title II can improve access to activities leading to a recognized postsecondary credential through implementation of various IET opportunities. In addition to these IET opportunities, Title II can offer courses such as the College Experience or Workplace Readiness in a contextualized manner while individuals are also enrolled in AEL programs. With completion of the College Experience or Workplace Readiness courses, students receive college credit free of charge. Students can enroll with postsecondary credits already completed while they were enrolled with AEL programs. Upon successful completion of HSED or ESL, Title II also awards scholarships to their students which helps to eliminate some of the financial burden. Integrated Education and Training opportunities are developed and implemented based off the needs within that community and industry. Title II gathers input from the LWDB, Core Partners, Business, and Industry leaders to determine what in demand occupations are needed. IET's offered by a Title II provider must be in-demand and lead to an industry recognized credential. Some IET's, students receive postsecondary credits in addition to their credential earned after successful completion of the course.

An example of a portable, stackable credential provided in the North Central region, to allow for an additional credentialing is in Digital Literacy with the Northstar Digital Literacy platform. This program defines basic skills needed to perform tasks on computers and online. There are online, self-guided modules that assess the ability of individuals to perform basic tasks based on these skills. Included are basic computer digital literacy standards and modules in three main areas.

1. Essential Computer Skills- This includes basic computer skills, Internet Basics, Using Email, Windows OS, Mac OS
2. Essential Software Skills- This includes Microsoft Word, Excel, PowerPoint, and Google Docs
3. Using Technology in Daily Life- This includes social media, Information Literacy, Career Search Skills, Supporting K-12 Distance Learning, and Your Digital Footprint.

Northstar Digital Literacy will be offered in face-to-face classes, and in online formats. The mode in which the class is offered will vary based off the needs of the location and the student. At the State level, Title II is working to ensure that we will have the opportunity to offer short-term classes in Northstar Digital Literacy at the One Stop Centers.

Burlington English is an additional portable and stackable credential that Title II providers can offer individuals in the North Central region. Individuals who are seeking to improve in the English Language can be assessed by the Title II provider to indicate if they are eligible for these services. Assessment is available and advertised to all Core and extended Partners. Burlington English is an online platform for students that can be used both in the classroom and at home. Burlington English is a comprehensive, blended curriculum that fully integrates all four skills, grammar, and life skills from beginning to advanced levels. The flexible, web-based curriculum combines teacher-led instruction with online independent student lessons that complement and reinforce concepts taught in class. Burlington English also offers a Workplace Readiness, Civics, Test preparation, and Digital Literacy.

Barriers to postsecondary credentialing can be addressed for all Core Partner participants upon intake and throughout their enrollment with the program. All Title II participants are required to attend a program orientation in which program staff can assist them in identifying barriers or potential barriers such as transportation, childcare, employment, disability services just to name a few. Program staff work to send appropriate referrals with permission from the individual to both Core Partners and other community partners.

The Adult Education and Literacy program has an-Associate Coordinator who will set up a one-on-one meeting to go-through a series of questions that will address barriers, potential barriers and then connecting them with various services to address those barriers. The Associate Coordinator will send referrals and do follow up with Core Partner staff to ensure that co-enrollments are happening and being followed up on in addition to accurate documentation of co-enrollments. To increase area access to Title II services, the Associate Coordinator will be responsible for outreach to individuals in our service area to market available educational opportunities at Iowa Central as well as all services provided by the One Stop. Title II will also have a full-time staff member who has job duties that include goals to increase a presence within the IowaWORKS center to provide needed training such as digital literacy, financial literacy and to receive and send referrals to programs as the individuals goals are identified. Individuals that are referred to Title I services are assessed to determine barriers to self-sustaining employment. Individuals who are struggling with homelessness, substance abuse, mental health concerns and other issues that make it difficult for them to be successful on the job or in training are referred to appropriate social services agencies in the community for added support. This may occur before enrollment or after enrollment when issues arise. Staff will work closely with the customer to ensure that career training is appropriate and will end in success. IEP's will identify skills gaps to better align needs and career goals.

Title I staff collaborate with providers to become part of a multi-disciplinary team approach to supporting the job seeker. When individuals are ready and able to enter a training program or OJT, Title I staff continue to provide support and guidance through the process. Title I youth staff can go to youth when they are not able to come to the IowaWORKS center. Meetings may take place in libraries, schools, community centers and community agencies throughout North Central Iowa if needed. In the case of Adult/DW participants, meetings can be conducted via Zoom or at any Core Partner location within the local area.

After the Career Planner determines the appropriate training, the customer's financial situation is accessed. This assessment is completed as part of the Objective Assessment process. The Career Planner 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.

All information is documented in IowaWORKS 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 IowaWORKS 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 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 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 staff will require job placement and work-based learning activities to be tied to a specific career pathway identified in the customer's IEP. WIOA Title 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 regional workforce. Staff have access to connections with area-employers to maintain communications and understanding of area business needs.

The customer has access to professional One-Stop Career Planners 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 IowaWORKS system for consistency, detail, and safety.

The North Central Iowa Business Services Team will contact and visit area businesses and community agencies to share information about WIOA services. Utilizing a small team of partner representatives to coordinate outreach efforts will maximize outreach connections and reduce the frequency of visits to one employer to discuss one specific program offering. Monthly meetings are held to share information on business openings/closings, hiring events, potential referrals to new positions, connections for program involvement, and even and outreach planning.

WIOA outreach efforts of the services offered through IowaWORKS is an important part of communicating and expanding access to outlying areas and reaching individuals with barriers. Electronic and print media campaigns will be used to inform partners, community agencies, employers and the public about the programs and services offered. Social media will also be used to provide notification of

upcoming activities such as job fairs, workshops, and connecting resources. Core Partner services are also promoted through AJC Orientation (Essential Tools workshop) which are offered virtually to anyone that can connect to the internet across the LWDA.

In North Central Iowa, there is a history of working with the community college and specifically the Career Navigators with the GAP and PACE programs. They have been included as essential partners for many years. This has helped with communication of various training and post-secondary training opportunities. Many of these types of trainings could lead directly to employment, certification, and could also be considered as a career pathway as they are designed to be a building block to other programs. Integrated Education and Training programs are offered in high demand areas, and these are shared amongst our partners.

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. Partnerships with employers are cultivated to create Registered Apprenticeship programs that are certified through the Department of Labor/Office of Apprenticeship 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 the AJC Orientation, Title II and Title IV services are promoted and discussed with customers. Follow up with point of contact is made for those interested.

NORTH CENTRAL 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

Core partners and the business services team continue to collaborate so that all businesses within the North Central Iowa LWDA are served, targeting those in-demand industries. Economic development offices are included in conversations to address needs of the employers and overcome challenges they may be facing. As a local area we will facilitate engagement of employers and meet employer needs.

Each Core Partner has assigned staff that provides business outreach to area employers, notifying them of services. The North Central Iowa Business Services Team combines these efforts by bringing partner staff together to discuss outreach efforts, strategies, and consolidation/unification of information

sharing to employers. This not only maximizes the number of businesses and agencies that are reached on behalf of all partners, but it also minimizes the number of visits regarding individual partner programs and respecting the business and agency schedules. This also allows staff to connect to smaller employers and industries with high demand occupations using this systematic approach.

Marketing materials are developed that highlight all WIOA programs to utilize for outreach to employers. This is to ensure that all partner services are being provided and staff have reference to the services. These documents will be reviewed each quarter for updating and discussion on how they are being utilized. The more businesses learn about WIOA partner programs and the IowaWORKS One Stop connection, the more confident they are to utilize them. This will not only spur employers to access IowaWORKS programs for their hiring/employment needs but to bring out a diverse workforce of skilled individuals in all sectors and occupations.

SUPPORT LOCAL WORKFORCE SYSTEM TO MEET EMPLOYER NEEDS

Employer needs are researched through local sources, statewide labor market information projections, local current job openings and informational interviews with the employers. This information is used to tailor program services to better align the guidance and training provided to job seekers to meet those needs. Hiring events are also used to connect job seekers to employers when shortages occur within their workforce. There are multiple methods that are capitalized on to assist with employer needs, which include IowaWORKS programs building a network of interconnected resource referrals. These resources include but are not limited to recommendations to:

- Future Ready Iowa – Employer Innovation Fund and Clearinghouse for Work-Based Learning
- Iowa New Jobs Training Programs for grant funds to create new positions or jobs and training to existing employees.
- Iowa Central Community College’s Intermediary Network that prepares students for the workforce by connecting business and the education system by offering relevant, work-based learning activities which may include job shadows, student internships, and teacher or student tours.
- Manufacturing 4.0 Technology Investment Program that provides grants that assist small- and mid-sized enterprises with the adoption and integration of smart technologies into existing operations in the state.
- STEM, to build partnerships with businesses to engage and build interest of Iowa students which is a vital economic development advantage for quality job growth to meet current and future workforce needs.
- Home Base Iowa which attracts military families to Iowa so employers can benefit from hiring veterans with skills and unique attributes fill their positions.
- Rapid Response can provide information on partner programs and resources available to dislocated workers, including connections to area employers hiring within the same industry for immediate placement.

Employers are educated on services that are offered through core partners services, as they learn they are more confident and trusting that programs are available to assist them and look to IowaWORKS services for additional and continued support. Employers are also encouraged to connect with Employers Council of Iowa (ECI) that can provide them with training on topics such as Unemployment Benefits & Tax, Employment Law, Employee Retention, Accessibility and Accommodations, and many others based upon area needs

COORDINATE WORKFORCE DEVELOPMENT PROGRAMS AND ECONOMIC DEVELOPMENT

As business representatives provide outreach within the North Central Iowa Workforce Development area, they are encouraged to build rapport with economic development within the local city chamber of commerce and the county levels. North Central Iowa local ECI chapter utilizes a local Economic Development Specialist as a Co-Chair on the board. A Business Services Team member attends the Mid Iowa Growth Partnership (MIGP) meetings. MIGP is a collaboration of economic development and area businesses in partnership consisting of 8 counties in North Central Iowa, 5 of which are within the LWDA (Hamilton, Humboldt, Pocahontas, Webster, and Wright counties). IowaWORKS also partners with the Greater Ford Doge Growth Alliance which consist of members that are interested in unifying and growing economic and community development. Building rapport and conducting coordinated outreach efforts with economic development provide insight to city/county resource, employment needs for an area, and the ability to organize partnerships to address housing, transportation, and childcare barriers that the workforce may be experiencing. When determining events, economic development will be invited for planning and involvement, so services can seamlessly be coordinated to help area companies achieve their goals.

LINKAGES BETWEEN ONE-STOP DELIVERY SYSTEM AND UNEMPLOYMENT INSURANCE

Partnerships exist between IowaWORKS and unemployment insurance (UI) programs through Iowa Workforce Development. Title III staff are cross trained on basic UI benefit administration to provide accurate information when guiding customers into the center who are seeking to file a claim or have questions regarding the process. Title I staff also have basic knowledge on how to direct individuals through the initial unemployment claim process and filing weekly claims. Individuals who submit a claim for these benefits are directed to register within the IowaWORKS system.

As individuals come into the IowaWORKS center, they are to check in through the VOS Greeter and provide their name and reason for coming to the center. If they have identified as seeking unemployment insurance benefits, Career Planners ask probing questions to determine if there are WIOA services that can be provided to that individual and a referral sent. Whether an individual filed for UI benefits within the center or online, the first week of enrollment in the UI program, they are contacted by a Reemployment Case Manager that is within the IowaWORKS center to discuss the required participation in reemployment activities, process on filing weekly claims, and enrollment into IowaWORKS Title III services. A Reemployment Case Manager will meet with claimants virtual or in-person each week to review their reemployment activities, assign center services, and refer them through the internal referral system to core partner programs when applicable.

When an individual has collected UI benefits for 5 weeks or longer, they are connected to the federal Reemployment Services and Eligibility Assessment (RESEA) program. These Career Planners review their reemployment efforts, provide additional direction, assigning center activities, and reassesses claimant needs to make referrals to partner programs to enhance their chances at gaining employment. The UI programs considers submitting an application or resume for job opportunities, civil service exam, submitted resume to Home Base Iowa, registration with school or college, mock interview, interview with and employer, IowaWORKS workshops, job fairs sponsored by IowaWORKS, a scheduled one-on-one appointment with a Career Planner, and an appointment with a core partner as countable reemployment activities.

IowaWORKS also provides linkages to the one-stop delivery system during Rapid Response Informational Meetings and informational handouts to those who have been dislocated due to business closings or layoffs.

IMPLEMENT INITIATIVES DESIGNED TO MEET THE NEEDS OF LOCAL EMPLOYERS

Core Partners have a basic understanding of each other's programs to promote and braid services. They attain this through continuous collaboration through group meetings and one-on-one partnerships efforts on events and activity planning within programs to incorporate any partner program that may be a suitable link. Guidance from the One Stop Operator to ensures efforts are focused so that partners understanding the objectives and progression is made toward strategizing and implementing WIOA Program opportunities with employers and the public. The One Stop Operator will assess the needs of staff and coordinate training opportunities.

The initiative for the North Central Iowa Business Services Team is to connect to area employers and community agencies to create awareness of WIOA programs within IowaWORKS. While connecting with employers the goal is not only to provide information on partner services but to also identify the barriers that employers may have concerning business operations. Employers are offered connection to the Employers Council of Iowa so they can be regularly offered and joined to services, events, and communication that highlight core partner programs throughout each year. Employers expressing the need for staff training, difficulty filling positions, retention struggles, aging workforce, expansion or reduction, and inefficiencies are assessed for core partners to actively implement the development of customized program services that can address the unique needs of businesses. These services would include 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 business intermediaries, and other business service strategies.

Chief Elected Officials of the LWDB encourage their county economic developer to connect with the center to understand workforce services and programs and the North Central IA Business Services Team, keeping each other abreast of employer needs and changes. Labor Market Information reports will be reviewed and shared with partners to better understand the economic condition and manage services to meet in-demand needs.

IowaWORKS partners will also continue to promote service to individuals within the community and lead them to the employer customized programs, assisting job candidates in acquiring strong skills to become a productive worker for the hiring business.

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 area and how the LWDB will promote entrepreneurial skills training and microenterprise services.

County and city economic development are critical to the contribution of services to businesses and those living in rural communities. As business representatives provide outreach within the North Central Iowa Workforce Development area, they are encouraged to build rapport with economic development within the local city chamber of commerce and the county levels. When determining events, economic development is to be invited for planning and involvement, so services can seamlessly be coordinated to help area companies achieve their goals.

While WIOA partners diligently work to connect to businesses in the service area, resources to make those connections are limited based upon the total area needing covered. Economic Development provides services within a smaller area, working closely to businesses in the city or county, in the efforts to support and bolster its economic health. Businesses seek out Economic Development to gain access to relocation packages for operating within their area, low-interest loans, fee waivers to permits, zoning, and connection to other resources for employees such as childcare, housing, and quality education. Partners operating in conjunction with Economic Development are afforded the benefits of these established relationships to quickly connect program services. In turn, Economic Developers inform the North Central Iowa LWDA of employer training needs, business closings, new business development and emerging in-demand job skills. Consistent communication between workforce investment programs and Economic Development is the key factor to ensure the businesses are abreast of current programs and services.

As part of the WIOA partners initiative to assist individuals to gain sustainable employment and connect their skills to employers in need, it is also necessary to understand the importance of connecting entrepreneurial minded individuals to opportunities that assist them with their business goals. Whether their goal is to be a micro, small or medium enterprise, partners can offer programs tailored to providing these individuals with valuable experience, skills, training, and resources. Working together with Economic Development, partners can connect these future entrepreneurs with similar industries for job shadows, work experiences, or simple consultations to understand the responsibilities of the industry they wish to pursue. Collaboration with the Small Business Administration (SBA) and the Small Business Development Center (SBDC), which is located on the same Iowa Central Community College campus as the IowaWORKS center, can provide business plan development, calculate startup costs, help to navigate the process for establishing business credit, review ways to attain funding, and can include assistance with marketing and managing the business.

Referrals are made to the SBDC for customers who are interested in starting their own business. If there is a larger demand from individuals interested in entrepreneurship, the SBDC will provide trainings within the IowaWORKS center. WIOA Adult, Dislocated Worker, and IVRS programs can provide access to entrepreneurial training toward the goal of self-employment. IVRS can also provide additional resources to those eligible participants with disabilities.

An IowaWORKS strategy is to unite with community agencies and programs such as Iowa Small Business Development Center, Small Business Administration, Development Cooperation of Greater Fort Dodge, ISU Extension Office, Council of Governments, IASourceLink, along with the areas Economic Developers and Economic Workforce Development department at Iowa Central Community College, to support aspiring entrepreneurs and business owners with recourse and information. This will be achieved through referrals and partnered events. A strategy that we will work towards is to promote greater awareness of all the self-employment opportunities within the area and further connections with these community agencies and utilize or develop materials to promote discussions of self-employment.

NORTH CENTRAL 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 joins workforce, education, and other partners to provide seamless services to individuals looking to building their skills to secure employment and to employers seeking skilled workers to fill their job openings. The system provides collective access to programs, career services, and activities provided by partners to meet the diverse needs of job seekers. Career and training services, tailored to the individual needs of job seekers, are the foundation of the One-Stop delivery system. While some job seekers may only need self-service or other basic career services (job listings, labor market information, labor exchange services or connection to other services or resources), there are other job seekers that will need services that are more comprehensive and tailored to their

individual career needs. These services may include comprehensive skills assessments, career counseling, and training which would be part of an individual employment plan that outlines the needs and goal of successful employment.

If an individual should need training that utilizes WIOA funding through Title I, staff must first ensure that the provider and program are on the Eligible Training Provider List (ETPL). The ETPL is a list of approved training providers and their specific programs that can receive WIOA funds to cover the costs of an individual enrolled in the Title I program attending their approved program. The Workforce Innovation and Opportunity Act (WIOA) that passed in 2014 included changes to the ETPL that included additional collection of information and the requirement of regular reviews. Iowa Workforce Development (IWD) launched a new data management system called IowaWORKS on June 12, 2019, which included a module to manage the ETPL and bring the state into compliance with the regulations of WIOA. Sept 20, 2019, the State Workforce Development Board approved updated policy to become compliant with WIOA legislation. This shifted the burden of approving programs to state staff with IWD instead of the Local Workforce Development Board (LWDB) and eliminated the need for training providers to first apply to the LWDB for approval before submitting the program through IowaWORKS. Once a provider submits their program through IowaWORKS, the program is reviewed to determine if it meets eligibility requirements outlined in WIOA policy, then those programs will be placed on the ETPL list under “Initial Eligibility” status for one year. The provider will need to reapply for their program to have “Continued Eligibility” status and will need to complete this process every two years thereafter to remain on the ETPL list. NCIWDB retains control of which types of programs that will be funded. Funding will be provided to training programs that are in high demand in the local area based on labor market information, local industry needs, and the ability for the job seeker to earn a self-sustaining wage. The NCIWDB and the Title I service providers will be monitored for compliance with policy and standard operating procedures during regular WIOA Title I programmatic monitoring by IWD.

FACILITATE ACCESS

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 provided within WIOA programming will be provided to individuals within the North Central Iowa service area to help them obtain or retain employment. This aligns with North Central Iowa’s One-Stop system aim to respond to business demand for a skilled workforce by equipping individuals with the knowledge and training needed to compete in the current job market. To ensure access to services that the center provides, workshops, orientation, and intake options will be provided through virtual platforms and if needed partners will meet with job seekers from rural areas. Virtual platforms will include closed captioning for the visually impaired, including sign language services for the hearing impaired if needed. Services can also be provided through an interpreter if the individual is not able to English.

The NCIWDB, 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 North Central local area. The local business service teams, which bring together all four core partners, will meet monthly to ensure that individual clients/ job seekers are making connections to local employers, both through the IowaWORKS job site and through direct means. Quarterly

performance reports will be shared with the NCIWDB and this information will be used to evaluate performance and improvement needs. Core partners and the One-Stop operator will work together to implement board advised improvement needs and provide ongoing staff training.

ACCESSIBILITY

The role of the Disability Access Committee (DAC) is to promote physical and program accessibility within the local area. Regular assessments are made by the DAC pertaining to available center resources, as well as assistance with the coordination of center staff training. The DAC has existed since 2016 and meets on a quarterly basis and includes members from agencies that serve individuals with disabilities who can also provide insight into the accessibility and disability friendliness of the center services and activities.

The strategy of the Disability Access Committee within IowaWORKS:

- Accessibility evaluation will be completed at the one stop centers along with implementation of recommended changes.
- Make recommendations for adaptive equipment and/or assistive technology that will be readily 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”.
- Print materials will be provided in an accessible format.
- Specific services will be offered virtually to mitigate transportation or physical barriers.
- Staff will utilize public areas such as libraries or community agencies to meet with job seekers from rural areas as needed. Virtual workshops, orientation, and intake options are being provided to assist in services through virtual access. Online training, assessment, and instruction are available, as well as assistance with obtaining access to devices and internet service for low-income individuals who need it. Unemployment claims and job searches can be done remotely and virtually.
- Staff will be trained in providing accommodations and sensitive to accommodation requests
- If an individual needs an accommodation in the center, the need for this is identified through a conversation with IowaWORKS staff to learn about the participant and what their needs might be. Partners and the Disability Access Committee (DAC) can assist with evaluating and identifying additional strategies.
- If an individual informs front line staff of specific accommodations that are needed for the utilization of one stop center services and are unable to determine available options or have questions if they will inform their superior.
- DAC will advise for any accommodations and accessibility questions that may arise.

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 needs. Enrollment into Title I programming can provide funding to assist with skill upgrades to enhance an individual’s ability to secure employment. Funding can also provide support to ensure that an individual is successful during their skills training, this could include cost for childcare, transportation, clothing, and tools. Before an individual is fully enrolled within this program, it is first determined if they have the skills and ability to

gain employment successfully at their current standing. If it is determined that further assistance is needed, then an application process is completed for enrollment. Participants in Title I often self-identify that they have a disability at the time of the first meeting, or it may come out in the assessment process. When this occurs, Title I staff work to ensure that participants have access to all the assistive technology and accommodations need to be successful in the program. Title I staff collaborate with Vocational-Rehabilitation staff who are the experts in this area. Title I participants with disabilities are referred for co-enrollment into Title IV when appropriate. Through co-enrollment individuals with disabilities have access to the resources needed to meet their career goals.

Title II: Adult Education & Literacy: Addresses basic skills and English language needs of individuals/job seekers who access the One-Stop Centers. This program provides assessment of basic skill levels, connects adult job seekers to training related to literacy, computer skills, high school completion, and English language acquisition. Resources such as online training, assessment, and instruction are available through Title II providers. Title II will continue to help obtain devices and internet service for online coursework for low-income individuals in need and adapt training in allowable areas of coursework to accommodate the needs of individuals with disabilities. All Title II participants will have access to the disability services coordinator at Iowa Central Community College. The coordinator will work with Adult Education staff and the Disability Access Committee on a plan to best serve the individual.

Title III: Title III provides employment training that consists of training and assistance with resumes, applications, job searching, interviewing, labor market information for career planning. These services can be provided in a group setting, such as workshops or working with an individual directly. Services can be customized through one-on-one job coaching to assist individuals with disabilities and address their unique needs to secure employment within their abilities. Referrals to other programs and resources are also utilized to help them reach their employment goals.

JVSG-DVOP: Disabled Veteran Outreach Program specifically aids veterans with barriers, which includes veterans with disabilities to securing employment. This is attained through connecting veterans to resources and services and making direct connections to employers on their behalf to achieve their employment goals.

MSFW: Migrant Seasonal Farm Worker Program- Aids businesses who are hiring for agricultural positions to find help 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. They also connect farm workers to resources within the area, such as food and medical assistance. The Outreach Worker will communicate with the business on the behalf of an individual if needed to request and suggest adaptations that can be made job duties. If there was an observed violation or the if the business failed to make reasonable accommodations, the Outreach Worker would utilize the Employment Service and Employment-Related Law Complaint System.

PROMISE JOBS: As part of the TANF program, individuals who are low income, have children in the home, and have not been determined unable to work by the Social Security Administration can receive cash assistance for themselves and their dependent children. Part of the requirement of the TANF program is that individuals who can work are referred to IowaWORKS and required to 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.-Assigned activities are discussed with the individual and planned according to the individuals career path needs and adjusted to personal barriers and incapacities.

Title IV: Iowa Vocational Rehabilitation Services (IVRS) is an integral partner within the IowaWORKS system and brings expertise on disability related to employment. They bring unique services to assistance individual with disabilities in achieving their employment goals. This includes a variety of services that include training, supported employment, job supports, assessment, rehabilitation technology, physical and mental treatment, job placement assistance and other supportive services. IVRS staff have expertise in working with individuals with disabilities and understanding specific disability factors and needs related to employment. IVRS encourages co-enrollment and utilization of partner services and provides consultation on any accommodations needed to assist in the individual accessing those services. IVRS collaborates with partners to avoid duplication. The IVRS office is in the same building as the center. IVRS staff travel to all counties within the area to provide services to individuals with disabilities and utilize a variety of available spaces to meet with individuals. Meetings with individuals and connections with partners are also done virtually. Iowa Department for the Blind (IDB) aids help educate, train, and empower blind and low visions individuals to pursue lifelong goals that may improve skills to obtain or retain employment, increase confidence and independence in all aspects of daily life, and improve access to information, activities and opportunities. First point of contact related to questions for individuals who are blind or have visual impairments for all core partners.

Ticket-to-Work: Individuals who are on Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI) benefits are participants of the Social Security Ticket-to-Work program. Individuals can select to assign their “ticket” to an Employment Network (EN) provider to assist them with finding and obtaining employment that will fit within their abilities. IowaWORKS is an EN and individuals can select to 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). IVRS is also, an EN. Collaboration occurs between IowaWORKS and IVRS to provide Ticket-to-Work services. Typically, a referral to IVRS is made when an individual has needs that can be met through the IVRS program. When an IVRS file is closed, a warm handoff is made to IowaWORKS.

Tactile and direction signs are posted at the IowaWORKS center. Marketing materials provided to individuals will contain verbiage such as “Accommodations are available upon request” to alert and encourage individuals to make requests when there is one desired. These will be placed in common areas where an accommodation may be needed. Individuals seeking an accommodation can simply make a verbal request to IowaWORKS staff and staff will make every effort to make a reasonable modification to services, technology, hardware, or environment to fit their needs. An individual may also contact the center through other communication means, such as phone calls, mail, email, or third parties to request an accommodation. A list of possible accommodation options will be made available in the center and posted in various locations for individuals to see. Partner programs referring individuals that need accommodations are responsible to notify others of the need for a particular accommodation so that can be in place.

ROLES AND RESOURCE CONTRIBUTIONS OF THE ONE-STOP

The one stop operator will coordinate with partners to develop training opportunities throughout the year to discuss various topics of serving individuals with disabilities (examples could include topics on adaptive devices, employment connections, resources, access to services and complaint process) with the guidance from the Disability Access Committee. The Disability Access Committee will develop a list of items that partners will review and check off to ensure that options and opportunities are available for those with disabilities. This checklist will be collected by the one stop operator from each partner on a yearly basis. Items on this checklist could include options for reasonable accommodation, auxiliary aids/services, Equal Opportunity Is the Law notices posted, complaint forms and logs, ADA signage, and accessible areas (although this could be the same as or incorporated into ADA Self-Evaluation Form). Every 2 years IWD will provide a Request for ADA Review on Physical Accessibility and the Disability Access Committee will review and make a Physical Accessibility Report on its findings and corrections.

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 six county North Central Iowa local area. Services are provided through the comprehensive IowaWORKS center in Fort Dodge.

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.

Adult and DW training services will include the following:

- On-the Job training (OJT): OJT reimburses the participating employer up to 50% of the employee's wage (up to a maximum amount determined by local policy) depending on the skill level required and any prior training experience. The Career Planner will work with the businesses to create an individualized training plan that is aligned with the customer's interests and aptitude.
- 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.
- 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.

Follow-up with the customer will be a routine during a training program. Follow-up will include discussion with the customer, employer, supervisor, or instructor to ensure that guidelines are being met and to reinforce expectations for the training program.

The WIOA Title I Adult and Dislocated Worker service provider will focus on targeted populations which may include, but is not limited to, Veterans, Justice Involved, Low- Income, UI Exhaustees, Displaced Homemakers, Homeless, Individuals with Disabilities, Individuals without a High School Diploma, those who are Basic Skills Deficient, and those who speak English as a second language.

The WIOA Title I program offers a variety of services available to Adult and Dislocated Worker customers. Title I staff are available in the IowaWORKS office to assist individuals with basic career services and works side by side with Title III staff to assist customers with these services. These career services will include, but is not limited to; orientation, intake, eligibility determination, skill assessment, job search and placement assistance, labor market information, navigation through the IowaWORKS data management system, and job referrals.

To make accommodations for individuals in rural areas or those who struggle with transportation, options such as phone consultations or video conferencing are available. Career Planners are also willing to travel to the individual to provide career counseling, if traveling to an IowaWORKS location is not feasible for the participant.

When job seekers are not able to find suitable employment due to lack of specific job skills, additional training may be required. Staff assisted intensive one-on-one career services will include, but are not limited; to comprehensive assessments i.e. ONET, NCRC, CASAS, guidance and counseling, case management, and pre-vocational services. The Title I service provider will focus on training and work-based learning opportunities within the local area's targeted industries that include health care, manufacturing, and logistics.

Training may include:

- 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.
- 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.
- Work-based learning opportunities include:

- On-the Job training (OJT): OJT reimburses the participating employer up to 50% of the employees' wages, depending on the skill level required and any prior training experience. The Career Advisor/Planner will work with the businesses to create an individualized training plan that is aligned with the customer's interests and aptitude.
- Registered Apprenticeships: WIOA Title I staff will work with employers in the NCLWDA to find apprenticeship opportunities in high growth/high demand occupations.

Targeted case management with the customer will be a routine during a training program. Case management will include discussion with the customer, employer, supervisor, or instructor to ensure that guidelines are being met and to reinforce expectations for the training program.

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 almost immediately upon notice of the layoff. WIOA Title I leadership will be part of the Rapid Response team that meets with a 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 WIOA 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, 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. North Central 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 regional resources to be leveraged without duplication of services.

All customers receive assessments, review labor market information, establish employment goals, and develop Individual Employment Plans that are shared. Job seekers have access to 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: North Central 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 North Central 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 North Central 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.

IVRS has a rep on the Youth Standing Committee to ensure needs of students with disabilities are considered. Co-enrollment when applicable is encouraged.

The following programs are made available to youth within the North Central Local Area:

- Tutoring, study skills training, dropout prevention strategies (RBS) (SEC)
- Alternative secondary school services or dropout recovery services (SEC)
- Experiential Learning - Paid and unpaid work experiences that have as a component, academic and occupational education, which may include:
 - Summer employment opportunities and other employment opportunities available throughout school year (WEP)
 - Pre- apprenticeship programs (PRE)
 - Internships and job shadowing (INT), (SHW)
 - On-the-Job Training (OJT)
- Institutional/Occupational skill training shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations (OJT) (IST) (CUS) (APP) (ENT)
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster (PRE) (APP) (IST)
- Leadership development opportunities (LDS)

- Supportive services
- Adult mentoring for a duration of at least 12 months (MEN)
- Follow-Up Services (PPS)
- Comprehensive guidance and counseling (G&C)
- Financial Literacy education (FIN)
- Entrepreneurial skills training (ENT)
- Services that provide labor market and employment information about in-demand industry sectors or occupations available within the local area (JSP)
- Activities that help youth prepare for and transition to postsecondary education and training (WEP), (MEN) (SEC)

The following is a list of additional activities and services that are available in the North Central Iowa Local Area to support the required youth services available:

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

The above-referenced programs are available through Title I Youth program provider. Services not provided directly by the Title I program provider will be provided by other Workforce partners and community agencies.

Support Services are those services that are necessary to enable a youth to participate in activities authorized under WIOA. The following types of support services are available in North Central for youth.

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

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

The LWDB has identified the following issues faced by employers and youth entering the workforce within the local area:

- Work readiness skills continue to surface as a critical need as expressed by employers, schools, and other stakeholders who struggle to deal with youth who do not practice positive workplace behaviors. Partners within the one stop system have long-term experience in accessing and presenting work readiness curricula which assist to address this issue.
- The skills new workers (youth) are lacking, including basic work ethics, interviewing skills, basic

academic skills, responsibility, organizational skills, and self-esteem can be addressed through career services and in paid or unpaid work experiences. Additional service providers, including area schools, expand the ability to provide needed training for youth through the referral process. Those referrals will be made on an individual basis, meeting the needs of each person. Youth not enrolled in high school needing English as a second language will be referred to programs such as that offered by Adult Education and Literacy Program.

- Co-enrollment of eligible youth with partner programs including IVRS, Adult Education & Literacy and Promise Jobs can have a substantial impact on the success of the youth participant by providing additional services needed to overcome barriers and coordinated case management.
- Refer to questions E-5 and E-7. Include identification of successful models of such youth workforce activities being used and/or planned and describe how each of the required fourteen program elements will be made available to youth.

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

- Continue commitment to offer services to in- school youth while expanding out-of-school youth services
- Continue conversations and communication with area school districts about the WIOA Out- of-School requirement and work to re-engage youth who have dropped out of high school.
- Each youth referral will be reviewed individually. If a youth seems to have the necessary supports in place while they are in high school, but could benefit more from post high school services, enrollment will be delayed until after graduation. If a youth is struggling and could benefit from WIOA services while in high school, the enrollment may be done as an in-school youth.
- IowaWORKS Partner programs meet regularly to staff referrals and to determine which program(s) would best meet the needs of each individual youth.
- Partner with the Promise Jobs program to serve youth and emphasize youth between the ages of 16 and 24 who have not yet built their plan.
- Partner with the Independent Living Aftercare program which provides services to former foster care youth as they age out of the system at the age of 19.
- Partner with the Juvenile Justice System to serve more youth who have dropped from the education system prior to completion.
- Partner with the Adult Criminal Justice System to serve youthful offenders who are on probation, parole or released from prison to assist with career development and training needs.
- Partner with Adult Education & Literacy to serve youth who have dropped out and need to develop a career plan
- Partner with Iowa Vocational Rehabilitation to identify students who will be graduating from high school or who have graduated from high school and may not be eligible for IVRS but would benefit from youth services
- Partner with IVRS and IDB to serve youth with disabilities who might benefit from co-enrollment. IVRS and IDB provide consultation on working with students with disabilities.
- Youth Work Experience programs have been a strong component of youth services within the local area. The youth provider has established contracts with several employers in the local area with a focus on those in a high demand occupation for experiential learning activities including

work experiences, internships, summer employment and job shadowing.

- The local area offers work-based learning opportunities throughout the year through both the WIOA youth program and various partner programs. Iowa Vocational Rehabilitation will partner with IowaWORKS to deliver work experience opportunities for disabled youth.
- The local area will ensure that at least 20% of the WIOA youth funds are expended on work experience.

The LWDB will establish a standing committee for youth services in North Central beginning July 1, 2016. The vision for the Youth Standing Committee is to assist the LWDB in providing youth and young adults (ages 14-24) in North Central with career pathway planning and exploration, education/training, and social guidance through a personalized service system that enables our youth to achieve meaningful employment.

Youth Standing Committee

The North Central Iowa Youth Standing Committee provides guidance for local youth programs operated under the Workforce Innovation and Opportunity Act. In addition, the committee provides expertise in youth policy and assists the Regional Workforce Investment Board in:

- Developing and recommending local youth employment and training policy and practice.
- Broadening the youth employment and training focus in the community to incorporate a youth development perspective.
- Establishing linkages with other organizations serving youth in the local area; and
- Considering a range of issues that can have an impact on the success of youth in the labor market.

The North Central Iowa Youth Standing Committee performs the following duties and other functions as necessary and proper to carry out its responsibilities.

- Identify youth employment and training needs.
- Assist to coordinate youth activities in the North Central Iowa Local Area.
- Assist in developing the Youth section of the Local Plan as requested.
- Make recommendations for Workforce Innovation and Opportunity Act youth programs.

The North Central Iowa Youth Standing Committee will meet on a quarterly basis during the months of January, April, July, and October. The committee members may consist of:

- At least one (1) member of the Regional Workforce Development Board that has a special interest or expertise in youth policy
- Individuals representing youth service agencies, such as juvenile/adult justice and/or local law enforcement agencies
- Parent of youth eligible for WIOA youth services or that were served under prior employment and training youth programs Youth eligible for WIOA youth services or were served in the past.
- Individuals with experience relating to youth activities
- Other interested individuals with youth expertise as suggested

In addition, the voice of youth will be gathered and heard through youth focus groups throughout the local area.

Rather than duplicate efforts, many organizations and committees within the local area have established youth groups that can serve as a voice for youth. In addition, current and past participants can serve to obtain youth input.

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.

The North Central Local Area has a documented history of secondary and post-secondary quality engagement. The education providers in the local area have been an integral part of North Central Iowa Local Area workforce development delivery system for years.

Core partners are represented on the Future Workforce Committee led by Iowa Central Community College's Intermediary Specialist in partnership with the Fort Dodge Growth Alliance. The Core Partners participate in the planning and implementation of services designed to help prepare students to be successful as they transition into the workforce by connecting them to local businesses to explore an assortment of fulfilling career options through job shadows, internships, classroom speakers, worksite tours, mock interview, National Career Readiness Certification, and career exploration events. IDB and IVRS provide one on one individualized support to those with the most significant barriers to education and training opportunities.

A focus in the WIOA legislation is on serving individuals with disabilities and particularly students with disabilities. There is also emphasis on assisting youth with the most significant disabilities to pursue competitive and integrated employment options prior to seeking sub minimum wage work. As indicated, approximately 25% of the IVRS caseload is students with disabilities, so services and strategies to work with this population are important. Iowa Vocational Rehabilitation staff partner with all areas high schools to provide collaborative services to students with disabilities. IVRS has a collaborative plan with each district that highlights collaboration and effective use of resources to avoid duplication or services. IVRS staff provide Pre-Employment Transition Services to high school students with disabilities with a focus on Job Exploration Counseling, Work Based Learning Experiences, Counseling on Opportunities, Workplace Readiness Training, and Instruction on Self-Advocacy.

IVRS awarded a grant to Iowa Central Community College to expand their Intermediary Network. This allows a dedicated staff person to provide work-based learning and work readiness skills to students with disabilities in targeted districts. This assists in expanding capacities for both Iowa Vocational Rehabilitation and the Intermediary Network. IVRS also has a partnership with Fort Dodge Senior High, the Transition Alliance Program, that also assists with capacity building and allows program staff to

provide individualized services that enhance what the high school is already providing. All these programs and services provide opportunities for students with disabilities to learn about career pathways and increase interest in these career fields. IVRS has connections with disability services staff at Iowa Central Community College to provide additional support and guidance for college students so that they are successful in their training.

With the inclusion of Adult Education and Literacy as a core partner, the North Central Iowa Local Area will be aligning and expanding the coordination and integration of those services within the core partner system to reach customers in need of Adult Basic Education, High School Equivalency Diploma, and English Language Acquisition classes. Students are referred from and to North Central IowaWORKS, PROMISE JOBS, Youth Employment Program, and Iowa Department for the Blind, Iowa Vocational Rehabilitation Services, and other partners. Classes are held at the Fort Dodge, Webster City, and Eagle Grove campuses utilizing a managed enrollment process. Class schedule and orientation information is available to partners on the Iowa Central website and flyers are disseminated for each 5 week- session. Since Vocational Rehabilitation and IowaWORKS are located on the Fort Dodge Iowa Central campus, students may be walked over for referrals or membership to participate in Iowa Works job preparation classes. Youth Employment Program career advisors personally meet with HSED students each 5-week session to establish eligibility for services. IVRS and IDB provides consultation to Adult Education regarding co enrollment of students with disabilities. Title I and PACE navigators have added an additional day to HSED orientation which allows the students to learn about the services available in the one-stop system and start setting goals for continued education and improved employment following the completion of their HSED.

Two new career pathway workshops are being offered and are open to enrollment from core partner participant programs. Workplace Readiness is a 22.5-hour course taught by Iowa Central Community College at the IowaWORKS one stop center. It focuses on managing workplace relationships, building a resume, and interview preparation. Participants can take this course at no cost for non-credit, but upon successful completion they can be awarded 1.5 credits if they choose to enroll in a credit program at the community college. The College Experience teaches participants to study skills and time management and introduces them to all the college resources and departments to ease anxiety of transitioning to a full credit program. This course is currently being at the IowaWORKS One Stop Center by the career navigators.

The North Central Iowa Core Partners can better address the many barriers to career advancement through education and training by leveraging the additional tuition and support services provided by the PACE and GAP programs through co-enrollment of eligible participants. PACE navigators counsel participants about educational pathways which lead to gainful employment and assist in the enrollment of post-secondary training. The community college is expanding its program offerings in short-term pathway training programs to match the regional occupational demand from employers.

Wagner Peyser, IVRS, Title I Adult/DW, and PACE staff have been meeting with re-entry coaches from the local areas correctional facilities to improve outcomes for ex-offenders re-entering the local area. The re-entry teams are focused on barriers to re-entry such as low-skills, lack of transportation, and career readiness. A provider fair allowed inmates to learn about community resources available upon exit. The IWD Offender Workforce Advisor Specialist and Ex Offender Team are working together to develop a Second Chances workshop that will be offered either in the one-stop center or at the local work release facility. The team is also seeking a community-based organization to sponsor bus passes

for individuals who complete the second chances workshop, enabling them to overcome the transportation barrier.

The North Central Iowa Local Area is working with its workforce system partners to develop a common intake form, service directory and map, and referral process which will create a seamless customer-focused service delivery network. Duplication of services will be addressed and where possible eliminated through this process of network mapping and alignment of service offerings.

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.

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 an important part of an Individual Employment Plan. 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. The familiarity of WIOA Title I 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.

Supportive services are provided in accordance with the terms of the Local Customer Service Plan and are necessary to enable an individual to participate in activities authorized under WIOA. The following types of supportive services are allowable:

- Transportation (bus/cab passes, bicycle purchases, fuel reimbursement)
- Health Care (pre-employment screenings, prescription vision corrections)
- Counseling (substance abuse evaluation, family counseling)
- Clothing (interview/work clothes, gloves, shoes)
- Dependent care (childcare reimbursement assistance)
- Educational Assistance
- Educational Testing
- Incentive/Bonus Payments (youth only)
- Financial assistance (emergency such as auto repair or broken water heater)
- Service for individuals with disabilities (tools, supplies, equipment, accommodations)
- Supported Employment and Training (pre-vocational training, workplace assessments, soft skills)

- Miscellaneous Services
- Stipends- Youth only
- Youth Incentive Payments

In no case will the amount of Support Service Payments exceed \$5,000.00 per program year. Total combined payments for ITA and Support Services may not exceed \$10,000.00 per program year; however, may be increased in extraordinary circumstances at the discretion of the Director.

Support service payments may be provided when necessary to enable a participant who cannot afford to pay for such services to participate in Workforce Innovation Opportunity Act. Support service payments can be made only when the participant's Financial Needs Determination (FND) indicates need. Incentive/bonuses for youth, however, are not based on need.

Support service payments are not made for training activities in which the participant failed to participate without good cause. Follow-up payments may be provided for up to one year following a participant's successful completion of the Individual Employment Plan. Such services will be designed to assist the individual to obtain or retain unsubsidized employment.

North Central Iowa must define the procedures for referral to such services, including how such services will be funded when they are not otherwise available from other sources.

All attempts to find other supportive service funding and the reasons for needing WIOA funding must be documented in the Iowa Works system. Potential sources for other funding may include state-funded sources, PELL Grants or Trade Adjustment Assistance (TAA).

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 (Pathways for Academic Career and employment)
- Federal Pell Grant
- Federal Supplemental Educational Opportunity Grant
- Federal Work Study
- Iowa Vocational Technical Tuition Grant
- All Iowa Opportunity Scholarship
- Last Dollar Scholar Program
- National Farm Worker Program
- Snap Grant

All Title II participants have access to a DART bus pass with their ICCD ID. These addresses transportation barriers in the town of Fort Dodge only. Students are allowed to use this bus pass for other services and not just their education classes. This assists those with transportation barriers to access other supportive services and removes the expense for the bus pass from the student.

Title I serves all Adult/Dislocated Worker participants through leveraged resources available via the core partners. Customer service focus necessitates the resources available through the One-Stop Center be leveraged and blended whenever possible to ensure 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

IVRS offers some of the same support services to individuals with disabilities. IVRS coordinates with Title I and other partners to ensure that funding is braided to best support the individual while not duplicating funding.

North Central Iowa Local Policies and Procedures is available on the North Central Iowa Local Workforce Development Board website at <https://www.iowawdb.gov/north-central/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 Workforce Innovation and Opportunity Act (WIOA) serves as a key driver in the transformation of how workforce development programs working together can provide the best possible integrated service delivery. The One Workforce approach fosters greater collaboration, integrated service delivery, shared data, and leveraged resources that leads to positive employment and training outcomes for customers.

To deliver integrated services, the workforce system partners must work to align and connect their operations and systems. Case managers must not feel constrained by the services available in one program but must have the training and ability to offer customers the services they need from multiple programs to maximize services and funding available. The workforce system cannot afford siloed programs. Each WIOA partner has a primary focus within their programming:

Title I - Skill Upgrading:

- Youth Program - serves eligible disadvantaged youth, ages 14-24, who face barriers to education, training, and employment so they can succeed in the Workforce. Primarily focusing on out-of-school youth with one or more barriers to employment.
- Adult program – provide individualized career and training services, giving priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
- Dislocated Worker Program - designed to help workers who became dislocated because of job loss, layoff, global trade dynamics, or transitions in economic factors to get back to work as quickly as possible and overcome barriers to re-entering employment.

Title II – Adult Education and Family Literacy

- Adults Education – assists individuals to attain their secondary school diploma and transition into postsecondary education and training.
- Family Literacy Program – supports adults to get the basic skills needed including reading, writing, math, English Language Proficiency, and problem solving be productive workings, family members, and citizens.

Title III – Employment Services

- Wagner-Peyser Act - Employment Service focuses on providing a variety of services including job search assistance, help getting a job referral, resume development, mock interviews, and placement assistance for job seekers. Additionally, re-employment services are available for unemployment insurance claimants, as well as recruitment services to employers with job openings.

Title IV - Disability Services for Integration into Society

- Vocational rehabilitation services to individuals with disabilities by adapting career services to meet their needs and connecting them with resources.
- Department for the Blind provide individualized services to individuals with limited vision and sight impaired by adapting career services to meet their needs and connecting them with resources.

While all partners can provide career counseling and employment services, it is important to recognize that Title III has this as the primary focus of their services. This provides the opportunity for Title I, II, and IV to leverage these services and have more time dedicated to their primary focus. To coordinate services and prevent duplication:

Title I staff co-located at the IowaWORKS office and assist Title III with greeting and assisting individuals coming into the center. This is provided in a limited but shared basis in the effort to remain current with system and service offering and to connect Title I services to those entering the center. Prior to a referral to Title I, Title III staff assist job seekers with assessments, LMI, resume writing, applications, mock interviews, and job referrals. The information gathered from Title III can be utilized by Title I when a referral is made. Title I will then review and enroll the individual if appropriate. Once the individual has gained the necessary skills to be gainfully employed, a referral is made back to Title III for employment service assistance. In this way, basic career services are not duplicated by Title I.

Title II currently offers High School Equivalency completion classes as well as English as a Second Language (ESL). (Title II will soon offer digital literacy and financial literacy classes). Individuals who are seeking employment and meet with Title III in the IowaWORKS center are encouraged to utilize Title II services if they lack a High School Equivalency or need English as a Second Language training. While individuals may have a deep desire to only secure employment, through career counseling Title III

provides information on success rates and wage increase for those who are able to obtain their High School Equivalency or can emphasize their bilingual capabilities after receiving ESL services. Once an individual is connected to Title II services through the partner referral form, Title II services are provided and supports given to aid the individual to reach their training goal. As the individual nears the completion of their goal, they are referred to Title I services for review of additional pathways that can further their efforts of successfully gaining employment with livable wages to support themselves and family. Title I also partners with extended partners, GAP, and PACE, to co-enroll or refer individuals for additional pathway and resource connections. If the individual no longer wishes to pursue additional training a referral to Title III will be sent if the individual is, then looking to enter the workforce with the newly acquired skills to get assistance with employment services and connection to employers hiring in the area. As the need arises, Title II may have classes that tailored for specific populations. Coordination of these classes will be done in conjunction with the core partners to ensure that there is no duplication by other training providers within our area. If duplication is detected, we will work to identify if the target audience specialized services beyond what partners provide and if classes can be connected through curriculum progression. In this way, Title II works to ensure that Title III services are not being duplicated.

While Title IV provides services to individuals with disabilities that are related to successful employment and transition to live independently, staff encourage individuals to utilize services of Title III. Participants are informed of services available, and a calendar of events is shared. IVRS participants have been referred for services including participation in workshops and assistance with resumes and interviewing skills, as well as assistance to register for a job search. IVRS can provide consultation on any accommodations needed. IVRS then provides more individualized services based on that participant's needed based on that disability. Ongoing communication is encouraged, and co-enrollment is encouraged. IVRS and IowaWORKS staff have met jointly with participants to encourage collaboration and avoid duplication. IVRS also collaborates with Title III on the TTW program. Both IVRS and IowaWORKS are an EN, so collaboration to avoid duplication is important. Typically, a referral to IVRS is made when an individual has needs that can best be met through the IVRS program. In turn, when an IVRS file is closed, a warm handoff is made to IowaWORKS for ongoing benefits counseling.

Partners also work collaboratively to provide Business Services to area employers from a One Workforce approach, offering all program services and allowing partners to extend their outreach and duplication of business outreach.

The North Central Iowa Local Area is working with its workforce system partners to develop a common intake form, service directory and map, and referral process which will create a seamless customer-focused service delivery network. Duplication of services will be addressed and where possible eliminated through this process of network mapping and alignment of service offerings.

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 NCIWDB 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 NCIWDB.

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 are consistent with the strategies, needs and activities of the local plan. Upon completing this review, the NCIWDB 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 NCIWDB 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 NCIWDB 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 NCIWDB'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 NCIWDB 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 NCIWDB'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 North Central Iowa is posted on the North Central Iowa Workforce Development Board website and can be found here:

<https://www.iowawdb.gov/north-central/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 region.

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

Technical evaluations of the proposals received and for selecting contractors will be conducted. 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.

Title I completes a Financial Needs Determination form with each participant entering a training service. An 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.

Individualized Training Accounts are the standardized methodology by which a participant's training costs are funded. Limitation of funds that will be available for ITA's will be based on funds available, planned service levels and the needs of the participant. The provider may seek permission from the NCIWDB Executive Director to exceed two years or \$10,000 based on the needs of the participant, funds available, and the degree required for self-sustaining employment. Total combined payments for ITA and Support Services may not exceed \$10,000.00 per program year; however, may be increased in extraordinary circumstances by up to \$500.00 at the discretion of the NCIWDB Director. All payments issued through an ITA must be warranted through the FND.

ITAs will be issued only for approved training programs, and only after career counseling has been provided by Title I staff, and case noted. Participants will be required to apply for any available financial assistance including Pell Grants. Loans that must be repaid will not cause a decrease in Workforce Innovation Opportunity Act assistance. A financial needs determination form will be completed on each enrollee participating in Institutional Skills Training (IST).

The Dislocated Worker program will use training costs only to determine need. The Adult and Youth programs will use training costs and standard living expenses and resources as reported by the participant in calculating the participant's financial needs. All Trade/Dislocated Worker Dual Enrollments will require the use of actual household living expenses and resources in addition to education and related expenses and resources. If an IST participant is living on campus, room and board will be considered a living expense and not an educational expense.

A determination of needs will be reviewed annually or more often if significant changes in expenses, financial aid or other resources occur. Title I completes a Financial Needs Determination form with each participant entering a training service. An 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 North Central Iowa LWDA ensures consumer choice by having participants complete the consumer choice options worksheet. 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 NCIWDB 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 NCIWDB 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 24, 2021 and ended September 21, 2021. A listening session was held on August 30, 2021, from 6:00 p.m.-6:30 p.m. There were two comments received during the public comment period. Each comment received an action to make the necessary corrections to the Local Plan as directed by the North Central Iowa Local Workforce Development Board. Those corrections are highlighted in the attached document.

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.

IowaWORKS partners Title I and III currently use the IowaWORKS system which is a web-based system through GEO Solutions. GEO Solutions is a company used across the nation that created a workforce development software to manage all federal workforce programs into one integrated system to improve service delivery and performance. The IowaWORKS case management system incorporates Title I, Title III, Promise Jobs, MSFW, JVSG, and TANF programs for application, program plans, and case note documentation for workshop attendance, job searching referrals and overall documentation.

It was designed to bring a collaborative approach between workforce agencies and service providers to close the skills gap, increase job placements, reduce unemployment durations, and ultimately strengthen economic development initiatives. Title IV is currently reviewing their partnership and Title II has not partnered with this system. They are currently utilizing their own case management system. Until we are all using the same system, we diligently work to communicate through regular meetings, emails, and calls regarding co-enrolled cases. An electronic referral form was developed to stay connected to each other in an efficient manner and track our interaction and is utilized across core and

extended partners. Each month we hold a Core Partner Staff Meeting and Core Partner Leadership Meeting to discuss program changes and needs. There is a weekly meeting on partner updates, case management collaboration, and assistance available for difficult to serve customers.

Title II will be offering short-term training workshops at the center to address digital literacy skills for individuals that access services from the One Stop. These workshops will be available in person as well as in an online hybrid setting for those unable to access the one stop center and/or need the flexibility of online classes. Title II is located on the same campus as the One Stop center and available to come and meet with potential Title II participants in person if requested. Title II will participate in cross training opportunities at local area in-services. Title II currently has online registration access for the English as a Second Language program and in the process of developing an online registration process for the High School Equivalency Diploma. Appointments with Title II staff can be set up to meet with the individual at the center, over the phone, virtually or at the office of the Title II staff. Technology could also be provided to an individual at one of our off-campus locations in Webster City and Eagle Grove, so they can access an online meeting with core partner staff.

Title II is located on the same campus as the One Stop center and available to come and meet with potential Title II participants in person if requested. Title II will participate in cross training opportunities at local area in-services. Title II currently has online registration access for the English as a Second Language program and in the process of developing an online registration process for the High School Equivalency Diploma as well as other training opportunities such as the Integrated CNA, Integrated Paraeducator, Integrated Manufacturing classes. Title II utilizes the shared core partner referral form. Appointments with Title II staff can be set up to meet with the individual at the center, over the phone, over Zoom or at the office of the Title II staff.

Core partners can also request a meeting space at one of our off-campus locations that are in Webster City and Eagle Grove to meet with individuals not able to access the one stop center. Technology could also be provided to the individual at one of our off-campus locations so they can access an online meeting with core partner staff.

IowaWORKS partners Title I and III currently use the IowaWORKS system which is a web-based system through GEO Solutions. GEO Solutions is a company used across the nation that created a workforce development software to manage all federal workforce programs into one integrated system to improve service delivery and performance.

It was designed to bring a collaborative approach between workforce agencies and service providers to close the skills gap, increase job placements, reduce unemployment durations, and ultimately strengthen economic development initiatives. Title IV is currently reviewing their partnership and Title II has not partnered with this system. They are currently utilizing their own case management system. Until we are all using the same system, we diligently work to communicate through regular meetings, emails, and calls regarding co-enrolled cases. An electronic referral form was developed to stay connected to each other in an efficient manner and track our interaction. Each month we hold a Core Partner Staff Meeting and Core Partner Leadership Meeting to discuss program changes and needs. There is a weekly meeting on partner updates, case management collaboration, and assistance available for difficult to serve customers.

IVRS has its own case management system and has not been able to utilize the case management system that Title I and III used. Not all titles have access to a singular case management system. Representatives from Title IV are meeting with teams to determine possibilities of data sharing or integration into the IowaWORKS case management system, however, until this occurs, Title IV is collecting and reporting WIOA data through its own system and sharing information with partners. All partners do have access to report business services in portal through the IowaWORKS reporting system and allows partners to report on the performance measure of Effectiveness in Serving Employers as a cohesive entity.

Core and Required Partner Programs meet regularly for coordination of intake and case management activities, exchange of information across agencies, and to provide an open line of communication between partner programs. 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. Additionally, there is also a monthly meeting held for Core Partner agency staff to collaborate on individual cases, address barriers to success, and for cross-training activities to take place. The One-Stop Operator coordinates and facilitates these high-level meetings and ensures that all partner leadership and staff are regularly engaged and present.

An integrated referral system has been implemented for all Core and Required partner programs operating within the local area. Core and Required partner staff can input and easily share key customer information using an accessible Google form. The One-Stop Operator designed the Google Form to automatically send an e-mail notification to the agency receiving the referral, ensuring prompt follow-up, and updating of the customer. For each referral completed using the form, a notification is sent to the referring agency contact, the referred agency contact, as well as the One-Stop Operator. This multi-check system allows for real-time monitoring of referrals (and correction of any errors).

All partners have access to information on referrals made in their area through the referral system's backend spreadsheet. Reports can be generated based on the data pertaining to the number of referrals to various programs and whether specific referrals have been contacted.

While a system is available that all partners can use to obtain immediate information regarding a partner referral, a system must be designed and implemented to ensure that dual enrolled individuals are followed up regularly. All partners working with the individual should be identified on the referral form by the partner making the referral. To ensure a client-centered approach, while considering the geographical landscape of North Central Iowa, it would be best to schedule in-person Integrated Resource Teams (IRTs) every 90 days, with all the partners collaborating to assist the individuals referred to reach their vocational goals. In addition to the benefit of a client-centered approach, IRTs would facilitate effective communication among all parties involved. The emailing of case notes between IRTs among all partners working with the individual would assist in following up in between IRTs and reduce duplication of services.

An integrated, cross-agency customer satisfaction survey was being developed in January and February 2022 with the aim of creating and implementing an integrated tool to solicit and analyze customer satisfaction data is to inform strategies for continuous improvement. However, this effort has been put

on hold as the state looks to create a uniform solution for collecting customer satisfaction data across all Local Areas. The One-Stop Operator is involved in the state’s planning sessions for this tool.

IowaWORKS manages employer data, allowing it to be accessed and entered by Title I and III programs. A Business Relations Report is currently being developed to facilitate sharing of employer information between all IowaWORKS partners. Each partner will have the opportunity to input pertinent employer information as they establish relationships with local employers. This information can include high turnover positions, education and skills required for those positions, specified minimum age, whether 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. Using this form, the partner can provide either the employer’s direct contact information or their own contact information to facilitate a warm introduction to the 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. As a result, partners can more easily access the data on the back end. Each partner will have access to the spreadsheet containing all the employer data input by all partners in the local area. All the partners will utilize the employer information in this shared database to assist local employers with fulfilling hiring requirements and to assist job seekers with finding employment that meets their skills, education, experience, and interests.

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).

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 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.

The NCIWDB 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.

Title I 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 deficiency 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 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 and Adult Priority of Services

Veterans and eligible spouses continue to receive priority of service for all DOL-funded job training programs, which include WIOA Title I program. A veteran must meet each program's eligibility criteria to receive services under the respective employment and training program.

Application of Priority

In regard to WIOA Adult funds, priority must be provided in the following order:

1. 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 recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient would receive first priority for services with WIOA Title I Adult formula funds for individualized career services and training services.
2. To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for WIOA Title I Adult formula funds.
3. To veterans and eligible spouses who are not included in WIOA's priority groups.
4. To priority populations established by the Governor and/or Local Workforce Development Board (Local WDB).
5. To non-covered persons outside the groups given Priority under WIOA.

Priority of Service for Adult Program Funds

1. Recipients of public assistance
 - o Temporary Assistance to Needy Families (TANF)

- General Assistance (GA)
 - Refugee Cash Assistance (RCA)
 - *Supplemental Security Income (SSI)*
 - Supplemental Nutrition Assistance Program (SNAP)
 - Other income based public assistance
2. Low-Income Individuals
- Receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the SNAP, TANF, SSI under Title XVI of the Social Security Act, or state or local income-based public assistance program; or
 - Receives an income or is a member of a family receiving an income that in relation to family size, is not in excess of the current U.S. DOL 70 percent Lower Living Standard Income Guidelines and U.S. Department of Health and Human Services Poverty Guidelines, or
 - Is an homeless individual, or
 - Is an individual with a disability whose own income meets the income requirements above, but who is a member of a family whose income does not meet this requirement
3. Individuals Who Are Basic-Skills Deficient must meet at least one of the following:
- Lacks a high school diploma or equivalency and is not enrolled in secondary education; or
 - Is enrolled in Title II Adult Education (including enrolled for English Language Acquisition); or
 - Has poor English-language skills and would be appropriate for ESL, even if the individual isn't enrolled at the time of WIOA participation; or
 - The planner makes observations of deficient functioning, and, as justification, records those observations in the data management system; or
 - Scores below 9.0 grade level (8.9 or below) on the Test of Adult Basic Education (TABE); Comprehensive Adult Student Assessment System (CASA), or other allowable assessments as per National Reporting System (NRS) developed by the U.S. Department of Education's Division of Adult Education and Literacy; or
 - Individual does not earn the Nations Career Readiness Certificate (NCRC) (e.g., one or more of those scores are below a Level 3 on the Workplace Documents, Applied Math, or Graphic Literacy assessments).
4. Individuals with Barriers to *Employment*. Individuals with barriers to employment may include:
- Displaced homemakers
 - Indians, Alaska Natives, and Native Hawaiians
 - Individuals with disabilities, including youth who are individuals with disabilities
 - Older individuals (age 55 and older)
 - Ex-offenders
 - Youth who are in or have aged out of the foster care system
 - Individuals who are:
 - English Language Learners
 - Individuals who have low levels of literacy (an individual is unable to compute or solve programs, or read, write, or speak English at level necessary to function on the job, or in the individual's family, or in society); and
 - Individuals facing substantial cultural barriers
 - Eligible migrant and seasonal farmworkers
 - Individuals within two years of exhausting lifetime TANF eligibility
 - Single parents (including single pregnant women)

- Long-term unemployed individuals (unemployed for 27 or more consecutive weeks)
- *Underemployed* Individuals. Underemployed individuals may include:
 - Individuals employed less than full-time who are seeking full-time employment
 - Individuals who are employed in a position that is inadequate with respect to their skills and training
 - Individuals who are employed and meet the definition of a low-income individual
 - Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, per state and/or local policy

The above list is used only for applying priority for the individual to receive individualized career services and training services. Certain individualized career services or training services may require pre- and post-test scores to measure skills gain for the specific activity; in this case the determination is made by administering an acceptable skills assessment or by using scores from any partner's previous assessment.

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 with at least one day of active military service 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.

IowaWORKS and its partners pride itself on providing outstanding services to our veterans. All WIOA team members are trained on veteran services and resources and have a solid understanding of Priority of Service. Priority of Service posters are displayed in several locations throughout the center. Education and training for staff regarding veterans' services and resources are covered by Local Veteran Employment Representative (LVER), Disabled Veterans Outreach Program (DVOP) Career Planner, and the Veterans Program Coordinator (VPC). Staff training on Priority of Service is priority are provided through yearly trainings and upon request by the VPC and LVER.

At the IowaWORKS center, Career Planners make a collaborative effort to provide support to veterans and their spouses, including the promotion of Home Base Iowa (HBI). HBI is a partner program designed to help veterans across the country to find private sector jobs, explore career paths, and make a smooth transition to civilian life in Iowa. It assists to link veterans to dedicated support, resources and opportunities across the state. There are key staff directly involved with HBI and assigned to serve the North Central service area.

Veteran support is offered through a variety of enhancements to center and program processes that include identifying veterans and promoting veterans within outreach efforts. These key processes include:

1. While conducting outreach, team members (which include LVER and DVOP Career Planners), will promote HBI to businesses, partners, community organizations and veteran organizations.
2. Quarterly events will be planned to connect, provide services, and create awareness to and for veterans during the year.
3. When large job fairs are hosted veterans, service members, and spouses will be invited to attend earlier than the general public.
4. A 24-hour hold is placed on all job orders allowing veterans to receive priority over non-veterans.

As customers come to the center, they are greeted by Career Planners. These key processes have been implemented:

- Each new customer entering the center at the point of entry will be asked, “Have you, or your spouse, ever served in the U.S. Military?” If the customer states that they are a Veteran, we thank them for their service, if it is the spouse, we thank them for their support.
- Once identified and checked-in through the VOS Greeter, the veteran/spouse works one-on-one with a Career Planner in Career Services. Through conversation triage questions are asked to determine the visit reason. A folder is provided with veteran-related resource information based upon the discuss and needs, including information regarding Priority of Service. The Career Planner completes the IowaWORKS registration and Wagner-Peyser application in order to identify additional veteran services that may be available through the Disabled Veterans’ Outreach Program. During this time additional questions are asked regarding employment needs, including training and connection to resources and direct linkages are provided, including a referral to HBI within the IowaWORKS data entry system.
- There is a designated a space within the Exploratory Lab with a computer for only veterans to use, including all veteran materials to easily access information and resources.
- A designated team member or Operations Manager will pull a weekly report of all Veterans who registered with IowaWORKS and assign outreach through email and or phone, to market center services and benefits of HBI. This allows the center to connect to customers who registered from home that may not visit 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.

Aligning and coordinating critical programs and services are an additional key process to ensure veterans are a service priority. While a veteran must meet each program’s eligibility criteria to receive services under the respective employment and training program, partners will provide first priority for services by taking proactive measures to identifying veterans or their spouses seeking program services.

Title I – Individuals enrolled through Title I Adult Program will have funding priority provided in the following order:

1. To veterans and eligible spouses who are also included in the groups given statutory priority for WIOA 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 formula funds for individualized career services and training services.

2. To non-covered persons (that is, individuals who are not veterans or eligible spouses) who are included in the groups given priority for formula funds.
3. To veterans and eligible spouses who are not included in WIOA's priority groups.
4. To priority populations established by the Governor and/or North Central IA WDB.
5. To non-covered persons outside the groups given priority under WIOA.

Title I – Provisions given to veterans and eligible spouses through Title I Dislocated Worker Program:

1. Separating service members entering or reentering the civilian labor force. A DD Form-214 from or other appropriate documentation (such as separation orders) qualifies as the notice of termination or layoff to meet the required dislocated worker definition.
2. Separating service members, or those on a terminal leave from the military, can be provided career services while on Active Duty but with imminent separation dates, provided that their discharge will be anything other than dishonorable.
3. Dislocated worker definition includes 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.
4. 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.
5. Military spouses can also qualify if they are unemployed or underemployed and are having trouble in obtaining or upgrading employment.

Title IV – IVRS has a long-standing agreement with the VA. This agreement spells out the referral process; which agency will be responsible for specific services; the inclusion of each other's employees in staff development activities; and the identification of key liaison individuals.

Unemployment Insurance - Veterans that file for unemployment insurance will be profiled for the RESEA program to ensure services are offered early in the Veteran UI claim and is connected to the menu of services in the IowaWORKS center. If these veterans are identified as having a significant barrier, a referral to a local DVOP will be made to provide additional services.

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.

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.

North Central Iowa Public Comment Period: August 24, 2021 - September 21, 2021

Date Received	Section	Comments	Comment Made By	Action	Response
8/31/2021	Pg. 20	OJT amount of \$1,000 should be taken out. Previously, the board identified dollar amount caps on certain activities per year.	Teresa Larson-White	Corrected	Took out the \$1,000 cap limit
9/8/2021	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 North Central Iowa Local Plan.	Taylor Williams	Corrected	
Response added to the local plan in section 3 1.b.	<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:</p> <p>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>
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