



# STATE WORKFORCE DEVELOPMENT BOARD

<https://www.iowawdb.gov/>

**Mission:**

*The Iowa State Workforce Development Board oversees the development and implementation of the state workforce development plan. The SWDB ensures that state workforce regions have the resources to support employment programs across the state.*

## PUBLIC MEETING NOTICE

**Date:**

Thursday, June 29, 2023

**Time:**

12:00 p.m. – 1:00 p.m.

**Zoom:**

Join Zoom Meeting  
<https://iowaworks.zoom.us/j/81581462236?pwd=WEc2YVJiZlZlLTlVINUNNZjBQcTd5QT09>

**Meeting ID: 815 8146 2236**

**Passcode: 300487**

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### TENTATIVE AGENDA:

1. Call to Order.
2. Roll call to establish quorum by Shelly Evans, Board Administrator.
3. **Action Item:** Approval of Meeting Agenda.
4. Discussion on WIOA Infrastructure Funding Agreement Policy by Michelle McNertney, Iowa Workforce Development. (Attachments 5 and 6)
  - 4.1 **Action Item:** Motion for vote to adopt IFA policies.
5. Discussion on Merger of four Local Workforce Development Areas into one Area, the Iowa Plains Local Workforce Development Area by Michelle McNertney, Iowa Workforce Development. (Attachment 7)
  - 5.1 **Action Item:** Motion for vote on merger of local areas.

6. Update on Future Ready Iowa High Demand Occupation List by Director Beth Townsend, Iowa Workforce Development. (Attachment 2)

**6.1 Action Item:** Motion for vote on Future Ready Iowa High Demand Occupation List.

7. Update on the Iowa Grant High Demand Occupation List by Director Beth Townsend, Iowa Workforce Development. (Attachment 3)

**7.1 Action Item:** Motion for vote on Iowa Grant High Demand Occupation List.

8. Update on the Iowa Workforce Grant and Incentive Program High Demand Occupation List by Director Beth Townsend, Iowa Workforce Development. (Attachment 4)

**8.1 Action Item:** Motion for vote on Iowa Workforce Grant and Incentive Program High Demand Occupation List.

9. Presentation of 2022 Future Ready Iowa Annual Report by Kathy Leggett, Iowa Workforce Development. (Attachment 8)

**9.1 Action Item:** Approval of the 2022 Annual Report.

### **ACCOMMODATIONS:**

Accommodations are available upon request for individuals with disabilities. If you need an accommodation, please contact:

Shelly Evans, Board Administrator, [shelly.evans@iwd.iowa.gov](mailto:shelly.evans@iwd.iowa.gov), (515) 725-5680

### **UPCOMING CALENDAR EVENTS:**

- Workforce Development Board Quarterly Meetings:
  - September 20, 2023 @ John V. Hanson Career Center, Forest City, IA
  - December 14, 2023 @ DMACC Urban Campus

# Last Dollar Scholarship AY24/25

# Attachment 2 - Updated

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS <sup>1</sup>						Additional Information						
Occupational Title	Total Annual Openings Rank	Total Annual Openings	Annual Growth Rank	Annual Growth Rate (%)	Entry Wage <sup>2</sup>	Some College, No Degree + Assoc. Degree: Education Level Distribution (%) <sup>3</sup>	National Approved Registered Apprenticeship Occupation <sup>4</sup>	Statewide 2021 LDS List	Community College 2021 Regional Selection	2022 Fall Semester Statewide Last Dollar Scholarship Recipients <sup>5</sup>	Community College Program Enrollment <sup>6</sup>	Community College Recommendation <sup>6</sup>
Bookkeeping, Accounting, & Auditing Clerks	1	2,665	80	0.4	\$ 14.32	49.4	✓			*	882	Yes
Registered Nurses	2	2,215	56	1.2	\$ 25.70	33.7	✓	✓		1,341	3,726	Yes
Maintenance & Repair Workers, General	3	1,740	46	1.4	\$ 14.59	38.5	✓			*	-	No
Electricians	4	1,200	15	2.5	\$ 18.75	47.1	✓	✓		188	298	Yes
Welders, Cutters, Solderers, and Brazers	5	1,085	39	1.6	\$ 16.85	32.1	✓	✓		349	1,194	Yes
Carpenters	6	1,060	38	1.6	\$ 15.47	24.7	✓	✓		180	307	Yes
Software Developers	7	1,040	17	2.4	\$ 33.63	11.1	✓	✓		527	164	Yes
Plumbers, Pipefitters, & Steamfitters	8	835	32	1.7	\$ 18.64	33.2	✓	✓		25	48	Yes
Medical Assistants	9	830	10	2.7	\$ 14.97	64.5	✓		✓	*	797	Yes
Industrial Machinery Mechanics	10	765	11	2.7	\$ 20.66	41.3	✓	✓		69	128	Yes
Insurance Sales Agents	11	750	67	1.0	\$ 15.96	36.1				*	6	No
Operating Engineers and Other Construction Equipment Operators	12	740	33	1.7	\$ 20.00	23.7	✓	✓		16	16	No
Licensed Practical & Licensed Vocational Nurses	13	610	45	1.4	\$ 19.50	71.4	✓	✓		517	1,876	Yes
Computer Systems Analysts	14	605	52	1.3	\$ 29.75	20.7	✓	✓		176	327	Yes
Machinists	15	580	51	1.3	\$ 16.78	41.2	✓	✓		30	45	Yes
Bus & Truck Mechanics & Diesel Engine Specialists	16	530	40	1.5	\$ 18.48	36.6	✓	✓		236	401	Yes
Heating, Air Conditioning, & Refrigeration Mechanics & Installers	17	525	29	2.0	\$ 17.67	43.5	✓	✓		165	303	Yes
Insurance Claims & Policy Processing Clerks	18	510	86	0.3	\$ 17.09	45.1	✓			*	31	No
Computer User Support Specialists	19	480	43	1.5	\$ 17.97	40.0	✓	✓		50	98	Yes
Dental Assistants	20	455	23	2.1	\$ 16.60	57.1	✓	✓		167	404	Yes
Buyers & Purchasing Agents	20	455	89	0.2	\$ 18.57	34.3			✓	*	406	No
Police & Sheriff's Patrol Officers	22	450	60	1.2	\$ 23.66	47.4	✓	✓		401	808	Yes
Farm Equipment Mechanics & Service Technicians	23	335	73	0.8	\$ 18.46	36.5	✓	✓		98	3	Yes
Computer Numerically Controlled Tool Operators	24	315	87	0.2	\$ 15.32	44.2	✓			*	118	Yes
Installation, Maintenance, & Repair Workers, All Other	25	310	49	1.4	\$ 14.45	36.4	✓		✓	*	19	No
Paralegals & Legal Assistants	26	305	13	2.5	\$ 16.67	42.4	✓	✓		110	293	Yes
Correctional Officers & Jailers	27	285	92	-0.2	\$ 30.06	49.1	✓			*	-	No
Telecommunications Equipment Installers & Repairers, Ex Line Installers	28	280	58	1.2	\$ 17.02	51.8	✓	✓		12	34	No
Cost Estimators	29	260	57	1.2	\$ 20.06	38.7				*	3,699	Yes
Network & Computer Systems Administrators	30	250	62	1.1	\$ 28.26	38.5	✓	✓		206	516	Yes
Claims Adjusters, Examiners, & Investigators	30	250	93	-0.3	\$ 21.08	34.7	✓			*	6	No
Computer Occupations, All Other	32	240	36	1.6	\$ 24.64	35.5	✓	✓		93	179	Yes
Medical Dosimetrists/Records Specialists/Health Techs, All Other	33	235	66	1.0	\$ 15.65	59.1	✓		✓	*	390	Yes
Radiologic Technologists	34	215	55	1.2	\$ 21.20	67.9	✓	✓		184	197	Yes
Agricultural & Food Science Technicians	35	210	54	1.2	\$ 15.16	36.4		✓		28	93	Yes
Physical Therapist Assistants	36	205	3	4.4	\$ 21.40	60.9		✓		98	224	Yes
Computer Network Support Specialists	36	205	35	1.7	\$ 20.96	40.0	✓	✓		Included in: 15-1256	1,079	Yes
Clinical Laboratory Technologists & Technicians	36	205	59	1.2	\$ 18.06	40.3	✓	✓		86	164	Yes
Computer Programmers	36	205	84	0.3	\$ 22.28	20.2	✓	✓		2 - Incl. in: 15-1256	1,133	Yes
Web Developers & Digital Interface Designers	40	195	30	2.0	\$ 15.29	24.3	✓	✓		203	580	Yes
Logisticians	41	190	6	3.8	\$ 23.14	37.2				*	3,721	Yes
Emergency Medical Technicians & Paramedics	41	190	50	1.4	\$ 16.30	69.6	✓			*	645	Yes
Electrical Power-Line Installers & Repairers	41	190	64	1.1	\$ 29.86	49.4	✓	✓		109	178	Yes
Dental Hygienists	44	180	22	2.1	\$ 32.74	58.8		✓		121	535	Yes
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	44	180	78	0.5	\$ 17.52	32.1	✓	✓		Included in: 51-4121	1,194	Yes
Firefighters	46	175	44	1.4	\$ 15.12	59.9	✓			*	151	Yes
Kindergarten Teachers, Ex Special Education	47	170	65	1.1	\$ 17.39	34.0				*	154	No

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Water & Wastewater Treatment Plant & System Operators	47	170	90	0.1	\$ 18.11	44.4	✓	✓		31	77	Yes
Legal Secretaries	47	170	95	-1.0	\$ 15.34	52.4	✓			*	1	No
Millwrights	50	145	16	2.4	\$ 19.66	41.0	✓	✓		Included in: 49-9041	149	Yes
Life, Physical, & Social Science Technicians, All Other	51	125	20	2.3	\$ 14.15	37.2	✓			*	740	No
Telecommunications Line Installers & Repairers	51	125	28	2.0	\$ 18.71	44.6	✓	✓		Included in: 49-2022	34	No
Civil Engineering Technicians	51	125	61	1.1	\$ 20.01	50.8		✓		49	62	No
Calibration & Engineering Techs, Ex Drafters, All Other	51	125	72	0.8	\$ 21.17	50.8		✓		170	99	Yes
Biological Technicians	55	120	71	0.9	\$ 17.83	37.3	✓	✓		9	13	No
Tool & Die Makers	55	120	76	0.8	\$ 19.28	49.8	✓	✓		43	62	Yes
Architectural & Civil Drafters	57	115	53	1.3	\$ 18.59	52.6	✓	✓		47	378	Yes
Agricultural Inspectors	57	115	88	0.2	\$ 17.82	33.4	✓			*	-	No
Order Clerks	59	110	96	-1.2	\$ 14.31	37.2				*	95	No
Chemical Equipment Operators & Tenders	60	105	81	0.4	\$ 17.23	35.3	✓			*	-	No
Payroll & Timekeeping Clerks	60	105	94	-0.7	\$ 17.36	47.7	✓			*	297	Yes
Electrical & Electronics Engineering Technicians	62	100	83	0.3	\$ 23.29	63.0	✓	✓		94	523	Yes
Wind Turbine Service Technicians	63	95	1	8.0	\$ 21.77	36.4	✓	✓		Included in: 49-9041	149	Yes
Maintenance Workers, Machinery	63	95	34	1.7	\$ 20.61	34.5	✓	✓		Included in: 49-9041	149	Yes
Mechanical Drafters	63	95	82	0.3	\$ 21.33	56.6	✓	✓		101	572	Yes
Human Resources Assistants, Ex Payroll & Timekeeping	63	95	85	0.3	\$ 15.90	40.1	✓	✓		174	253	Yes
Industrial Engineering Technicians	67	90	41	1.5	\$ 18.38	50.8	✓	✓		-	6	No
Eligibility Interviewers, Government Programs	67	90	79	0.4	\$ 20.01	40.3		✓		132	312	Yes
Title Examiners, Abstractors, & Searchers	69	85	74	0.8	\$ 15.08	38.9				*	293	Yes
Forest & Conservation Technicians	69	85	75	0.8	\$ 15.67	37.2				*	96	No
Chemical Plant & System Operators	69	85	77	0.7	\$ 18.81	44.9	✓			*	-	No
Cargo & Freight Agents	72	80	9	2.9	\$ 16.32	43.0	✓			*	31	No
Medical Equipment Repairers	72	80	70	1.0	\$ 16.86	47.8	✓	✓		Included in:17-3098	5	Yes
Interpreters & Translators	72	80	18	2.4	\$ 14.98	32.8		✓		21	91	No
Occupational Therapy Assistants	75	75	5	4.1	\$ 21.26	64.6		✓		54	121	Yes
Diagnostic Medical Sonographers	75	75	14	2.5	\$ 28.89	48.3		✓		43	-	No
Chemical Technicians	75	75	47	1.4	\$ 17.34	34.1	✓			*	-	No
Security & Fire Alarm Systems Installers	78	70	4	4.1	\$ 16.38	48.6	✓			*	298	Yes
Respiratory Therapists	78	70	19	2.4	\$ 22.41	65.4		✓		74	158	Yes
Audio & Video Equipment Technicians	78	70	2	5.0	\$ 16.85	38.0	✓			*	71	No
Computer Numerically Controlled Tool Programmers	81	65	7	3.5	\$ 19.94	44.2	✓	✓		62	118	Yes
Dental Laboratory Technicians	81	65	25	2.1	\$ 15.66	51.6	✓			*	29	No
Mechanical Engineering Technicians	83	60	37	1.6	\$ 20.05	50.8	✓			*	8	No
Surgical Technologists	83	60	69	1.0	\$ 17.23	73.2	✓	✓		73	253	Yes
Electronic Home Entertainment Equipment Installers & Repairers	85	55	31	1.7	\$ 16.16	45.2	✓			*	34	No
Aircraft Mechanics & Service Technicians	86	50	8	2.9	\$ 22.67	59.4	✓		✓	*	69	No
Ophthalmic Medical Technicians	86	50	12	2.6	\$ 15.53	40.5				*	-	No
Morticians, Undertakers, & Funeral Directors	86	50	91	-0.1	\$ 18.12	54.3				*	216	No
Electrical & Electronics Repairers, Commercial & Industrial Equipment	89	45	48	1.4	\$ 22.67	47.7	✓		✓	*	62	No
Environmental Science & Protection Technicians, Including Health	90	40	27	2.0	\$ 16.28	33.9	✓			*	95	Yes
Surveying & Mapping Technicians	90	40	42	1.5	\$ 16.95	55.8	✓			*	5	No
Statistical Assistants	92	30	63	1.1	\$ 21.18	35.2				*	297	Yes
Motorboat Mechanics & Service Technicians	93	20	21	2.1	\$ 15.11	36.7	✓			*	-	No
Social Science Research Assistants	93	20	24	2.1	\$ 14.63	37.2				*	994	No

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS <sup>1</sup>						Additional Information						
Occupational Title						Some College, No Degree + Assoc. Degree: Education Level Distribution (%) <sup>3</sup>	National Approved Registered Apprenticeship Occupation <sup>4</sup>	Statewide 2021 LDS List	Community College 2021 Regional Selection	2022 Fall Semester Statewide Last Dollar Scholarship Recipients <sup>5</sup>	Community College Program Enrollment <sup>6</sup>	Community College Recommendation <sup>6</sup>
	Total Annual Openings Rank	Total Annual Openings	Annual Growth Rank	Annual Growth Rate (%)	Entry Wage <sup>2</sup>							
Elevator Installers & Repairers	93	20	26	2.1	\$ 22.88	42.2	✓			*	149	Yes
Electro-Mechanical Technicians	93	20	68	1.0	\$ 22.64	50.8	✓		✓	*	366	No

**Iowa Code Requirements:**

- Entry-level wage of \$14.00 per hour or higher
- Occupation has at least 1.0% annual growth or at least 250 job openings during the next 5 years (50 annual openings)

**Additional Information & Notes:**

- 33.3% or higher of people employed in the occupation with educational attainment of Some College, No Degree or Associate's Degree with a few exceptions.
- Only occupations that typically require some level of postsecondary education or training up to and including an Associate's Degree with a related community college program.
- Sorted by number of estimated annual openings (between 2020 and 2030).
- Green highlight indicates top 25 of category. Red highlight indicates bottom 25 of category.
- Doesn't typically require work experience for entry.
- LDS recipient counts based upon program (CIP) and related statewide occupation(s) (SOC). Occupations can be linked to multiple programs and vice versa. A primary occupation has been assigned to reduce duplicate recipient counts. Excludes: students who were in regional programs or grandfathered programs, counts do not represent the entire LDS population, only those students in statewide eligible programs.
- Occupations have confirmed community college programs available.
- Occupations codes in parenthesis are 2018 standard occupational codes (SOC) or subcategory detailed occupations added to align SOCs with classification of instructional program (CIP) coding crosswalk.

**Sources:**

<sup>1</sup> State of Iowa Occupational Projections  
[www.iowalmi.gov/occproj](http://www.iowalmi.gov/occproj)

<sup>2</sup> 2022 Iowa Wage Survey (State of Iowa) [www.iowalmi.gov/iawagereport](http://www.iowalmi.gov/iawagereport)

<sup>3</sup> U.S. Bureau of Labor Statistics (national)

<https://www.bls.gov/emp/documentation/education-training-system.htm>

<sup>4</sup> Nationally Approved Register Apprenticeship: <https://www.apprenticeship.gov/apprenticeship-occupations>

<sup>5</sup>Iowa College Student Aid Commission, LDS recipient counts based upon program (CIP) and related statewide occupation(s) (SOC). Excludes:students who were in regional programs or grandfathered programs, counts do not represent the entire LDS population, only those students in statewide eligible programs.

<sup>6</sup>Community Colleges for Iowa, Enrollment is an aggregation of programs (AAS, Cert, Dip) that are included in the CIP identified. All students did NOT receive the LDS in 2022.

Iowa Grant - High Demand Occupation List

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS							Additional Information	
SOC <sup>[1]</sup>	Occupational Title	Annual Openings Rank	Total Annual Openings <sup>1</sup>	Annual Growth Rate Rank	Annual Growth Rate (%) <sup>1</sup>	Entry Wage <sup>2</sup>	Educational Attainment % BA Only <sup>3</sup>	Alternate Standard Occupation Codes
29-1141	Registered Nurses	1	2,215	63	1.2	\$ 25.70	52.4	
25-2021	Elementary School Teachers, Ex Special Education	2	1,825	72	1.1	\$ 19.24	43.6	
41-4012	Sales Reps, Wholesale & Manufacturing, Ex Technical & Scientific Products	3	1,810	86	0.8	\$ 18.32	40.6	
13-2011	Accountants & Auditors	4	1,305	40	1.6	\$ 22.83	57	
25-2031	Secondary School Teachers, Ex Special & Career/Technical Education	5	1,185	67	1.1	\$ 20.12	40.2	
15-1256	Software Developers & Software Quality Assurance Analysts & Testers	6	1,040	14	2.4	\$ 33.63	50.9	15-1252
13-1198	Project Management Specialists/Business Operations Specialists, All Other	6	1,040	36	1.7	\$ 19.08	40.6	13-1082, 13-1199
41-3091	Sales Reps of Services, Ex Advertising/Insurance/Financial/Travel	8	875	16	2.4	\$ 16.84	44.3	
25-2022	Middle School Teachers, Ex Special & Career/Technical Education	9	835	69	1.1	\$ 20.28	43.6	
41-3021	Insurance Sales Agents	10	750	80	1.0	\$ 15.96	39.5	
15-1211	Computer Systems Analysts	11	605	59	1.3	\$ 29.75	47.5	
13-2098	Financial & Investment Analysts/Risk/Financial Specialists, All Other	12	530	60	1.2	\$ 21.34	41.7	13-2054, 13-2099
15-1232	Computer User Support Specialists	13	480	47	1.5	\$ 17.97	37.1	
13-1020	Buyers & Purchasing Agents	14	455	94	0.2	\$ 18.57	34.2	
43-3099	Financial Clerks, All Other	15	440	29	1.8	\$ 15.98	36.8	
13-1161	Market Research Analysts & Marketing Specialists	16	430	11	2.5	\$ 19.10	54.2	
21-1021	Child, Family, & School Social Workers	17	355	53	1.3	\$ 16.57	38.3	
13-1071	Human Resources Specialists	18	340	56	1.3	\$ 19.40	45.7	
27-3031	Public Relations Specialists	19	315	33	1.8	\$ 18.50	56.5	
41-4011	Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products	20	310	70	1.1	\$ 26.25	40.6	
23-2011	Paralegals & Legal Assistants	21	305	12	2.5	\$ 16.67	36	
41-3031	Securities, Commodities, & Financial Services Sales Agents	22	275	48	1.4	\$ 17.08	49.5	
17-2141	Mechanical Engineers	23	260	27	2.0	\$ 32.40	54.3	
17-2112	Industrial Engineers	23	260	22	2.1	\$ 31.89	51.9	
25-2051	Special Education Teachers, Preschool	23	260	68	1.1	\$ 20.59	33.4	
27-1024	Graphic Designers	26	255	77	1.0	\$ 14.22	58.8	
15-1244	Network & Computer Systems Administrators	27	250	65	1.1	\$ 28.26	41.2	
13-1041	Compliance Officers	27	250	66	1.1	\$ 23.12	40.5	
13-1031	Claims Adjusters, Examiners, & Investigators	27	250	96	-0.3	\$ 21.08	40.5	
15-1299	Computer Occupations, All Other	30	240	39	1.6	\$ 24.64	37.5	
29-2098	Medical Dosimetrists/Records Specialists/Health Techs, All Other	31	235	79	1.0	\$ 15.65	52.2	29-2036, 29-2033
19-4010	Agricultural & Food Science Technicians	32	210	62	1.2	\$ 15.16	60.4	19-1012
17-2051	Civil Engineers	32	210	21	2.1	\$ 29.25	57.7	
15-1251	Computer Programmers	34	205	93	0.3	\$ 22.28	50.2	
29-2010	Clinical Laboratory Technologists & Technicians	34	205	64	1.2	\$ 18.06	38	
15-1231	Computer Network Support Specialists	34	205	37	1.7	\$ 20.96	37.1	
41-9022	Real Estate Sales Agents	37	200	76	1.0	\$ 19.41	38.5	
15-1257	Web Developers & Digital Interface Designers	38	195	26	2.0	\$ 15.29	54.7	15-1254,15-1255
13-2052	Personal Financial Advisors	38	195	44	1.5	\$ 25.86	53.5	

SOC <sup>[1]</sup>	Occupational Title					Entry Wage <sup>2</sup>	Educational Attainment % BA Only <sup>3</sup>	Alternate Standard Occupation Codes
		Annual Openings Rank	Total Annual Openings <sup>1</sup>	Annual Growth Rate Rank	Annual Growth Rate (%) <sup>1</sup>			
19-1013	Soil & Plant Scientists	40	180	49	1.4	\$ 21.67	60.4	
25-2012	Kindergarten Teachers, Ex Special Education	41	170	71	1.1	\$ 17.39	35.3	
25-2058	Special Education Teachers, Secondary School	42	155	73	1.0	\$ 21.51	33.4	
13-2053	Insurance Underwriters	43	140	95	-0.1	\$ 23.55	50.5	
13-2020	Property Appraisers & Assessors	43	140	84	0.9	\$ 22.74	43.9	
25-2052	Special Education Teachers, Kindergarten & Elementary School	43	140	74	1.0	\$ 19.78	33.4	
25-2057	Special Education Teachers, Middle School	46	130	78	1.0	\$ 20.82	33.4	
13-2061	Financial Examiners	47	125	10	2.6	\$ 27.02	52.2	
23-2099	Legal Support Workers, All Other	47	125	89	0.6	\$ 17.74	42.8	
15-2098	Data Scientists & Mathematical Science Occupations, All Other	47	125	2	4.6	\$ 29.49	37.2	15-2051, 15-2099
13-2041	Credit Analysts	50	120	91	0.5	\$ 26.41	49.8	
27-3043	Writers & Authors	51	115	61	1.2	\$ 17.37	49.8	
13-1131	Fundraisers	52	105	30	1.8	\$ 18.54	51.5	
17-2071	Electrical Engineers	52	105	88	0.7	\$ 33.94	50.4	
17-2199	Engineers, All Other	54	100	81	1.0	\$ 27.92	49.4	
13-1121	Meeting, Convention, & Event Planners	55	95	18	2.2	\$ 14.65	54.3	
43-4061	Eligibility Interviewers, Government Programs	56	90	92	0.4	\$ 20.01	37.4	
15-1245	Database Administrators & Architects	57	85	32	1.8	\$ 25.60	45.4	15-1243, 15-1244
25-2059	Special Education Teachers, All Other	57	85	58	1.3	\$ 22.96	33.4	
29-1122	Occupational Therapists	59	80	25	2.0	\$ 30.31	35	
27-3091	Interpreters & Translators	59	80	15	2.4	\$ 14.98	34.8	
19-2041	Environmental Scientists & Specialists, Including Health	61	75	50	1.4	\$ 23.83	61.9	
17-1011	Architects, Except Landscape & Naval	61	75	31	1.8	\$ 25.52	45	
21-1029	Social Workers, All Other	61	75	85	0.9	\$ 18.22	41.5	
21-1091	Health Educators	61	75	35	1.7	\$ 21.40	37.2	
29-2032	Diagnostic Medical Sonographers	61	75	13	2.5	\$ 28.89	36.1	
19-5011	Occupational Health & Safety Specialists	61	75	38	1.6	\$ 24.32	35.6	
29-9098	Health Info Techs/Registrars/Surgical Assts/Healthcare Practitioners, All Other	61	75	83	0.9	\$ 16.33	34.2	29-9099, 29-9093
19-1031	Conservation Scientists	68	70	90	0.6	\$ 20.14	76.2	
15-2031	Operations Research Analysts	68	70	5	3.7	\$ 19.32	40	
27-4011	Audio & Video Equipment Technicians	68	70	1	5.0	\$ 16.85	39	
21-1092	Probation Officers & Correctional Treatment Specialists	71	65	75	1.0	\$ 25.22	65.1	
27-1021	Commercial & Industrial Designers	71	65	55	1.3	\$ 24.47	58.7	
21-1094	Community Health Workers	71	65	9	2.6	\$ 15.79	37.2	
19-1012	Food Scientists & Technologists	74	60	87	0.8	\$ 22.54	60.4	
19-2031	Chemists	74	60	23	2.1	\$ 25.79	51.2	
29-1031	Dietitians & Nutritionists	74	60	54	1.3	\$ 21.83	41.6	
25-3011	Adult Basic & Secondary Education & Literacy Teachers & Instructors	77	55	97	-0.3	\$ 17.71	36	
27-1025	Interior Designers	78	50	45	1.5	\$ 17.90	54	
13-2071	Credit Counselors	78	50	42	1.5	\$ 16.04	42.3	
15-2011	Actuaries	80	40	17	2.3	\$ 31.89	62.2	
53-2012	Commercial Pilots	80	40	7	2.8	\$ 21.90	57.2	

SOC <sup>[1]</sup>	Occupational Title	Annual Openings Rank	Total Annual Openings <sup>1</sup>	Annual Growth Rate Rank	Annual Growth Rate (%) <sup>1</sup>	Entry Wage <sup>2</sup>	Educational Attainment % BA Only <sup>3</sup>	Alternate Standard Occupation Codes
15-2041	Statisticians	80	40	4	4.1	\$ 17.24	37.2	
29-9091	Athletic Trainers	80	40	8	2.7	\$ 16.59	34.2	
19-4042	Environmental Science & Protection Technicians, Including Health	80	40	24	2.0	\$ 16.28	34	
17-1022	Surveyors	85	35	41	1.6	\$ 21.59	60	
17-2072	Electronics Engineers, Ex Computer	85	35	19	2.1	\$ 32.79	50.4	
13-2031	Budget Analysts	85	35	82	1.0	\$ 26.44	43.7	
17-2081	Environmental Engineers	88	30	46	1.5	\$ 29.51	48.9	
27-3099	Media & Communication Workers, All Other	88	30	6	3.4	\$ 20.12	46.3	
19-5012	Occupational Health & Safety Technicians	88	30	28	1.9	\$ 18.97	35.6	
41-9031	Sales Engineers	91	25	42	1.5	\$ 31.55	57.8	
19-3051	Urban & Regional Planners	91	25	57	1.3	\$ 25.81	43.1	
25-4012	Curators	91	25	51	1.4	\$ 14.60	36.1	
17-1012	Landscape Architects	94	20	52	1.3	\$ 22.12	56.4	
17-2131	Materials Engineers	94	20	20	2.1	\$ 32.77	50.6	
27-2021	Athletes & Sports Competitors	94	20	3	4.2	\$ 16.28	47.8	
27-1014	Multimedia Artists & Animators	94	20	34	1.7	\$ 21.63	43.6	

**Iowa Code Requirements:**

- Entry-level wage of \$14.00 per hour or higher
- Occupation has at least 1.0% annual growth or at least 250 job openings during the next 5 years (50 annual openings)

**Additional Information & Notes:**

- 33.3% or higher of people employed in the occupation with educational attainment of Bachelor's Degree.
- Only occupations that typically require some level of postsecondary education up to a Bachelor's Degree.
- Sorted by number of estimated annual openings (between 2020 and 2030).
- Green highlight indicates top 25 of category. Red highlight indicates bottom 25 of category.
- Doesn't typically require work experience for entry.
- Alternate occupation codes in 2018 standard occupational codes (SOC) or subcategory detailed occupations added to align SOCs with classification of instructional program (CIP) coding crosswalk.
- For more information related to occupational descriptions, tasks, work activities, titles, and additional information visit [www.onetcodeconnector.org/find/family/code](http://www.onetcodeconnector.org/find/family/code)

**Sources:**

- <sup>1</sup> State of Iowa Occupational Projections: [www.iowalmi.gov/occproj](http://www.iowalmi.gov/occproj)  
<sup>2</sup> 2022 Iowa Wage Survey (State of Iowa): [www.iowalmi.gov/iawagereport](http://www.iowalmi.gov/iawagereport)  
<sup>3</sup> U.S. Bureau of Labor Statistics (national): <https://www.bls.gov/emp/documentation/education-training-system.htm>



# Sorted by Annual Growth

# Attachment 4

## Iowa Workforce & Incentive Grant Program Occupation List - SWDB Review (AY23-24)

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS									Board of Regent Programs
SOC <sup>[1]</sup>	Occupational Title	Rank Annual Total Openings	Annual Total Openings <sup>1</sup>	Rank Annual Growth Rate	Annual Growth Rate (%) <sup>1</sup>	Entry Salary <sup>2</sup>	Education	Work Experience	Regent Program Approved (6/14/23)
29-1171	Nurse Practitioners	27	255	1	5.8	88,767	MA	N	Not Considered
15-1212	Information Security Analysts	47	150	2	4.8	65,304	BA	< 5	Yes
13-1081	Logisticians	40	190	3	3.8	48,123	BA	N	Yes
11-9111	Medical & Health Services Managers	10	755	4	3.7	64,516	BA	< 5	Yes
15-2031	Operations Research Analysts	78	70	5	3.7	40,189	BA	N	No
29-1071	Physician Assistants	64	95	6	3.5	92,381	MA	N	Not Considered
29-1127	Speech-Language Pathologists	53	130	7	3.0	56,819	MA	N	Not Considered
11-9021	Construction Managers	14	455	8	2.9	63,988	BA	N	Yes
25-1071	Health Specialties Teachers, Postsecondary	22	260	9	2.7	54,758	DP	< 5	Not Considered
29-1123	Physical Therapists	45	160	10	2.7	64,698	DP	N	Not Considered
13-2061	Financial Examiners	56	125	11	2.6	56,208	BA	N	Yes
29-1131	Veterinarians	64	95	12	2.6	60,519	DP	N	Not Considered
25-1072	Nursing Instructors & Teachers, Postsecondary	64	95	13	2.5	50,387	DP	< 5	Not Considered
15-1256	Software Developers & Software Quality Assurance Analysts & Testers	7	1,040	14	2.4	69,948	BA	N	Yes
11-3031	Financial Managers	9	760	15	2.3	71,328	BA	> 5	Yes
15-2011	Actuaries	99	40	16	2.3	66,340	BA	N	Yes
29-1041	Optometrists	107	30	17	2.1	69,407	DP	N	Not Considered
11-2011	Advertising & Promotions Managers	99	40	18	2.1	47,377	BA	< 5	Yes
17-2072	Electronics Engineers, Ex Computer	104	35	19	2.1	68,211	BA	N	Yes
17-2131	Materials Engineers	117	20	20	2.1	68,159	BA	N	Yes
17-2051	Civil Engineers	37	210	21	2.1	60,832	BA	N	Yes
17-2112	Industrial Engineers	22	260	22	2.1	66,339	BA	N	Yes
19-2031	Chemists	84	60	23	2.1	53,651	BA	N	Yes
29-1122	Occupational Therapists	71	80	24	2.0	63,035	MA	N	Not Considered
17-2141	Mechanical Engineers	22	260	25	2.0	67,382	BA	N	Yes
29-1151	Nurse Anesthetists	107	30	26	1.9	148,874	MA	N	Not Considered
19-1042	Medical Scientists, Ex Epidemiologists	84	60	27	1.9	49,945	DP	N	Not Considered
23-1011	Lawyers	20	285	28	1.8	59,445	DP	N	Not Considered
17-1011	Architects, Ex Landscape & Naval	73	75	29	1.8	53,078	BA	N	Yes
11-3021	Computer & Information Systems Managers	16	385	30	1.8	90,235	BA	> 5	Yes
29-1021	Dentists, General	84	60	31	1.8	101,258	DP	N	Not Considered
11-2030	Public Relations & Fundraising Managers	62	100	32	1.7	66,516	BA	> 5	No
11-3121	Human Resources Managers	48	140	33	1.7	75,923	BA	> 5	Yes
11-9121	Natural Sciences Managers	96	50	34	1.7	77,447	BA	> 5	Yes
15-1241	Computer Network Architects	56	125	35	1.7	69,739	BA	> 5	Yes
27-1014	Multimedia Artists & Animators	117	20	36	1.7	44,994	BA	N	Yes

Iowa Workforce & Incentive Grant Program Occupation List - SWDB Review (AY23-24)

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS									Board of Regent Programs
SOC <sup>[1]</sup>	Occupational Title	Rank Annual Total Openings	Annual Total Openings <sup>1</sup>	Rank Annual Growth Rate	Annual Growth Rate (%) <sup>1</sup>	Entry Salary <sup>2</sup>	Education	Work Experience	Regent Program Approved (6/14/23)
21-1091	Health Educators	73	75	37	1.7	44,509	BA	N	Yes
11-9151	Social & Community Service Managers	21	275	38	1.7	42,064	BA	< 5	Yes
13-1111	Management Analysts	11	730	39	1.7	56,879	BA	< 5	Yes
11-3111	Compensation & Benefits Managers	112	25	40	1.7	68,323	BA	> 5	Yes
19-5011	Occupational Health & Safety Specialists	73	75	41	1.6	50,577	BA	N	No
11-3131	Training & Development Managers	99	40	42	1.6	67,507	BA	> 5	Yes
15-1299	Computer Occupations, All Other	32	240	43	1.6	51,245	BA	N	Yes
25-1042	Biological Science Teachers, Postsecondary	68	85	44	1.6	51,700	DP	N	Not Considered
13-2011	Accountants & Auditors	5	1,305	45	1.6	47,486	BA	N	Yes
11-9039	Education Administrators, All Other	117	20	46	1.6	45,228	BA	< 5	No
17-1022	Surveyors	104	35	47	1.6	44,899	BA	N	No
11-1021	General & Operations Managers	4	1,310	48	1.6	43,511	BA	> 5	Yes
11-3010	Administrative Services & Facilities Managers	32	240	49	1.5	66,385	BA	< 5	No
25-1032	Engineering Teachers, Postsecondary	78	70	50	1.5	60,233	DP	N	Not Considered
41-9031	Sales Engineers	112	25	51	1.5	65,620	BA	N	No
13-2052	Personal Financial Advisors	39	195	52	1.5	53,798	BA	N	Yes
17-2081	Environmental Engineers	107	30	53	1.5	61,376	BA	N	Yes
27-1011	Art Directors	84	60	54	1.5	56,634	BA	> 5	Yes
19-1013	Soil & Plant Scientists	42	180	55	1.4	45,069	BA	N	Yes
13-1141	Compensation, Benefits, & Job Analysis Specialists	60	110	56	1.4	45,728	BA	< 5	Yes
19-2041	Environmental Scientists & Specialists, Including Health	73	75	56	1.4	49,561	BA	N	Yes
25-1126	Philosophy & Religion Teachers, Postsecondary	99	40	56	1.4	40,701	DP	N	Not Considered
21-1022	Healthcare Social Workers	48	140	59	1.4	45,220	MA	N	Not Considered
25-1066	Psychology Teachers, Postsecondary	98	45	60	1.4	50,908	DP	N	Not Considered
11-2021	Marketing Managers	34	230	61	1.3	77,128	BA	> 5	Yes
29-1298	Acupuncturists & Healthcare Diagnosing or Treating Practitioners, All Other	92	55	62	1.3	61,971	MA	N	Not Considered
21-2011	Clergy	92	55	63	1.3	40,797	BA	N	No
17-1012	Landscape Architects	117	20	63	1.3	46,020	BA	N	Yes
29-1031	Dietitians & Nutritionists	84	60	65	1.3	45,414	BA	N	Yes
27-1021	Commercial & Industrial Designers	82	65	66	1.3	50,898	BA	N	Yes
13-1071	Human Resources Specialists	17	340	67	1.3	40,360	BA	N	Yes
13-2072	Loan Officers	14	455	68	1.3	45,195	BA	< 5	Yes
19-3051	Urban & Regional Planners	112	25	69	1.3	53,693	MA	N	Not Considered
11-2022	Sales Managers	18	330	70	1.3	70,905	BA	< 5	Yes
25-2059	Special Education Teachers, All Other	68	85	71	1.3	47,767	BA	N	Yes, w/ Endorsement
15-1211	Computer Systems Analysts	12	605	72	1.3	61,870	BA	N	Yes

Iowa Workforce & Incentive Grant Program Occupation List - SWDB Review (AY23-24)

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS									Board of Regent Programs
SOC <sup>[1]</sup>	Occupational Title	Rank Annual Total Openings	Annual Total Openings <sup>1</sup>	Rank Annual Growth Rate	Annual Growth Rate (%) <sup>1</sup>	Entry Salary <sup>2</sup>	Education	Work Experience	Regent Program Approved (6/14/23)
13-2098	Financial & Investment Analysts/Risk/Financial Specialists, All Other	13	530	73	1.2	44,380	BA	N	No
25-1124	Foreign Language & Literature Teachers, Postsecondary	99	40	74	1.2	44,079	DP	N	Not Considered
19-3031	Clinical, Counseling, & School Psychologists	67	90	75	1.2	54,532	DP	N	Not Considered
29-1141	Registered Nurses	1	2,215	76	1.2	53,452	BA	N	Yes
13-1051	Cost Estimators	22	260	77	1.2	41,727	BA	N	Yes
11-3051	Industrial Production Managers	27	255	78	1.2	67,080	BA	> 5	Yes
27-3042	Technical Writers	92	55	79	1.2	48,818	BA	< 5	Yes
25-9031	Instructional Coordinators	44	170	80	1.1	52,762	MA	> 5	Not Considered
15-1244	Network & Computer Systems Administrators	30	250	81	1.1	58,780	BA	N	Yes
43-9111	Statistical Assistants	107	30	82	1.1	44,047	BA	N	No
13-1041	Compliance Officers	30	250	83	1.1	48,082	BA	N	Yes
11-9032	Education Administrators, Elementary & Secondary School	27	255	84	1.1	72,095	MA	> 5	Not Considered
25-2031	Secondary School Teachers, Ex Special & Career/Technical Education	6	1,185	85	1.1	41,853	BA	N	Yes
25-2051	Special Education Teachers, Preschool	22	260	86	1.1	42,829	BA	N	Yes, w/ Endorsement
11-9033	Education Administrators, Postsecondary	36	225	87	1.1	51,698	MA	< 5	Not Considered
25-2022	Middle School Teachers, Ex Special & Career/Technical Education	8	835	88	1.1	42,182	BA	N	Yes
41-4011	Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products	19	310	89	1.1	54,607	BA	N	No
11-3061	Purchasing Managers	84	60	90	1.1	72,697	BA	> 5	No
25-2021	Elementary School Teachers, Ex Special Education	2	1,825	91	1.1	40,029	BA	N	Yes
25-1122	Communications Teachers, Postsecondary	84	60	92	1.0	45,847	DP	N	Not Considered
25-2058	Special Education Teachers, Secondary School	46	155	93	1.0	44,741	BA	N	Yes, w/ Endorsement
29-1129	Therapists, All Other	107	30	94	1.0	45,318	BA	N	No
25-2052	Special Education Teachers, Kindergarten & Elementary School	48	140	95	1.0	41,139	BA	N	Yes, w/ Endorsement
21-1092	Probation Officers & Correctional Treatment Specialists	82	65	96	1.0	52,463	BA	N	Yes
25-1052	Chemistry Teachers, Postsecondary	112	25	97	1.0	55,723	DP	N	Not Considered
25-2057	Special Education Teachers, Middle School	53	130	98	1.0	43,300	BA	N	Yes, w/ Endorsement
11-9041	Architectural & Engineering Managers	40	190	99	1.0	103,209	BA	> 5	Yes
17-2199	Engineers, All Other	62	100	100	1.0	58,074	BA	N	Yes
29-1228	Physicians, All Other; & Ophthalmologists, Ex Pediatric	71	80	100	1.0	132,073	DP	N	Not Considered
25-1067	Sociology Teachers, Postsecondary	112	25	100	1.0	45,172	DP	N	Not Considered
13-2031	Budget Analysts	104	35	103	1.0	55,000	BA	N	Yes
25-1021	Computer Science Teachers, Postsecondary	92	55	104	1.0	55,280	DP	N	Not Considered
13-2020	Property Appraisers & Assessors	48	140	105	0.9	47,295	BA	N	No
25-1123	English Language & Literature Teachers, Postsecondary	68	85	106	0.9	41,701	DP	N	Not Considered
25-1022	Mathematical Science Teachers, Postsecondary	78	70	107	0.9	48,172	DP	N	Not Considered
29-1215	Family Medicine Physicians	73	75	108	0.8	126,488	DP	N	Not Considered

Iowa Workforce & Incentive Grant Program Occupation List - SWDB Review (AY23-24)

2020-2030 STATE OF IOWA OCCUPATIONAL PROJECTIONS									Board of Regent Programs
SOC <sup>[1]</sup>	Occupational Title	Rank Annual Total Openings	Annual Total Openings <sup>1</sup>	Rank Annual Growth Rate	Annual Growth Rate (%) <sup>1</sup>	Entry Salary <sup>2</sup>	Education	Work Experience	Regent Program Approved (6/14/23)
11-9198	Personal Service/Entertainment/Rec Managers, Ex Gambling; & Managers, All Other	3	1,610	109	0.8	68,989	BA	< 5	No
19-1012	Food Scientists & Technologists	84	60	110	0.8	46,880	BA	N	Yes
17-2071	Electrical Engineers	61	105	111	0.7	70,588	BA	N	Yes
25-1069	Social Sciences Teachers, Postsecondary, All Other	96	50	112	0.7	48,688	DP	N	Not Considered
25-1194	Vocational Education Teachers, Postsecondary	59	115	113	0.7	42,902	BA	< 5	Yes
19-1031	Conservation Scientists	78	70	114	0.6	41,884	BA	N	Yes
29-1051	Pharmacists	53	130	115	0.5	96,437	DP	N	Not Considered
13-2041	Credit Analysts	58	120	116	0.5	54,924	BA	N	Yes
15-1251	Computer Programmers	38	205	117	0.3	46,345	BA	N	Yes
13-2053	Insurance Underwriters	48	140	118	-0.1	48,978	BA	N	Yes
13-1075	Labor Relations Specialists	42	180	119	-0.1	41,117	BA	< 5	Yes
11-1011	Chief Executives	34	230	120	-0.4	68,379	BA	> 5	Yes

**Requirements Iowa Workforce & Incentive Program:**

\* An entry-level annual salary of not less than forty thousand dollars.

\*Educational attainment of a qualifying credential of at least a bachelor's degree, or attainment of an initial or intern Iowa teaching license issued under chapter 256 through pathway to licensure offered by an institution of higher education under the control of the state board of regents or an accredited private institution as defined in section 261.9.

\*At least one of any of the following:

-Projected annual job openings of at least two hundred fifty during the next five years.

-Projected annual growth in the number of job openings of at least one percent.

**Notes:**

\*Statewide 2020-2030 Occupational Projections data has been filtered to occupations that typically require a bachelor's degree or higher.

\*The Iowa Board of Regents Board only approved bachelor's level programs and did not consider master's, doctorate/professional programs.

\***Education** (typical education level needed to enter an occupation): : DP = Doctoral or Professional degree; MA = Master's degree; BA = Bachelor's degree

\***Work Experience** (typical work experience level commonly considered necessary for entry into an occupation, or substitutable for formal types of training): > 5 = 5 years or more; < 5 = Less than 5 years; N = None

**Sources:**

<sup>1</sup> State of Iowa Occupational Projections: [www.iowalmi.gov/occproj](http://www.iowalmi.gov/occproj)

<sup>2</sup> 2022 Iowa Wage Survey (State of Iowa): [www.iowalmi.gov/iawagereport](http://www.iowalmi.gov/iawagereport)

## Iowa Workforce &amp; Incentive Grant-Board of Regents Approved Programs

Regent University Major Title	Major Count	Regent University Major Title	Major Count
5-12 Computer Science Endorse	2	Economics: Applied Econ Analysis	1
5-12 Health Endorsement	2	Economics: Business Economics	1
Accounting	9	Economics: Quantitative Techniques	1
Actuarial Science	4	Education Secondary	1
Advertising	1	Electrical Eng Technology(EET)	1
Aerospace Engineering	1	Electrical Engineering	6
Agricultural and Life Sciences Education	1	Elementary Ed for Paraeducator	1
Agricultural and Rural Policy Studies	3	Elementary Education	5
Agricultural Engineering	1	Elementary Education - 2+2	1
Agriculture Specials	2	Engineering	2
Agriculture, General	3	English Education	2
Agronomy	1	English Teaching	2
Animal Ecology	2	Enterprise Leadership	3
Animal Science	1	Entrepreneurial Management	2
Applied Physics	1	Entrepreneurship	2
Architecture-Professional Degree	1	Env Res Mgmt: Ecosystems	1
Art	2	Env Res Mgmt: Env Compliance	1
Art and Design (Bachelor of Arts)	1	Env Res Mgmt: Geosystems	1
Art Education	2	Env Res Mgmt: Res Admin	1
Astronomy	1	Env Science: Env Earth Science	2
Automation Engineering Tech	1	Env Science: Env Life Sciences	2
Bio:Ecol,Evoltn,Orgnsml-HonRes	2	Environmental Engineering	4
Biochemistry	3	Environmental Policy and Planning	2
Biochemistry (AGLS)	1	Environmental Science	2
Bioinformatics and Computational Biology	1	Environmental Science (AGLS)	2
Biological Systems Engineering	1	Environmental Science (LAS)	2
Biology	3	Environmental Sciences	2
Biology (AGLS)	1	Finance	16
Biology:Ecological, Evolutional, Organismal	2	Finance: Financial Management	8
Biomedical Engineering	1	Finance: Financial Services	1
Biophysics	1	Finance: Investments	1
Business	8	Finance: Personal Wealth Mgmt	1
Business Administration	14	Financial Counseling and Planning	1
Business Analytics	2	Food Science (AGLS)	1
Business Analytics & Information Systems	1	Food Science (H SCI)	1
Business Economics	1	Forestry	1
Business Teaching	1	Geology	1
Chemical Engineering	2	Geoscience	1
Chemistry	6	Global Resource Systems	1
Civil Engineering	4	Graphic Design	4
Comm/PR: Special Events	1	Graphic Technology	1
Comm/PR: Sports Public Relations	1	Healthcare Management	1
Comm/PR: Strategic Public Rel	1	Horticulture	1
Community and Regional Planning	1	Human Resource Management	7
Comprehensive Sec Science Teaching	2	Industrial Design	1
Computer Engineering	2	Industrial Engineering	6
Computer Science	12	Industrial Technology	3
Computer Science and Engineering	2	Informatics	1
Computer Science Education	2	Integrated Studio Arts	1
Construction Engineering	4	Interactive Digital Studies	1
Construction Management	1	Landscape Architecture	3
Culinary Food Science - Agriculture	1	Management	18
Culinary Food Science - Human Sciences	1	Management Information Systems	7
Cyber Security Engineering	1	Management: Business Admin	14
Dairy Science	1	Management: Human Resource	7
Data Science	5	Management: Organizatnl Ldrshp	3
Dietetics (AGLS)	1	Managing Bus & Organizations	8
Dietetics (H SCI)	1	Marketing	6
Early Childhood Education	2	Marketing: Advertising & Digital Media	1
Earth Science	2	Marketing: Global Marketing	1

Regent University Major Title	Major Count	Regent University Major Title	Major Count
Marketing: Global Mktg Mgmt	1	Nutritional Science (H SCI)	2
Marketing: Management	3	Physical Education	2
Marketing: Sales Management	1	Physics	4
Materials Engineering	3	Psychology	1
Math: Statistics/Actuarial Sci	2	Public Administration	3
Mathematics	3	Public Health	2
Mathematics Education	2	Public Health & Ed: Wellness & Fitness	1
Mathematics Teaching	2	Public Health & Ed: Women's Health	1
Mechanical Engineering	6	Public Health & Ed:Global Health/Hum Assist	1
Meteorology	1	Public Health: Env & Hlth Sci	1
Mfg Eng Tech: Advanced Mfg	1	Public Health:Community Health	1
Mfg Eng Tech: Metal Casting	1	Public Health-Undergraduate	1
Mfg Eng Tech: Mfg Design	1	Public Relations	1
Mfg Engineering Tech	1	Science Education	2
Microbiology	2	Science Studies	3
Middle Level Educ Dual Major	2	Soc Sci Tchg-Plan A Specialist	2
Middle Level Science Tchg Dual	2	Soc Sci Tchg-Plan C Basic	2
Middle School	2	Soc Sci Tch-Plan B All Soc Sci	2
MIS: Business Analytics	1	Social Studies Education	4
MIS: Information Systems Dev	1	Social Work	4
Music	2	Software Engineering	1
Music Education	2	Spanish	2
Music Education: Instrmtl/Gen	2	Statistics	4
Music Education: Jazz/General	2	Supply Chain Management	4
Music Education:Choral/General	2	Teaching English to Speakers of Other Languages	3
Networking & System Administration	1	Tech & Engineer Educ-Teaching	3
Neuroscience	1	Technical Communication	1
Nonprofit Leadership and Philanthropy	4	Technology	1
Nursing	1	Technology Management	1
Nursing (H SCI)	1	TESOL/Spanish	3
Nursing-RN	1	World Language Education	2
Nutritional Science (AGLS)	2	Writing	1

# IOWA ONE-STOP OPERATING BUDGET & INFRASTRUCTURE FUNDING AGREEMENT (IFA): POLICY RECOMMENDATIONS FROM CORE PARTNER WORKING GROUP

The Core Partner Working Group has developed the following recommended policy updates to Iowa's current Memorandum of Understanding policy. The updates support the development and implementation of Infrastructure Funding Agreements and One-Stop Operating Budgets. The policy recommendations describe the types of changes to the MOU and the appropriate procedures for utilizing the State and Local Funding mechanisms.

Link to current IWD's current memorandum of understanding (MOU) policy:  
<https://epolicy.iwd.iowa.gov/Policy/Index?id=280>

## Guidance Requirements:

### § 678.705 What guidance must the Governor issue regarding one-stop infrastructure funding?

- (a) The Governor, after consultation with chief elected officials, the State WDB, and Local WDBs, and consistent with guidance and policies provided by the State WDB, must develop and issue guidance for use by local areas, specifically:
- (1) Guidelines for State-administered one-stop partner programs for determining such programs' contributions to a one-stop delivery system, based on such programs' proportionate use of such system, and relative benefit received, consistent with Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in [2 CFR part 200](#), including determining funding for the costs of infrastructure; and
  - (2) Guidance to assist Local WDBs, chief elected officials, and one-stop partners in local areas in determining equitable and stable methods of funding the costs of infrastructure at one-stop centers based on proportionate use and relative benefit received, and consistent with Federal cost principles contained in the Uniform Guidance at [2 CFR part 200](#).
- (b) The guidance must include:
- (1) The appropriate roles of the one-stop partner programs in identifying one-stop infrastructure costs;
  - (2) Approaches to facilitate equitable and efficient cost allocation that results in a reasonable cost allocation methodology where infrastructure costs are charged to each partner based on its

proportionate use of the one-stop centers and relative benefit received, consistent with Federal cost principles at [2 CFR part 200](#); and

(3) The timelines regarding notification to the Governor for not reaching local agreement and triggering the State funding mechanism described in [§ 678.730](#), and timelines for a one-stop partner to submit an appeal in the State funding mechanism.

## Authority

### ***Policy considerations:***

- WIOA requirements: Governor’s guidance in consultation with CEOs, State WDB and Local WDBs

### ***Current MOU policy***

- Not in current MOU policy
- Legal Authority also referenced at the beginning of MOU guide

### ***Recommended update:***

- ***Add*** (Based on Center Certification Process Guidance language): The Workforce Innovation and Opportunity Act (WIOA) requires that the Governor, in consultation with chief elected officials, the State Workforce Development Board (State WDB) and Local Workforce Development Boards (Local WDB), must develop and issue guidance for use by local areas for State-administered one-stop partner programs for determining contributions to a one-stop delivery system, based on such programs’ proportionate use and relative benefit received. IWD, as designated by the Governor, issues this guidance to assist local WDBs, chief elected officials, and one-stop partners in local areas in determining equitable and stable methods of funding the costs of infrastructure at one-stop centers.

## Key Definitions

### ***Current MOU policy***

- **Substantial change:** A more than 5%-10% deviation of any allocation percentages within the Infrastructure Funding Agreement (IFA)

### ***Recommended update:***

- ***Remove:*** Substantial change definition from current MOU policy
  - Key terms will be explained in policy and defined/explained in supporting guide

## One-Stop Partner Roles

### ***Policy considerations:***

- Governor’s guidance must include – the appropriate roles of the one-stop partner programs in identifying one-stop infrastructure costs



## ***Current MOU policy***

### **Required One-Stop Partners Roles and Responsibilities**

- The required partners are the entities responsible for administering the following programs and activities in the local area, including:
- Programs authorized under Title I of WIOA, including:
  - Adult, Dislocated Worker, and Youth programs
  - Job Corps
  - YouthBuild
  - Native American programs
  - Migrant and Seasonal Farmworker programs
- Wagner-Peyser Act Employment Service program
- Adult Education and Family Literacy Act program
- Vocational Rehabilitation programs
- Senior Community Service Employment program
- Carl D. Perkins Career and Technical Education Act career and technical education programs at the postsecondary level
- Trade Adjustment Assistance activities
- Jobs for Veterans State Grants programs
- Community Services Block Grant employment and training activities
- Housing and Urban Development employment and training activities
- Unemployment compensation programs
- Reentry Employment Opportunities programs
- Temporary Assistance for Needy Families

Each required partner must:

- Provide access to its programs or activities through the one-stop delivery system, in addition to any other appropriate locations, to include:
  - Having a program staff member physically present at the one-stop center; or
  - Having a staff member from a different partner program physically present at the One-Stop center appropriately trained to provide information to customers about the programs, services, and activities available through partner programs; or
  - Making available a direct linkage through technology to program staff who can provide meaningful information or services, which includes:
    - Providing a direct connection at the one-stop center, within a reasonable time, by phone or through a real-time web-based communication to a program staff member who can provide program information or services to the customer.
    - A direct linkage cannot exclusively be providing a phone number or computer web site or providing information, pamphlets, or materials.
  - Being physically and programmatically accessible to individuals with disabilities.
- Use a portion of funds for the IFA and other cost sharing agreements made available to the partner's program, in accordance to the relative benefit and proportionate use, and in accordance with the partner's authorizing statutes and regulations.

- Enter into an MOU with the Local WDB and chief lead elected official (CLEO) relating to the operation of the one-stop delivery system.
- Participate in the operation of the one-stop delivery system consistent with the terms of the MOU, requirements of the partner's statutes and regulations, the Federal cost principles, and all other applicable legal requirements.
- Provide representation on the State and Local WDBs as required by WIOA and participate in board standing committees as needed.

***Recommended update:***

- Update as needed based on feedback from required partner consultation regarding roles and participation in operation of one-stop delivery system.

## Local Process for Developing One-Stop Operating Budgets and Infrastructure Funding Agreements

***Policy considerations:***

- Governor's guidance must include – approaches to facilitate equitable and efficient cost allocation that results in a reasonable cost allocation methodology where infrastructure costs are charged to each partner based on its proportionate use of the one-stop centers and relative benefit received

***Current MOU policy***

- How the infrastructure of the system will be funded through an IFA. The IFA must use a cost allocation methodology that demonstrates how costs are charged to each partner in accordance to the relative benefit and proportionate use, and in accordance with the partner's authorizing statutes and regulations. The MOU must contain the following information in regards to IFA's:
  - The period of time in which the IFA is effective. This may be a different time period than the duration of the MOU;
  - Identification of an infrastructure and shared services budget that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with 2 CFR part 200 (or any corresponding similar regulation or ruling);
  - Identification of all one-stop partners, Chief Elected Officials (CEOs), and Local Workforce Development Board (WDB) participating in the IFA;
  - Steps the Local WDB, CEOs, and one-stop partners used to reach consensus or an assurance that the local area followed the guidance for the State funding process;
  - A description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached; and
  - A description of the periodic modification and review process to ensure equitable benefit among one-stop partners.
- How services and the operating costs of the system will be funded through other cost sharing agreements. In addition to jointly funding infrastructure costs, One-Stop partners must use a portion of

funds made available under their programs' authorizing Federal law to pay the additional costs relating to the operation of the one-stop delivery system. These other costs must include applicable career services and may include other costs, including shared services. Shared costs must be allocated according to the proportion of benefit received by each of the partners, consistent with the Federal law authorizing the partner's program, and consistent with all other applicable legal requirements, including Federal cost principles requiring that costs are allowable, reasonable, necessary, and allocable. The MOU must contain the following information in regards to other cost sharing agreements:

- The period of time in which the IFA is effective. This may be a different time period than the duration of the MOU;
  - Identification of an infrastructure and shared services budget that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with 2 CFR part 200 (or any corresponding similar regulation or ruling);
  - Identification of all one-stop partners, Chief Elected Officials (CEOs), and Local Workforce Development Board (WDB) participating in the IFA;
  - Steps the Local WDB, CEOs, and one-stop partners used to reach consensus or an assurance that the local area followed the guidance for the State funding process;
  - A description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached; and
  - A description of the periodic modification and review process to ensure equitable benefit among one-stop partners.
- Any other provisions agreed to by the parties that are consistent with the authorizing statutes and regulations of One-Stop partner programs and the WIOA regulations.

### **Proposed Revision**

#### ***Infrastructure Funding and Other Cost-sharing Agreements***

The IFA must use a cost allocation methodology that demonstrates how costs are charged to each partner in accordance with the partner's relative benefit and proportionate use, and in accordance with the partner's authorizing statutes and regulations. ***Examples of cost allocation methodology include number of customers served, square footage used or number of full-time equivalent staff (FTEs).***

In addition to jointly funding infrastructure costs, one-stop partners must use a portion of funds made available under their programs' authorizing Federal law to pay the additional costs relating to the operation of the one-stop delivery system. These other costs must include applicable career services and may include other costs, including shared services. Shared costs must be allocated according to the proportion of benefit received by each of the partners, consistent with the Federal law authorizing the partner's program, and consistent with all other applicable legal requirements, including Federal cost principles requiring that costs are allowable, reasonable, necessary, and allocable.

#### ***For Infrastructure Funding and other cost-sharing agreements, the MOU must contain the following:***

- The period of time in which the IFA is effective. This may be a different time period than the duration of the MOU;

- Identification of an infrastructure and shared services budget that will be periodically reconciled against actual costs incurred and adjusted accordingly to ensure that it reflects a cost allocation methodology that demonstrates how infrastructure costs are charged to each partner in proportion to its use of the one-stop center and relative benefit received, and that complies with 2 CFR part 200 (or any corresponding similar regulation or ruling);
- Identification of all one-stop partners, Chief Elected Officials (CEOs), and Local Workforce Development Board (WDB) participating in the IFA;
- Steps the Local WDB, CEOs, and one-stop partners used to reach consensus or an assurance that the local area followed the guidance for the State funding process;
- A description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached; and
- A description of the periodic modification and review process to ensure equitable benefit among one-stop partners.
- Any other provisions agreed to by the parties that are consistent with the authorizing statutes and regulations of One-Stop partner programs and the WIOA regulations.

## Reconciliation

### ***Current MOU policy***

- The reconciliation of the budget and IFA will not require an amendment to the MOU, but it may require an adjustment to the IFA if there is a substantial change. An amendment to the IFA will not require an amendment to the MOU. However, an IFA amendment will require signatures of the Local WDB chair, CLEO, and all local required partners.
- During reconciliation, the data for all IFAs will be generated and reviewed for statistical fluctuations. Data will be shared with local partners. If there is a substantial change, local partners can request that the IFA be amended to more accurately reflect the actual allocation of infrastructure costs in the location. Examples of how this could happen include but are not limited to: a number of staff either enter or exit the location; the size of the leased space decreases or increases; many computers that use the internet are installed at the location.

### ***Proposed Revision***

The one-stop operating budget must be periodically reconciled against actual costs incurred and adjusted accordingly. As part of the MOU development process, local areas must develop a process for periodic review and reconciliation of the one-stop operating budget against actual costs incurred (ex. monthly or quarterly, but no less frequently than every 6 months). The budget must be adjusted accordingly through an amendment, modification, or renewal based on the nature of the adjustment. Local areas must ensure that a current MOU is submitted to IWD for permanent file when changes are made.

## Submission

### ***Current MOU policy***

- Copies of signed MOUs, including IFA's and other cost sharing agreements, must be submitted to: [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov).

### ***Recommended update:***

- Note: All signatory partners should review internal processes for reviewing all MOU components and signing for development, amendment and renewal. (Not necessary to be added as policy language).

## Modification

### ***Current MOU policy***

#### **MOU Amendment**

WIOA requires that the MOU contain provisions that specify when amendment of the MOU is required during the agreed upon MOU period. The circumstances listed below will require an amendment to the MOU. The Local WDB and partners may agree to additional circumstances that will prompt the amendment process.

- The addition or removal of a partner entity.
- A change of a One-Stop Operator, the physical location of a One-Stop center, or the administrative structure of a local workforce development system.
- A substantial change that significantly alters negotiated terms of the MOU, such as changes in shared services, service delivery, referral methods, or cost sharing.

Amendments that do not impact negotiated terms (e.g., the addition of another partner entity that decreases partner costs and does not impact shared services or the separation of a partner that has no impact on shared costs or services) need only be signed by the Local WDB chair, CLEO, and the affected partner(s).

Any changes to the negotiated terms that affect all parties must be signed by all parties and may require re-negotiation.

The reconciliation of the budget and IFA will not require an amendment to the MOU, but it may require an adjustment to the IFA if there is a substantial change. An amendment to the IFA will not require an amendment to the MOU. However, an IFA amendment will require signatures of the Local WDB chair, CLEO, and all local required partners.

During reconciliation, the data for all IFAs will be generated and reviewed for statistical fluctuations. Data will be shared with local partners. If there is a substantial change, local partners can request that the IFA be amended to more accurately reflect the actual allocation of infrastructure costs in the location. Examples of how this could happen include but are not limited to: a number of staff either enter or exit the location; the size of the leased space decreases or increases; many computers that use the internet are installed at the location.

Regardless of whether all parties have to sign, the MOU should include a process to ensure that all parties receive advance notice of the amendment and are provided the opportunity to comment. The MOU should also include a provision to ensure that each party receive a copy of each executed MOU amendment and updated budget and/or IFA, as applicable, within a timely manner, not to exceed 10 business days.

### ***Proposed Revision***

The MOU must include description of the periodic modification and review process to ensure equitable benefit among one-stop partners. The MOU may be changed through processes of modification, amendment, or renewal. Triggers for these types of change may include the annual review, periodic reconciliation or request from one of the signatories.

- **Amendment:** Amendments are for adding, deleting, or editing terms and provisions that improve the contract on behalf of the parties and change the spirit of the agreement. All parties will need to review and agree to the elements of the MOU that have been changed and re-sign the MOU.
- **Modification:** A modification is a change that does not alter the overall meaning or substance of the provisions in the agreement. A modification will require parties to review and agree to the elements that change but does not require new signatures of the MOU.
- **Renewal:** If renegotiation will be required from all partners, the MOU must follow the process for renewal. Renewal requires all parties to review and agree to all elements of the MOU and re-sign the MOU.

### **MOU Amendment and Modification**

**Annual review and periodic reconciliation may result in the identification of changes to be made to the MOU including the IFA or OSOB. In developing the process for periodic modification and review, the Local WDB and partners may agree to circumstances that will prompt the amendment process. An amendment is triggered by a substantial change that requires renegotiation. This might include adding or removing a shared cost or service from the one-stop operating budget or a change in a partner's engagement in a center.**

The MOU should include a process to ensure that all parties receive advance notice of the amendment and are provided the opportunity to comment. The MOU should also include a provision to ensure that each party receives a copy of each executed MOU amendment and updated budget and/or IFA, as applicable, within a timely manner, **as established in the local process for periodic modification.**

**If a non-substantial change is identified and renegotiation is not required, a modification may be made to the MOU. All signatories should be made aware of the modification, as established in the local process for periodic modification. The MOU does not need to be re-signed for a modification.**

## **Renewal**

### ***Current MOU policy***

#### **MOU Renewal**

WIOA requires that the MOU contain provisions that specify when the process and timeframe for renewal of the MOU during the conclusion of each MOU period. MOUs are required to be renewed no less than every three (3) years by all Local WDBs and partners. All parties must meet at least once annually, to review the current MOU, budget, and IFA to determine if re-negotiation of terms and/or costs is necessary.

For the renewal MOU period, the IFA must be negotiated and executed concurrently with the MOU. If the IFA cannot be submitted as finalized by the due date, the existing IFA may remain in place for (one) 1 quarter.

All renewal MOUs must be executed by May 31 of the state fiscal year immediately preceding the state fiscal year in which it will take effect. If an MOU is in process, but all signatures will not be acquired by the May 31 deadline, Local WDBs designee must provide written notice electronically to [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov) that signatures are forthcoming and provide an estimated date of submission.

If the MOU is not submitted and finalized in a timely manner as described above, the existing MOU with the IFA may remain in place for (one) 1 quarter. If the local board reports that an impasse cannot be resolved in regards to the renewal of the IFA the State Funding Mechanism (SFM) replaces any IFA in place.

## ***Proposed Revision***

### **MOU Renewal**

WIOA requires that the MOU contain provisions that specify when the process and timeframe for renewal of the MOU during the conclusion of each MOU period. MOUs are required to be renewed no less than every three (3) years by all Local WDBs and partners. ***Renewal will also be required when there are substantial changes to the MOU that must be renegotiated by all partners. Substantial changes that require renewal of the MOU include addition or removal of one-stop partner programs and the election of a new chief elected official. Renewal requires all parties to review and agree to all elements of the MOU and re-sign the MOU.***

All parties must meet at least once annually to review the current MOU, OSOB, , and IFA to determine if re-negotiation of terms and/or costs is necessary. ***At the annual review, the MOU may be changed through processes of modification, amendment, or renewal.***

For the renewal MOU period, the IFA must be negotiated and executed concurrently with the MOU. If the IFA cannot be submitted as finalized by the due date, the existing IFA may remain in place for (one) 1 quarter.

All renewal MOUs must be executed by May 31 of the state fiscal year immediately preceding the state fiscal year in which it will take effect. If an MOU is in process, but all signatures will not be acquired by the May 31 deadline, Local WDBs designee must provide written notice electronically to [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov) that signatures are forthcoming and provide an estimated date of submission.

If the MOU is not submitted and finalized in a timely manner as described above, the existing MOU with the IFA may remain in place for **up to** one quarter. ***If the Local WDB reports that an impasse in infrastructure funding negotiations, the State Funding Mechanism (SFM) may be triggered.***

## Timeline

### ***Current MOU policy***

- All renewal MOUs must be executed by May 31 of the state fiscal year immediately preceding the state fiscal year in which it will take effect.
- If the MOU is not submitted and finalized in a timely manner as described above, the existing MOU with the IFA may remain in place for (one) 1 quarter.
- MOUs are required to be renewed no less than every three (3) years by all Local WDBs and partners.
- All parties must meet at least once annually, to review the current MOU, budget, and IFA to determine if re-negotiation of terms and/or costs is necessary.

### ***Recommended update:***

- *Remove May 31 deadline – local areas will establish process and timeline for developing, reviewing, modifying and executing compliant MOUs and ensure submission of changes to IWD.*

## Expectations for Local Negotiation

### ***Current MOU policy***

#### **Negotiating MOUs**

WIOA emphasizes full and effective partnerships between Local WDBs, CEOs, and One-Stop partners. Local WDBs and partners must enter into good-faith negotiations. Local WDBs, CEOs, and One-Stop partners may also request assistance from a State agency responsible for administering the partner program, the Governor, State WDB, or other appropriate parties on other aspects of the MOU.

Local WDBs and One-Stop partners must establish, in the MOU, how they will fund the infrastructure costs and other shared costs of the One-Stop centers. If agreement regarding infrastructure costs is not reached when other sections of the MOU are ready, an interim IFA may be included instead in order to allow the partner programs to operate in the One-Stop centers. The interim IFA must be finalized within 6 months of when the MOU is signed. If the interim IFA is not finalized within that time frame, the Local WDB must notify the Governor.

Once agreement on infrastructure funding is reached, the Local WDB and One-Stop partners must amend the MOU to include the infrastructure funding of the One-Stop centers.

The Local WDB must report to the State WDB, Governor, and relevant State agency when MOU negotiations with One-Stop partners have reached an impasse.

- The Local WDB and partners must document the negotiations and efforts that have taken place in the MOU. The State WDB, One-Stop partner programs, and the Governor may consult with



- the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State infrastructure cost funding mechanism.
- The Local WDB must report failure to execute an MOU with a required partner to the Governor, State WDB, and the State agency responsible for administering the partner's program. Additionally, if the State cannot assist the Local WDB in resolving the impasse, the Governor or the State WDB must report the failure to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

### **Proposed Revision**

#### **Negotiating MOUs**

WIOA emphasizes full and effective partnerships between Local WDBs, CEOs, and one-stop partners. Local WDBs and partners must enter into good-faith negotiations. Local WDBs, CEOs, and one-stop partners may also request assistance from a State agency responsible for administering the partner program, the Governor, State WDB, or other appropriate parties on other aspects of the MOU. *If a local negotiation impasse persists, assistance may be requested from the US Department of Labor Region V office to preserve the local funding mechanism.*

The Local WDB must report to the State WDB, Governor, and relevant State agency when MOU negotiations with one-stop partners have reached an impasse.

- The Local WDB and partners must document the negotiations and efforts that have taken place in the MOU. The State WDB, one-stop partner programs, and the Governor may consult with the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the *State funding mechanism (SFM) for infrastructure cost funding.*
- The Local WDB must report failure to execute an MOU with a required partner to the Governor, State WDB, and the State agency responsible for administering the partner's program. Additionally, if the State cannot assist the Local WDB in resolving the impasse, the Governor or the State WDB must report the failure to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

## **State Funding Mechanism**

### **Policy considerations:**

- Governor's guidance must include – the timelines regarding notification to the Governor for not reaching local agreement and triggering the State funding mechanism described in [§ 678.730](#), and timelines for a one-stop partner to submit an appeal in the State funding mechanism.
- SFM appeal process must be described in state plan – policy changes will need to be updated/reflected in state plan.

### ***Current MOU policy***

The Local WDB must report to the State WDB, Governor, and relevant State agency when MOU negotiations with One-Stop partners have reached an impasse.

- The Local WDB and partners must document the negotiations and efforts that have taken place in the MOU. The State WDB, One-Stop partner programs, and the Governor may consult with the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State infrastructure cost funding mechanism.
- The Local WDB must report failure to execute an MOU with a required partner to the Governor, State WDB, and the State agency responsible for administering the partner's program. Additionally, if the State cannot assist the Local WDB in resolving the impasse, the Governor or the State WDB must report the failure to the Secretary of Labor and to the head of any other Federal agency with responsibility for oversight of a partner's program.

### ***Iowa's State Plan (2022)***

Any Local Workforce Development Board (WDB) or One-Stop required partner may appeal for cause, within 10 business days, the Governor's determination regarding the portion of funds (or non-cash contributions) it is to provide for One-Stop infrastructure costs.

WIOA stipulates that the State mechanism allocation determination may be appealed only if the determination is inconsistent with the requirements of WIOA sec. 121(h)(2)(E). The Final Rule further limits admissible grounds for an appeal to three possibilities. The appellant must make a case that the State's determination is inconsistent with the:

- Proportionate-share requirements
- Cost-contribution limitations
- Cost-contribution caps

To be officially received, an appeal must fully contain and evidence the following:

- An introduction identifying the appellant and designating the correspondence letter as a formal appeal.
- Full citations from WIOA or the corresponding regulations that support the appeal.
- Identify the basis for the appeal.
- Signature and date of the appellant.

The appeal must be submitted electronically to: [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov).

The state shall review the appeal and documentary evidence submitted by the board or onestop partner for the grounds that the governor's determination was inconsistent with proportionate-share requirements, cost-contribution limitations, or cost-contribution caps. Additional information may be requested or an investigation conducted if necessary. A written response/decision will be issued within 20 business days of the receipt of the appeal.

Appellants who do not receive a decision within 20 business days or who received an adverse decision may file an appeal with the State WDB. The appeal must be filed in writing within 10 business days after the adverse decision was received or if no decision is received. Upon receiving an appeal, the State WDB will review the appeal and issue a final decision within 20 business days after the appeal was filed.

The appeals process described in this plan can also be found in Iowa's WIOA Administration and Governance Policy.

## ***Proposed Revision***

### **State Funding Mechanism**

Each entity that carries out a program or activities through a local one-stop center must use a portion of the funds available for the program and activities to maintain the one-stop delivery system, including payment of the infrastructure costs of one-stop centers (WIOA Sec. 121(b)(1)(A)(ii) [20 CFR 678.738](#)). Failure by one (1) required partner to reach consensus regarding infrastructure costs will trigger the implementation of the state funding mechanism (SFM), even if all other required partners agree on the terms of the IFA.

Under the SFM, the Governor determines partner contributions in accordance with 20 CFR 678.730-678.738 and subject to the funding caps outlined in 20 CFR 678.738(c). Native American programs and additional partners are excluded from the SFM. The Governor may direct the Local WDB , CEOs , and required partners into renegotiations.

### **Notification and Negotiation Materials**

If the Local WDB , CEOs , and the local partners cannot reach consensus on the one-stop center's infrastructure costs and/or the amounts to be paid by each partner, the Local WDB must notify the Governor of the impasse. Notification must be given by submitting an email to [WIOAgovernance@iwd.gov](mailto:WIOAgovernance@iwd.gov). The notification must be submitted at least three months prior to the projected MOU start date and include appropriate and relevant materials and documents used in the negotiations. At a minimum, these materials should include:

- The Local WIOA plan,
- The cost allocation methodology or methodologies proposed by the partners to be used in determining the proportionate share,
- The proposed amounts or budget to fund infrastructure costs,
- The amount of partner funds included,
- The type of funds (cash, non-cash, and third-party in-kind contributions) available
  - Including all documentation on how Partners valued non-cash and third-party in-kind contributions consistent with 2 CFR 200.306
- Any proposed or agreed on American Job Center budgets (for individual centers or a network of centers),
- Any partially agreed upon, proposed, or draft IFAs, and
- Additional materials as appropriate.

### **Governor's Determinations and Calculations**

After notification is received, the Governor will:

- Determine one-stop center infrastructure budget(s),
- Establish cost allocation methodology(s),
- Determine partners' proportionate shares,
- Calculate statewide caps,
- Assess the aggregate total of infrastructure contributions as it relates to the statewide cap, and
- Adjust allocations.

Once all determinations and calculations are completed, the Governor will notify the Local WDB Chair (or designee) of the final decision and provide a revised IFA for execution by the parties. The IFA becomes effective as of the date of signing by the final signatory.

### **Appeals Process**

Any Local Workforce Development Board (WDB) or One-Stop required partner may appeal for cause, within 10 business days, the Governor's determination regarding the portion of funds (or non-cash contributions) it is to provide for One-Stop infrastructure costs.

WIOA stipulates that the State mechanism allocation determination may be appealed only if the determination is inconsistent with the requirements of WIOA sec. 121(h)(2)(E). The Final Rule further limits admissible grounds for an appeal to three possibilities. The appellant must make a case that the State's determination is inconsistent with the:

- Proportionate-share requirements
- Cost-contribution limitations
- Cost-contribution caps

To be officially received, an appeal must fully contain and evidence the following:

- An introduction identifying the appellant and designating the correspondence letter as a formal appeal.
- Full citations from WIOA or the corresponding regulations that support the appeal.
- Identify the basis for the appeal.
- Signature and date of the appellant.

The appeal must be submitted electronically to: [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov).

The state shall review the appeal and documentary evidence submitted by the board or one-stop partner for the grounds that the governor's determination was inconsistent with proportionate-share requirements, cost-contribution limitations, or cost-contribution caps. Additional information may be requested, or an investigation conducted if necessary. A written response/decision will be issued within 20 business days of the receipt of the appeal.

Appellants who do not receive a decision within 20 business days or who received an adverse decision may file an appeal with the State WDB. The appeal must be filed in writing within 10 business days after the adverse decision was received or if no decision is received. Upon receiving an appeal, the State WDB will review the appeal and issue a final decision within 20 business days after the appeal was filed.

## IWD contact

### ***Current MOU policy***

- Not specified in policy
- MOU Guidance - Should you have questions about the MOU Guidance, MOU Template, or the MOU process, please submit an email to the WIOA Core Partner Working Group at [WIOAGovernance@iwd.iowa.gov](mailto:WIOAGovernance@iwd.iowa.gov). Questions and answers will be posted regularly to the SWDB website.

### ***Recommended update:***

- Add MOU Guide language to policy?

## Attachments

### ***Current MOU policy***

- No policy attachments
- MOU Guidance and Template are posted on <https://www.iowawdb.gov/lwdb-information>

### ***Recommended update:***

- Combined MOU/IFA Guide and templates issued with policy as attachments
- Attachment – list of state partner programs and contacts

## Considerations for Guide and Training

- Case study scenarios or examples that may be specific to common or challenging Iowa AJC circumstances?



# LOCAL WORKFORCE DEVELOPMENT AREA MEMORANDUM OF UNDERSTANDING AND INFRASTRUCTURE FUNDING AGREEMENT

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*Template Guidance*

*Revised May 2023*

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# Contents

- Legal Authority .....4**
- Development of the Memorandum of Understanding (MOU) .....5**
  - Life Cycle of an MOU..... 6
  - Sample MOU Development Timeline ..... 7
  - Questions during MOU Development ..... 8
  - Core Partner Agencies’ Process for Signing MOUs ..... **Error! Bookmark not defined.**
- Memorandum of Understanding Template Instructions .....9**
- Infrastructure Funding Agreement Components ..... 15**
  - One-Stop Operating Budget..... 15
  - Infrastructure Funding Agreement ..... 16
  - IowaWORKS One-Stop Center Types ..... 16
  - One-Stop Partners Roles and Responsibilities ..... 17
  - Local Board Responsibilities..... 19
- Iowa’s MOU Shared Cost Framework ..... 20**
  - Step 1 – Identify all comprehensive and affiliated/specialized centers in the local area ..... 21
  - Step 2 – Identify the partners engaged in or through each center. .... 22
  - Step 3 – Identify how each partner provides services/access in each center/in the system..... 23
  - Step 4 – Identify one-stop operating costs, including infrastructure costs and additional costs..... 26
  - Step 5 – Develop and agree to the one-stop operating budget that includes an infrastructure cost budget and additional cost budget..... 31
  - Step 6 – Develop the cost allocation methodology, including cost pools and allocation bases. .... 32
  - Step 7 – Allocate actual costs by each partner’s proportionate use and relative benefit received..... 36
  - Step 8 – Determine estimated partner contributions. .... 39
  - Step 9 – Prepare and agree to the sharing agreement..... 41
  - Step 10 – Conduct a periodic reconciliation. .... 42
  - Step 11 – Modify infrastructure cost budget and/or cost allocation methodology, as appropriate. .... 42
  - Step 12 – Evaluate the existing process and prepare for the next program year. .... 43
- Conflict Resolution ..... Error! Bookmark not defined.**

---

Principles for Consensus-Building & Dispute Resolution..... **Error! Bookmark not defined.**

Infrastructure Funding Mechanisms..... 44

**Questions during IFA Development.....46**

**One-Stop Operating Budget Workbook Instructions .....47**

**Appendix I – Glossary of Key Terms.....49**

**Appendix II – Supplemental Information for Attachment C.....52**

    Title II- AEFLA Program ..... 52

    Title IV- Vocational Rehabilitation Services ..... 53



## Legal Authority

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The Workforce Innovation & Opportunity Act (WIOA) sec 121(c)(1) requires the Local Workforce Development Board (Local WDB), with the agreement of the Chief Elected Official (in Iowa, known as the Chief Lead Elected Official), to develop and enter into a Memorandum of Understanding (MOU) between the Local WDB and the One Stop Partners, consistent with WIOA sec 121 (c)(2), concerning the operation of the one stop delivery system in a local workforce development area. This requirement is further described in the Workforce Innovation and Opportunity Act, Joint Rule for Unified and Combined State Plans, Performance Accountability, and the One Stop System Joint Provisions: Final Rule at 20 CFR 678.500, 34 CFR 361.500, and 34 CFR 463.500, and in Federal guidance.

## Development of the Memorandum of Understanding (MOU)

The vision of the one-stop system is to align education, employment, and training program partners, while providing a seamless delivery of multiple services to individual customers. Joint funding is an essential foundation for an integrated service delivery system and is necessary to develop and maintain high standards of service. Our shared customers benefit from a coordinated approach to service design and delivery which enables them to access a comprehensive system of services rather than individual programs.

The MOU is an agreement developed through local discussion and negotiation. It is executed between the Local WDB and the One Stop system partners with the agreement of the Chief Lead Elected Official. The MOU identifies how the local IowaWORKS system operates and how the Partners coordinate and collaborate to deliver high quality integrated services.

The Local WDB has responsibility to ensure a collaboratively developed and compliant MOU exists for the local workforce development area. To ensure the development of the MOU, the Local WDB, or those acting on behalf of the Local WDB, convenes the partners to accomplish the task.

The MOU should align with the Local Plan which is also developed by the Local WDB. The Local Plan identifies overarching strategies and solutions for ensuring a skilled and ready workforce in the local area while the MOU outlines details of how the Partners provide those strategies. The two documents should be viewed as companion pieces which provide a full and complete picture of a robust set of workforce services in the local area. The One-Stop Operating Budget serves as the financial plan for the services and operating costs of the one-stop delivery system as envisioned and established in the MOU. As a required component of the MOU, the Infrastructure Funding agreement is an integral component of the overall one-stop operating budget.

**Memorandum of Understanding:** establishes how partners will coordinate and collaborate to deliver local services

**One-Stop Operating Budget:** financial plan to fund the services and operating costs described in the MOU

**Infrastructure Funding Agreement:** integral component of OSOB inclusive of infrastructure costs

## Life Cycle of an MOU

The development of the MOU is a process and, as such, it requires planning, action, and follow through to ensure the final product is a true reflection of local negotiation and decision making. The Life Cycle highlighted below is provided as a guide for planning the work of the partners and to ensure the process is approached in a collaborative spirit and tone from the beginning. Prior to beginning the MOU process, it is necessary to identify the partner points of contact.

### ***Kickoff***

Consider hosting a kickoff meeting where all partners are invited to begin the MOU process. At this meeting, the timeline, template, and guidance should be introduced. partners can brainstorm or strategize how to approach the work.

### ***Negotiations***

During the negotiations stage of the process the partners discuss their services and how they collaborate to provide services in the local area. The negotiations involve decision making about how a partner provides a particular service or how a partner will move locations to join a Comprehensive Center. The facilitator for these conversations should ensure everyone has the opportunity to voice their thoughts and opinions.

### ***Draft MOU***

Once all parties have discussed these goals and expectations with each other, the Board chair or Board Staff creates an initial draft of the agreement and coordinates its editing and development with the partners. The development process may take some time as each party gets the opportunity to propose and negotiate changes until all parties agree to one version of the MOU.

### ***Review/ Comments***

Once a draft MOU has been completed, an open review and comment period is necessary to ensure all parties agree to the collaborative goals and processes that have been identified in the MOU. This is not a public comment period, but the opportunity for the partners to review and provide comment.



### **Final MOU**

Upon agreement to the terms of the MOU, all parties sign the agreement. The MOU may specify that the agreement will either commence as soon as all parties have signed the MOU or on a specific date in the future.

### **Implementation**

Implementation of the finalized MOU starts as noted in the agreement. All parties should follow the MOU and be aware of the process to notify other parties when modifications or changes are needed.

### **Evaluation**

After the MOU is in force, there should be an evaluation on a regular basis to ensure achievement of the desired goals and that the terms of the agreement are still equitable.

## Sample MOU Development Timeline



### **Weeks 1-2 – Local WDB Staff Sends – Preparation and Notification of Kickoff Meeting**

- Review MOU Template and Guidance and develop list of questions, if needed.
- Develop draft communication plan with system partners and begin outreach.
- Develop draft timeline for MOU discussion, negotiation, and development.

### **Kickoff Meeting**

- Partners attend MOU Statewide Kickoff Call.
- Discussions with Partners for any questions on MOU template and review guide.

***Weeks 3-6 – Discussion/Negotiation***

- Negotiations/ discussions with system partners
- Additional formal or informal meetings may take place, so long as they are conducted in an open and transparent manner, with pertinent information provided to all parties.

***Weeks 7-10 – End of Negotiations and First Draft Submitted***

- Draft MOU is complete and circulated to Partners for review.
- All partners should use this time to allow their respective legal departments to review the MOU for legal sufficiency.
- Local Board Chair or designee must ensure that all IowaWORKS center partners to the MOU are aware of the comments and revisions that are needed.

***Weeks 11-14 – End of Review and Signature Circulation Phase***

- Chair or designee circulates the finalized MOU and secure partner signatures.
- WIOA MOU is fully executed once all signatories have reviewed and signed, and a signed copy has been returned to all parties.
- If determined that a Partner is unwilling to sign the MOU, the Local Board Chair or designee must ensure that the dispute resolution process is followed.

***MOU becomes effective and is implemented.***

## Questions during MOU Development

Should you have questions about the MOU guidance, MOU template, or the MOU process, please submit an email to the WIOA Core Partner Working Group at [WIOAGovernance@iwd.iowa.gov](mailto:WIOAGovernance@iwd.iowa.gov).

Questions and answers will be posted regularly to the [State WDB website](#).

## Memorandum of Understanding Template Instructions

*A section of the MOU template is listed here only if work is necessary by the local areas to complete that section.*

### **Cover Page**

Complete the section by adding name of Local WDB, local area, CLEO, and one-stop operator (OSO), as appropriate. For the OSO statement, select one of two options:

- **Option 1-** The Local WDB selected the One Stop Operator, **{insert name of entity}**, through a competitive procurement in accordance with the Uniform Guidance, WIOA and its implementing regulations, local procurement standards and rules, and IWD Policy # 1.4.7.3. All documentation for the competitive One Stop Operator procurement and selection process is published and may be viewed at **{insert link to website}**.

### **Introduction**

This section is standard language and should remain the same. Local areas may choose to add to it; however, additional language should remain consistent with the overall theme and should not contradict any associated Federal law, regulations, or state agency issued guidance or policy.

### **Purpose**

You may add to this list of purposes.

### **Vision Statement**

Bringing partners to the table to negotiate and agree on MOU terms may not be an easy task. Collaboratively developing a strong vision statement that ties back to the goals and purpose of the MOU can help set the right tone for negotiations.

The vision statement can be the vision statement developed by the Local WDB. .

### **IowaWORKS System Structure**

Complete the information in the paragraphs by inserting appropriate language regarding:

- Number of comprehensive centers and affiliate centers
- Name of local area
- Name of OSO
- Local WDB
- Local WDB website address

### **Attachment A-1- IowaWORKS Office Locations**

- Identify each comprehensive center in the local area and provide accompanying information. Duplicate the table as needed.

- Identify each affiliate site in the local area and provide accompanying information. Duplicate the table as needed.

#### ***Attachment A-2: Partners' Other Locations***

- Identify the locations (not previously identified on Attachment A-1) in the local area where each partner provides services. Add lines to the table as needed. Between A-1 and A-2 every location where a partner provides services in the local area should be listed.

#### ***Attachment B: Partners/ Parties to this Agreement***

Identify each partner program/party to this agreement. This is not the signature page for the MOU, but this will identify who will sign for each party. If the CLEO and Local WDB have approved any non-mandatory partners to participate in the local system, those non-mandatory partners should be identified on this list.

#### ***One-Stop Operator***

Insert list of OSO duties as outlined in their contract's scope of work. If one-stop operator has not been selected, include a statement which identifies that the OSO has not yet been selected but when selected, this MOU will be modified. Ensure that the reference to the OSO here aligns with the designation made on the cover page of the MOU.

#### ***Attachment C: Partner Services***

Review this list of services and add to it any service that occurs in your local area that is not otherwise included. In making additions, ensure that you maintain the categories of career services (Basic and Individualized), Training, Youth, and Business. Do not delete from this list.

#### ***Attachment C-1: Career Services<sup>1</sup>***

Using the partner services listed in attachment C, complete matrix C-1 by identifying how each partner program is providing their services within the IowaWORKS system. Place the corresponding letter or number of the services from Attachment C in the appropriate "Method of Providing Service" column on C-1. One matrix must be completed for each comprehensive center in the local area.

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<sup>1</sup> [20 CFR 678.430](#)

Methods for providing access to each of the required services<sup>2</sup> and alignment with Attachment C tables

- Option 1- Having a program staff member physically present at the American Job Center.
  - **In Center Full Time**
  - **In Center Part Time**
- Option 2- Having a staff member from a different partner program physically present at the American Job Center and appropriately trained to provide information to customers about the programs, services, and activities available through all partner programs.
  - **Partner Program Provides Full Time**
  - **Partner Program Provides Part Time**
- Option 3- Making available a direct linkage through technology to a program staff member who can provide meaningful information or services.
  - **Direct Linkage**

Method of Providing Service						
Partner	Program	In Center Full Time	In Center Part Time	Partner Program Provides Full Time	Partner Program Provides Part Time	Direct Linkage

It is possible that a program could have more than one method of providing service in a single center.

For every career service not provided in center full-time, an explanation must be provided on attachment C-5 for how that service is available to customers.

**Attachment C-2: Training Services<sup>3</sup>**

Using the partner services listed in attachment C, complete matrix C-2 by identifying how each Partner Program is providing their Training Services within the IowaWORKS system. Place the corresponding letter or number of the services from attachment C in the appropriate “Method of Providing Service” column on C-2. One matrix must be completed for each comprehensive center in the local area.

For every Training Service not provided in Center Full Time, an explanation must be provided on attachment C-5 for how that service is available to customers.

**Attachment C-3: Youth Services**

Using the partner services listed in Attachment C, complete matrix C-3 by identifying how each partner program is providing their Youth services within the IowaWORKS system. Place the corresponding letter or number of the services from attachment C in the appropriate “Method of Providing Service” column on C-3. One matrix must be completed for each comprehensive center in the local area.

<sup>2</sup> [20 CFR 678.305\(d\)](#) and [TEGL 16-16](#)

<sup>3</sup> [20 CFR 680.200](#)



For every Youth service not provided in Center Full Time, an explanation must be provided on attachment C-5 for how that service is available to customers.

#### ***Attachment C-4: Business Services<sup>4</sup>***

Using the partner services listed in Attachment C, complete matrix C4 by identifying how each partner program is providing their business services within the IowaWORKS system. Place the corresponding letter or number of the services on attachment C in the appropriate “Method of Providing Service” column on C-4. One matrix must be completed for each comprehensive center in the local area. Business Services includes customized services in accordance with partner programs’ statutory requirements and consistent with Federal Cost Principles.

For every Business service not provided in center full-time, an explanation must be provided on attachment C-5 for how that service is available to customers.

#### ***Attachment C-5: Services Not in Comprehensive or Affiliate Locations***

For every partner program not providing services in center full time, list the program on C-5, along with accompanying information, and provide explanation of how that service is appropriately available to customers. Add lines as needed.

#### ***Attachment D: Referral Process***

Outline the process partners will use to make referrals between each other. Add lines as needed to the table. It is required to include:

- Method for documenting referrals
- Method for tracking status of referrals
- Database(s) utilized.
- Maintaining accessibility of any forms utilized

If a form is utilized, check the box and attach the form.

#### ***Attachment E: Accessibility Plan***

Outline how partners will ensure all four elements of accessibility- physical, virtual, communication, and programmatic- are met and maintained in the local system.

For more information regarding accessibility requirements, refer to WIOA section 188 and the WIOA Non-discrimination and Equal Opportunity Regulations (29 CFR part 38, Final Rule December 2, 2016, and the Americans with Disabilities Act (ADA).

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<sup>4</sup> [20 CFR 678.435](#)

***Attachment F: Outreach Plan***

Outline how partners will conduct collaborative outreach activities on behalf the IowaWORKS system.

***Attachment G: Data Sharing Training Plan***

Outline how partners will ensure all partner staff will be trained annually in the protection, use, and disclosure agreements governing Personally Identifiable Information (PII) and any other confidential data for all applicable programs. The outline should reference all Data Sharing Agreements and assurances utilized by partner agencies.

***Attachment H: Dispute Resolution Process***

Identify Step I in the local area Dispute Resolution Process. Included in the local process must be the right to appeal, first to the Core Partner Working Group, then to State Workforce Development Board. No local dispute may go directly to the State Workforce Development Board without first being addressed by the WIOA Core Partner Working Group.

***Attachment I: Amendment/ Modification Process***

Identify the process(es) for amending and modifying the MOU. In doing so, outline what changes will require an amendment or a modification. An amendment, which is adding new information, would only require the parties to review and agree to the elements of that MOU that changed. A modification is making a change to existing information. In your process, outline what changes will require a renewal to the MOU. A renewal is an overall review and re-do of the MOU. Substantial changes, such as changes in partners or a change in CLEO will require renewal. A renewal would require a review and approval of the entire MOU. Only individuals with signatory authority may authorize or request an amendment to the MOU.

For more information on Amendment, Modification, and Renewal Processes, refer to TEGL 16-16, RSA TAC 17-02, OCTAE Program Memo 17-4, One Stop Operations Guidance for the American Job Center Network.

***Attachment J: Termination Process***

Identify the process for terminating the MOU. Any termination process should be inclusive of the amendment process. Only individuals with signatory authority may authorize or request termination of the MOU.

***Attachment K: Negotiations/ Meeting Summary***

For each meeting (in person, virtual, or teleconference) held to discuss and/or negotiate the MOU, a written meeting summary must be completed to support all decisions and actions made by the partners. Duplicate this form as needed.

***Signature Pages***

Using the list of “Parties to this Agreement” in Attachment B as reference, one completed signature page must be attached for each Party.

You may add information to the signature page, but do not delete any information.

The MOU is to be signed by each party after discussions are complete and the party has reviewed the draft.

***Effective Period***

The effective period of this MOU is referenced in two places- this section and on each signature page. Ensure the proper box is checked and ensure consistency across the documents.

## Infrastructure Funding Agreement Components

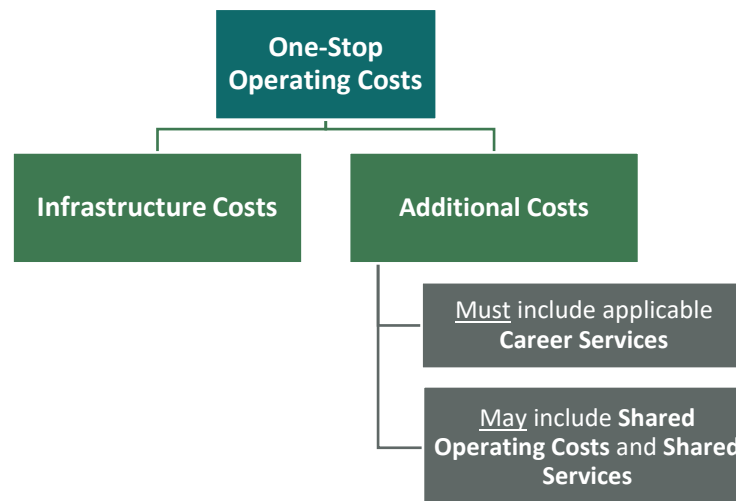
### One-Stop Operating Budget

The one-stop operating budget is the financial plan that one-stop partners, the CLEO, and the Local WDB agree to in the MOU that is used to achieve the goals of delivering services in a local area.

The goal of the one-stop operating budget is to develop a funding mechanism that<sup>5</sup>:

- Establishes and maintains the local workforce system and meets the needs of all customers
- Reduces duplication and maximizes program impact through Partner sharing of services and resources
- Reduces overhead costs for any one Partner by streamlining and sharing costs
- Ensures costs are appropriately shared by Partners by determining contributions based on proportionate use and relative benefit received

The one-stop operating budget contains cost categories that are specifically identified in [TEGL: 17-16](#). Shared Operating Costs and Shared Services could include- initial intake, identification of appropriate services, assessment of needs, referrals to other One-Stop partners, appraisal of basic skills, or business services. Additional One-Stop Operating Costs must include applicable Career Services, such as development of an individualized employment plan, career planning, work experience and workforce preparation services.



<sup>5</sup> [US DOL Sample MOU and Infrastructure Costs Toolkit \(2017\)](#)

## Infrastructure Funding Agreement

The Infrastructure Funding Agreement (IFA), as a required component of the MOU, is an integral component of the overall one-stop operating budget that contains the infrastructure costs budget and identifies how Partners will share responsibility for the infrastructure costs. Key elements of the IFA are<sup>6</sup>:

- a) The period of time in which the IFA is effective (which may be a different time period than the duration of the MOU)
- b) Identification of the infrastructure costs budget
- c) Identification of all One-Stop partners, CEO(s), and the Local WDB participating in the IFA
- d) A description of the periodic modification and review process
- e) Information on the steps the Local WDB, CEO(s), and One-Stop partners used to reach consensus, or the assurance the local area followed the state funding mechanism (SFM) process; and
- f) A description of the process to be used among partners to resolve issues related to infrastructure funding during the MOU duration period when consensus cannot be reached.

### *Infrastructure Costs*<sup>7</sup>

Infrastructure Costs are defined as **non-personnel** costs necessary for the general operation of the One-Stop center, including but not limited to:

- Applicable facility costs (such as rent)
- Costs of utilities and maintenance
- Equipment (including physical modifications to the center for access, assessment-related products, and assistive technology for individuals with disabilities)
- Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities

The Local WDB may consider common identifier costs as costs of one-stop infrastructure which may include signage, brochures, etc.

## IowaWORKS One-Stop Center Types

The Iowa State Workforce Development Board has adopted the following definitions for IowaWORKS one-stop centers as defined in the IowaWORKS Center Certification Process Guidance<sup>8</sup>:

<sup>6</sup> [20 CFR 678.755](#), [34 CFR 361.755](#), and [34 CFR 463.755](#)

<sup>7</sup> WIOA Sec. 121(h)(4) and [20 CFR 678.700](#)

<sup>8</sup> [IowaWORKS Center Certification Process Guidance \(2022\)](#)

- **Comprehensive Center** - Titles I and III are present full time with one other core partner present at least part time, and center provides access to all programs, services, and activities of partners not located in the center.
- **Affiliated Center** - Two or more core partners are present with at least one of the core partners present on a full-time basis.
- **Satellite Center** - Any location where one core or required partner is present on a permanent basis. Title I and Title III are not eligible to have stand-alone offices or be satellite centers.

### *Contribution Requirements by Center Types<sup>9</sup>*

	Comprehensive	Affiliated/Specialized
<b>Infrastructure Costs</b>	ALL required one-stop partners regardless of co-location at that center	Only those partners engaged in the center
<b>Additional Shared Costs</b>	Only required partners who have agreed to share in the costs of one or more career services and/or any other shared service(s).	Only those partners engaged in the given center who agree to share in costs of career services and/or any other shared services.

## One-Stop Partners Roles and Responsibilities

### *IowaWORKS Partners*

The Iowa Workforce Development (IWD) is responsible for negotiating funding agreements with local WDBs pertaining to:

- WIOA Title I Adult, Dislocated Worker and Youth programs
- Migrant and Seasonal Farmworker programs (MSFW)
- Trade Adjustment Assistance activities (TAA)
- Jobs for Veterans State Grants programs
- Unemployment Insurance programs (UI)
- Reentry Employment Opportunities programs
- Wagner-Peyser Act Employment Service program
- Senior Community Service Employment program

The Iowa Vocational Rehabilitation Services (IVRS) is responsible for negotiating funding agreements with local WDBs pertaining to:

- Vocational Rehabilitation programs

The Iowa Department for the Blind (IDB) is responsible for negotiating funding agreements with local WDBs pertaining to:

<sup>9</sup> [TEGL 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

- Vocational Rehabilitation programs

The Iowa Department of Education is responsible for negotiating funding agreements with local WDBs pertaining to:

- Adult Education and Family Literacy Act program
- Carl D. Perkins Career and Technical Education Act career and technical education programs at the postsecondary level

The Iowa Department of Human Rights is responsible for negotiating funding agreements with local WDBs pertaining to:

- Community Services Block Grant employment and training activities

The Iowa Department of Human Services is responsible for negotiating funding agreements with local WDBs pertaining to:

- Temporary Assistance for Needy Families (TANF) programs

Iowa's workforce system partners also include:

- Job Corps
- YouthBuild
- Native American programs
- Housing and Urban Development employment and training activities

### ***Partner Responsibilities***

All partners, core and required, must<sup>10</sup>:

- Provide access to their programs through the one-stop system
- Use their program's funds to:
  - Provide career services
  - Maintain the one-stop system and jointly fund it
- Designating an individual(s) to act on its behalf in the negotiations, if applicable;
  - The individual(s) should be knowledgeable about the partner programs and activities and have the authority to commit the partner programmatically and financially
- Acting in good faith to negotiate infrastructure and additional costs in accordance with this guidance;
  - Additional partners are only required to contribute towards infrastructure costs. Additional partners MAY contribute towards additional costs but are not required to do so.
- Sign the Memorandum of Understanding with the local WDB
- Participate in the operation of the system

<sup>10</sup> [20 CFR 678.420](#)

## Local Board Responsibilities

The local WDB has the key responsibility for negotiating and developing the MOU, including the one-stop operating budget and the IFA. The board, utilizing its staff, must convene the partners to develop this task. One-stop partners as well as the CLEO must agree and sign the documents indicating such.

In developing the section of the MOU on one-stop infrastructure funding, the Local WDB and CLEO will:<sup>11</sup>

- Ensure that the one-stop partners adhere to the guidance on one-stop delivery system infrastructure costs
- Work with one-stop partners to achieve consensus and informally mediate any possible conflicts or disagreements among one-stop partners
- Provide technical assistance to new one-stop partners and subrecipients to ensure that those entities are informed and knowledgeable of the elements contained in the MOU and the one-stop infrastructure costs arrangement

Local WDBs shall be responsible for the following:

- Acting as the convener for the purpose of negotiating the MOU and funding agreements
- Ensuring the one-stop partners adhere to all applicable guidance
- Working with the one-stop partners to achieve consensus and informally mediate any possible conflicts or disagreements
- Providing technical assistance to new one-stop partners and local grant recipients to ensure they are informed and knowledgeable about the elements contained in the MOU and funding agreements
- Developing a local one-stop center operating budget as a starting point for the negotiations
- Ensuring the negotiations include an agreed-upon budget and methodology for allocating infrastructure and additional costs amongst all partners
- Ensuring allocation methodology complies with the Uniform Guidance and is based on proportionate use and benefit received by each partner program
- Ensuring that all of the infrastructure and additional costs are paid according to the provisions of the MOU; and
- Informing IWD if there is an impasse.

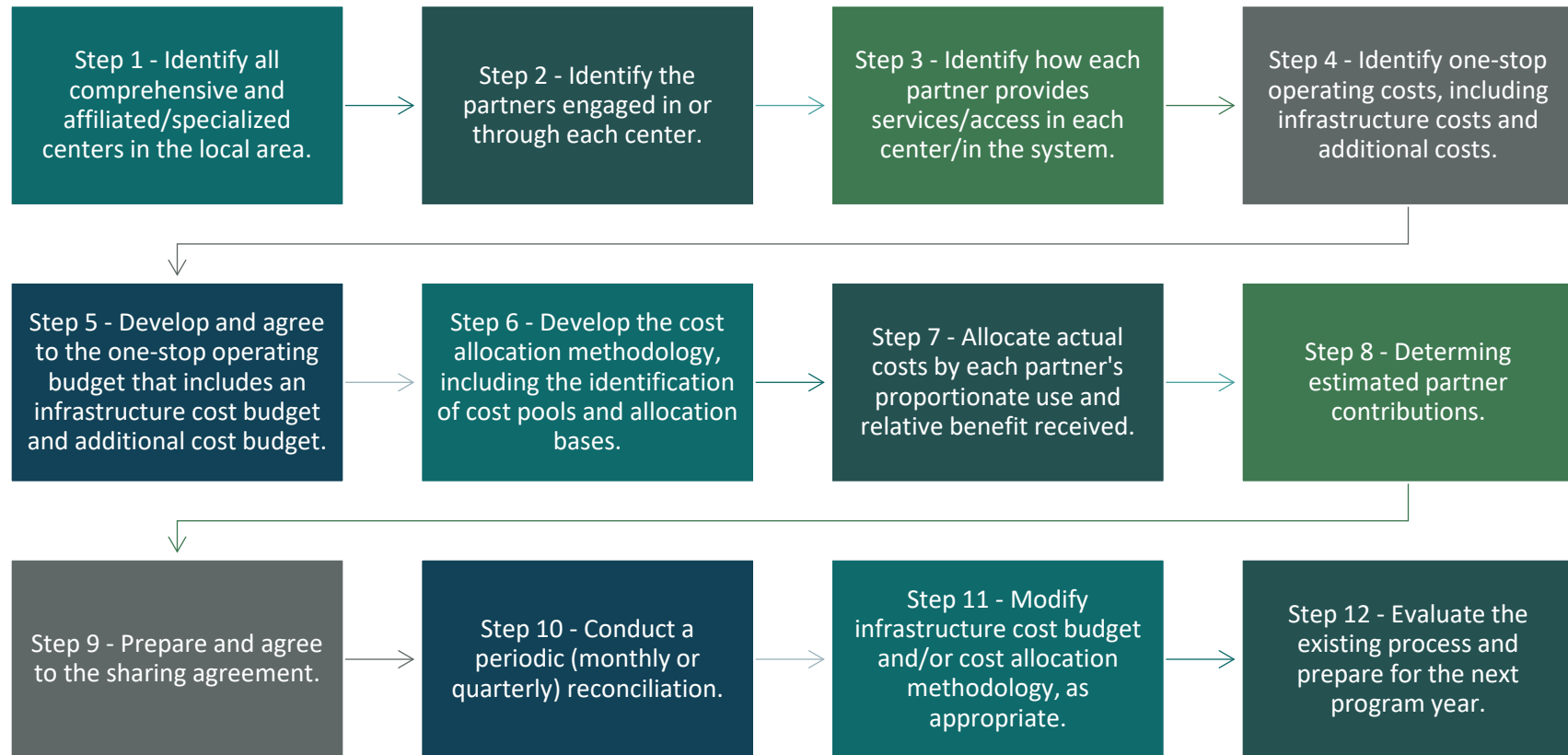
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<sup>11</sup> [20 CFR 678.715\(b\)](#)



## Iowa's MOU Shared Cost Framework

The development of the MOU is a process that requires planning, action, and follow through to ensure the final product is a true reflection of local negotiation and decision making. Iowa's Shared Cost Framework is a tool to support the IFA development process and support local areas in implementation of their vision for service delivery.



## Step 1 – Identify all comprehensive and affiliated/specialized centers in the local area

All centers need an MOU, which may either be developed separately for each center or under a combined MOU for the local area. Every local area must have at least one certified comprehensive center.

For each center, identify and record the name and title of center manager/OSO, address, operating hours phone number, email address, and website.



### *Case Study Step 1: Center List*

Georgetown American Job Center is a comprehensive one-stop AJC.

One-Stop Center Name & Type	Georgetown Comprehensive American Job Center
Center Manager/ OSO Name, Title	Dr. Stephen Strange, Center Manager
Address	1234 Main Street Anywhere, US 56789
Operating Hours	8:00am – 6:00pm, M, T 7:30am – 5:30pm, W, Th 7:30am – 12:00pm, F
Phone	(123) 456-7890
Email	email@georgetownajc.gov
Website	www.georgetownajc.gov

## Step 2 – Identify the partners engaged in or through each center.

Each partner in the local area must be included on the MOU. The partner list should include those who are co-located in the center as well as those who are not co-located in the center. If the CLEO and the local WDB approved any non-mandatory partners to participate in the local system, those non-mandatory partners should be identified on this list. In addition to identifying the MOU signatories for each partner, it may be beneficial to identify partner fiscal representatives for the development of the one-stop operating budget and negotiation of shared costs.



### Case Study Step 2: Partner List

Identify and record the program partner organizations and appropriate signatories for the Georgetown American Job Center.

Program	Partner Organization	Authorizing Statute	Signatory	Signatory's Contact Information
<b>Chief Lead Elected Official</b>	CLEO	WIOA Title I	<i>Carol Danvers</i>	<i>email@cleo.gov</i> <i>000-123-4567</i>
<b>Local Workforce Development Board, Chair</b>	Local WDB	WIOA Title I	<i>Steve Rogers, Chair</i>	<i>email@lwdb.org</i> <i>000-123-4567</i>
<b>One Stop Operator</b>	Open Door Solutions		<i>Peggy Carter, OSO</i>	<i>email@oso.com</i> <i>000-123-4567</i>
<b>Title I - Adult,</b>	{insert name of service provider}	WIOA Title I	<i>Loki Laufeyson, Project Lead</i>	<i>email@departmentofwork.gov</i> <i>000-123-4567</i>

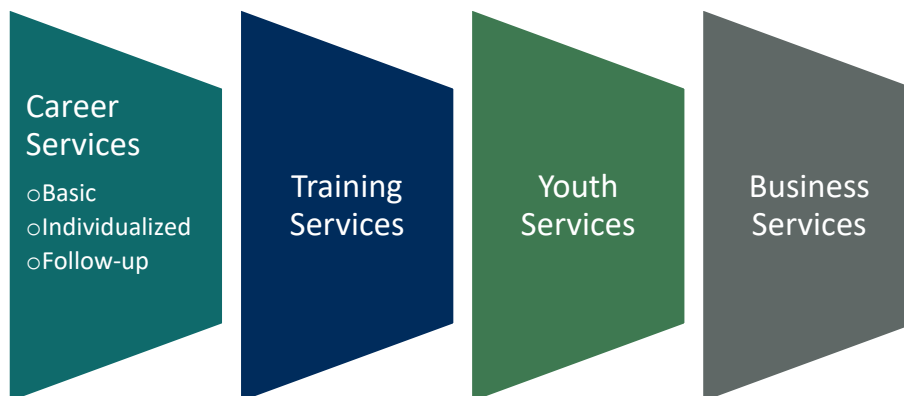
### Step 3 – Identify how each partner provides services/access in each center/in the system.

Identify the services provided by each partner per center. Methods of providing services identified in the law include:

- Having a program staff member physically present at the American Job Center Full Time or Part Time
- Having a staff member from a different partner program physically present at the American Job Center and appropriately trained to provide information to customers about the programs, services, and activities available through all partner programs.
- Making available a direct linkage through technology to a program staff member who can provide meaningful information or services.

As with the partner list in Step 2, services should be identified for both co-located partners as well as partners with services available through direct linkage.

Categorize the types of services provided by each partner:



Use a separate table per service type and per location to ensure accuracy and completeness.

Ensure that partners use consistent language to identify their services. Develop a numbering system to identify the list of services which coordinate with methods of service delivery.

As partner services are identified, it is important to identify staffing and use of individual and shared space in terms of square footage. Data elements such as phone and internet connections must also be identified. This information is used later in the process for allocation methodology selection and determination of proportionate share per partner.



**Case Study Step 3a: Partner Service List**

In the Georgetown AJC, the Title I – Adult program provides Basic Career Services A-D in the center full time. The Job Corps program provides services A, B, C, E and L through Direct Linkage.

Partner	Program	Method of Providing Services				
		In Center Full Time	In Center Part Time	Partner Provides Full Time	Partner Provides Part Time	Direct Linkage
Local Service Provider	Title I – Adult	A, B, C, D				
National Job Corps	Job Corps					A, B, C, E, L

Basic Career Services Key	
A.	Eligibility Determination
B.	Outreach, Intake, and Orientation to the information, services, programs, tools and resources available through the local workforce system
C.	Initial assessment of skill level(s), aptitudes, abilities, and supportive service needs
D.	In and out of area job search and placement assistance
E.	Provision of information on in demand sectors, occupations, or nontraditional employment
F.	Provision of employment/ workforce and labor market information
G.	Provision of performance information and program costs for eligible providers of training, education, and workforce services
H.	Provision of information on performance of the local workforce system
I.	Provision of information on the availability of supportive services and referral to such as appropriate
J.	Provision of information and meaningful assistance on Unemployment Insurance claim filing
K.	Provision of referrals and coordination of activities with other programs and services
L.	Information and assistance in applying for financial aid for training and education programs not provided under WIOA.

### Case Study Step 3b: On-Site Engagement



The representation schedule reflects the on-site engagement of each of the partners at the Georgetown AJC. The schedule reflects staffing information, square footage data, and information regarding customers served and data connections used. This information is important to identify relative benefit when the cost allocation methodology is selected.

Partner On-Site Representation Schedule													
Georgetown: Georgetown American Job Center													
Partner Program	# of Staff	Weekly Staff Hours	# of FTEs	% of Total FTE	Direct Square Footage	% of Direct Square Footage	Common Space applicable Footage	Total Square Footage utilization	% of Total Square Footage	Customers Served	Number of Internet Connections	Number of Telephone Lines	
Title I-Adult	2	80	2	11.76%	400	14.29%	285.71	685.71	14.29%	950	2	2	
Title I-Dislocated Worker	2	80	2	11.76%	400	14.29%	285.71	685.71	14.29%	725	2	2	
Title I-Youth	3	120	3	17.65%	450	16.07%	321.43	771.43	16.07%	750	3	3	
Title III-Wagner Peyser Act	2	80	2	11.76%	300	10.71%	214.29	514.29	10.71%	500	2	2	
Title IV-Rehabilitation Act of 1973	1	16	0.4	2.35%	50	1.79%	35.71	85.71	1.79%	500	1	1	
Reemployment Services and Eligibility Assessment	2	80	2	11.76%	300	10.71%	214.29	514.29	10.71%	500	2	2	
State Unemployment Compensation Program	1	8	0.2	1.18%	50	1.79%	35.71	85.71	1.79%	250	1	1	
Jobs for Veterans State Grant	1	40	1	5.88%	150	5.36%	107.14	257.14	5.36%	250	1	1	
Trade Adjustment Assistance Program	1	40	1	5.88%	150	5.36%	107.14	257.14	5.36%	100	1	1	
National Farmworker Jobs Programs	1	8	0.2	1.18%	50	1.79%	35.71	85.71	1.79%	50	1	1	
Native American Program	1	8	0.2	1.18%	50	1.79%	35.71	85.71	1.79%	50	1	1	
Temporary Assistance to Needy Families	1	16	0.4	2.35%	50	1.79%	35.71	85.71	1.79%	125	1	1	
Re-Entry Employment Opportunities Program	1	8	0.2	1.18%	50	1.79%	35.71	85.71	1.79%	50	1	1	
YouthBuild	2	80	2	11.76%	300	10.71%	214.29	514.29	10.71%	150	2	2	
Community Service Block Grant	1	16	0.4	2.35%	50	1.79%	35.71	85.71	1.79%	50	1	1	
<b>Totals</b>	<b>22</b>	<b>680</b>	<b>17</b>	<b>100.00%</b>	<b>2800</b>	<b>1</b>	<b>2000.00</b>	<b>4800.00</b>	<b>100.00%</b>		<b>22</b>	<b>22</b>	
Title II-Adult Education & Family Literacy	These partners are linked virtually through online service access to a program staff member via Career										200		
Senior Community Services Employment Program	Center resource rooms and through cross-trained										50		
Job Corps	front desk staff and other, physically co-located,										100		
Career and Technical Education	partner staff who can provide information and										600		
Housing and Urban Development E & T programs	referrals										50		
										<b>Total</b>	<b>6000</b>		

an FTE (full-time equivalent) is the hours worked by one employee on a full-time basis.  
The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees.  
FTE is considered to be 2,080 hours, which is calculated as 8 hours per day or 40 hours per work week.

**Step 4 – Identify one-stop operating costs, including infrastructure costs and additional costs.**

Costs must be identified for all partners at each center and include an understanding of the frequency at which costs occur and who is paying for them. One-stop operating costs include infrastructure costs and additional costs. Additional costs *must* include applicable Career services and *may* include shared operating costs and shared services. Shared costs include all costs to operate a center and are not limited to infrastructure costs.

Infrastructure Costs	Career Services	Other Costs
<p><b>Infrastructure Costs</b> include <i>non-personnel</i> costs necessary for the general operation of the One-stop center, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Facility costs - rent</li> <li>• Utilities and maintenance</li> <li>• Equipment</li> <li>• Technology to facilitate access to the One-stop center</li> <li>• Common identifier costs</li> </ul>	<p><b>Applicable Career Services</b> include the costs of the provision of career services in section 134(c)(2), as applicable to each program</p>	<p><b>Other Costs</b> Shared services that are authorized for and may be commonly provided through One-stop partner programs, such as:</p> <ul style="list-style-type: none"> <li>• Initial intake</li> <li>• Identification of appropriate services</li> <li>• Assessment of needs</li> <li>• Referrals to other One-stop partners</li> <li>• Appraisal of basic skills</li> <li>• Business services</li> <li>• Cross training</li> </ul>

### ***Considerations for Identifying Costs***

A customer's experience at the center begins before they even go through the front door. Walking through a center and analyzing everything you can see from a customer's perspective can help identify center costs. For example, signage visible from the street or parking lot directs a customer where to go. Outside of the building, the parking lot and/or landscaping may be maintained and have associated maintenance costs. External maintenance of the building could also include lighting in the parking lot, windows being cleaned, etc.

#### ***Career Services***

- Are there any consultants and contract expenses?
- Are there any external workshops held at the center?
- Are there staff in the resource room?
- Are there expenses for resources and curriculum (e.g. technology for resume development, soft skill courses)?

#### ***Shared Service***

- Does the center use front desk staff to triage customers or facilitate intake services to assist each customer in getting the best service in the center?
  - How is this handled in the center?
  - What staff perform this work and how is it allocated to all programs?
- Is there shared software used by all partners? Does each partner have similar but different software for the services being offered in the center?
- Are there trainings provided and utilized by all partners/customers in the center and how are they shared/allocated?

#### ***Infrastructure Costs***

- Is there a lease for the building? Who holds the lease and who is leasee/lessor?
- Does the center use accessibility software and tools?
- How are general office expenses allocated among partners? Examples: postage, freight, printing, flyers/pamphlets, office supplies, legal notices/labor notifications, etc.
- Outreach services and how are they identified and allocated among partners? Do all programs agree on outreach for each of their programs?
- What is the phone count in the center? What is the internet drop connection for the center? How do phone bills and internet bills get paid? Are they included in the lease, or are they separate bills that are paid? Need to identify if there are phones and internet connections that are in common areas and shared among all partners.
- Is any equipment rented/leased? How is maintenance of the equipment and/or building shared among partners? How are the decisions for purchase of new equipment shared?
- What are the insurance costs for the center and how are they paid?
- For utilities and maintenance (electricity, janitorial services, landscaping/groundskeeping, pest control, trash, water, security) are they separate services or are they included in rent/lease?
- How is signage shared at the center?



### Case Study Step 4a: Partner Cost List



Each partner must identify their costs by type at the center. This list of costs is used to develop a shared cost list and the one-stop operating budget. In the example below, the Good Jobs program cost list includes Career services, infrastructure costs and shared costs for resource room staffing, assistive technology, office supplies, assessment software, electricity, janitorial services, and printing. This type of list is developed for all partners (co-located and not co-located) at the Georgetown AJC.

### Good Jobs Program List of Costs at Georgetown AJC

Cost Category	Cost Item	Infrastructure Costs	Career Services Costs	Shared Services Costs	Total
Career Services	Resource Room Staffing		\$170,000		\$170,000
Infrastructure Costs	Assistive Technology for Individuals with Disabilities	\$10,000			\$10,000
Infrastructure Costs	Office Supplies	\$40,000			\$40,000
Shared Services	Assessment Software/System			\$10,000	\$10,000
Infrastructure Costs	Electricity	\$18,000			\$18,000
Infrastructure Costs	Janitorial Services	\$26,000			\$26,000
Infrastructure Costs	Printing	\$17,000			\$17,000

### Case Study Step 4b: Center Cost List



After partner cost lists have been developed for each program, the total center cost list is developed to reflect all costs across all categories and items that every partner is paying. In the example below, the costs for 3 partners (A, B, and C).

Cost Category	Cost Item	Partner A	Partner B	Partner C	Total
Infrastructure Costs	Office supplies	\$15,000.00	\$30,000.00	\$5,000.00	\$50,000.00
Career Services	Resource room staffing	\$10,000.00	\$20,000.00	\$5,000.00	\$35,000.00
Infrastructure Costs	Assistive technology for individuals with disabilities	\$2,000.00	\$2,000.00	\$2,000.00	\$6,000.00
Infrastructure Costs	Signage	\$1,500.00	\$1,500.00	\$1,500.00	\$4,500.00
Shared Services	Assessment software/system	\$6,000.00	\$24,000.00	\$0.00	\$30,000.00
Infrastructure Costs	Electricity	\$12,500.00	\$12,500.00	\$15,000.00	\$40,000.00
Infrastructure Costs	Janitorial services	\$4,000.00	\$4,000.00	\$4,000.00	\$12,000.00
Infrastructure Costs	Printing	\$1,000.00	\$3,000.00	\$25,000.00	\$29,000.00
	<b>Total</b>	\$52,000.00	\$97,000.00	\$57,500.00	\$206,500.00

### Shared Cost Identification Process

**1. Create a shared cost list**

After all partners have identified their costs for the center, a list of shared costs is developed. The process of identifying costs and developing a shared cost list can support strategic conversations to improve collaboration among partners by eliminating duplication of services.

**2. Assign function/benefit statement to each cost**

A benefit statement provides the documentation to support allowability and allocability of shared costs under partner programs. It also provides each partner with an understanding of how the shared costs will benefit its program.

**3. Assign a dollar value to each cost/group**

The actual cost of services being shared should be determined **first** before partners identify the way they will satisfy their share of those costs. A dollar value can be assigned based on historical costs, a knowledgeable point of reference for comparable costs, or an estimate if needed.

#### Case Study Step 4c: Shared Cost List



A shared cost list is developed by the partners and benefit statements are developed to support allowability and provide a clear understanding of the benefit to partners. The dollar value is assigned to each cost.

Step 1 - Shared Cost	Step 2 – Assigned Function/Benefit of Cost	Step 3 – Assigned Dollar value to each Cost
Personnel costs associated with shared staff at welcome desk	Use staff for assistance for services and general information	
Common Supplies and Equipment	Use supplies and equipment such as copiers, scanners, assistive technology for individuals with disabilities	
Resource Center	Use Resource Room computers to conduct work searches and communicate with off-site programs.	

**Step 5 – Develop and agree to the one-stop operating budget that includes an infrastructure cost budget and additional cost budget.**

Use the costs identified in Step 4 to categorize types of cost as:

- Career services
- Infrastructure costs
- Shared services

It is very important at this step to understand and appropriately categorize costs by type. In doing so, it may be possible to identify duplicative expenses at the centers and reduce duplication through alignment across partners or programs.

**Case Study Step 5: One-Stop Budget**



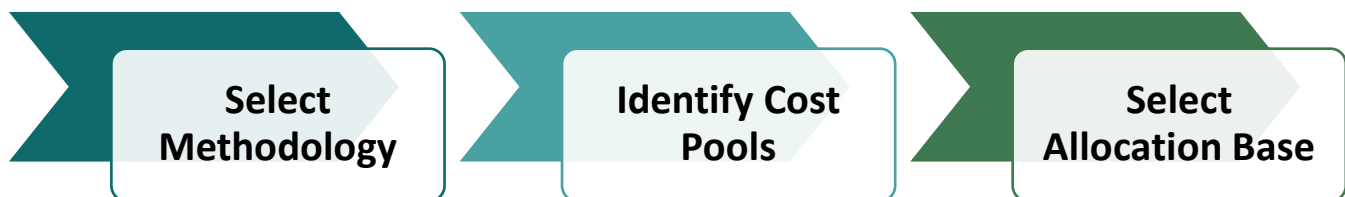
The one-stop budget for the Georgetown AJC includes all shared costs identified by type, category, pool, and item.

One-Stop Operating Budget			Georgetown Infrastructure Costs	Georgetown Career Service Costs	Georgetown Shared Service Costs	Total
Cost Category	Cost Pool	Cost Item				
Career Services	Consultants & Contract Expenses	External Workshop Conductors		\$ 180,000		\$ 180,000
Career Services	Consultants & Contract Expenses	Resource Room Staffing		\$ 170,000		\$ 170,000
Infrastructure Costs	Accessibility Software & Tools	Assistive Technology for Individuals with Disabilities	\$ 10,000			\$ 10,000
Infrastructure Costs	General Office Expenses	Postage and Freight	\$ 30,000			\$ 30,000
Infrastructure Costs	General Office Expenses	Printing	\$ 17,000			\$ 17,000
Infrastructure Costs	Outreach Costs	Outreach	\$ 15,000			\$ 15,000
Shared Services	Consultants & Contract Expenses	Intake and Triage Staff			\$ 145,000	\$ 145,000
Shared Services	Contracted Services	Front Desk Staffing			\$ 40,000	\$ 40,000
Shared Services	Software	Assessment Software/System			\$ 10,000	\$ 10,000
Infrastructure Costs	Equipment Costs	Equipment Repairs/Maintenance	\$ 25,000			\$ 25,000
Infrastructure Costs	Equipment Costs	Purchase of new Equipment	\$ 19,000			\$ 19,000
Infrastructure Costs	General Office Expenses	Internet Connections - Common Shared Areas	\$ 2,000			\$ 2,000
Infrastructure Costs	General Office Expenses	Office Supplies	\$ 40,000			\$ 40,000
Infrastructure Costs	General Office Expenses	Telephone Lines - Common/Shared Areas	\$ 1,000			\$ 1,000
Shared Services	Travel/Training Costs	Training- Staff			\$ 119,000	\$ 119,000
Infrastructure Costs	General Office Expenses	Internet connections - Office Areas	\$ 4,000			\$ 4,000
Infrastructure Costs	General Office Expenses	Telephone Lines - Office Areas	\$ 6,000			\$ 6,000
Infrastructure Costs	Facilities	Insurance	\$ 15,000			\$ 15,000
Infrastructure Costs	Facilities	Lease	\$ 225,000			\$ 225,000
Infrastructure Costs	General Office Expenses	Legal Notices	\$ 4,000			\$ 4,000
Infrastructure Costs	Signage	Signage	\$ 8,000			\$ 8,000
Infrastructure Costs	Utilities & Maintenance	Electricity	\$ 18,000			\$ 18,000
Infrastructure Costs	Utilities & Maintenance	Janitorial Services	\$ 26,000			\$ 26,000
Infrastructure Costs	Utilities & Maintenance	Landscaping/Groundskeeping	\$ 14,000			\$ 14,000
Infrastructure Costs	Utilities & Maintenance	Pest Control	\$ 5,000			\$ 5,000
Infrastructure Costs	Utilities & Maintenance	Trash	\$ 3,000			\$ 3,000
Infrastructure Costs	Utilities & Maintenance	Water	\$ 13,000			\$ 13,000
Shared Services	Contracted Services	Security			\$ 86,000	\$ 86,000
		Totals	\$ 500,000	\$ 350,000	\$ 400,000	\$ 1,250,000

## Step 6 – Develop the cost allocation methodology, including cost pools and allocation bases.

The cost allocation methodology is developed through collaboration across the partners in consideration of local factors and services at a center level. As described in 2 CFR 200.4<sup>12</sup>, allocation is defined as the “process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship.” Costs must be allowable, reasonable, necessary, and allocable to the partner program. WIOA does not prescribe a specific methodology to allocate costs among partners. Each local system is unique and has a different set of circumstances where costs are to be allocated. The local dynamics and structure should dictate the methodology used.

### *Process of Cost Allocation:*



#### 1. Select methodology

Using the one-stop budget with identified costs to be shared, the following decisions should be made:

- Common cost item is selected for either:
  - Each line-item cost (space, utilities, etc.), or
  - Total infrastructure costs (total costs/base)
- Common bases are:
  - Square footage occupied by each Partner
  - Full time equivalent (FTE) of each Partner
  - Program enrollments under each program
  - Customer count (number of people who walk into the center, “door swings”)

#### 2. Identify Cost Pools

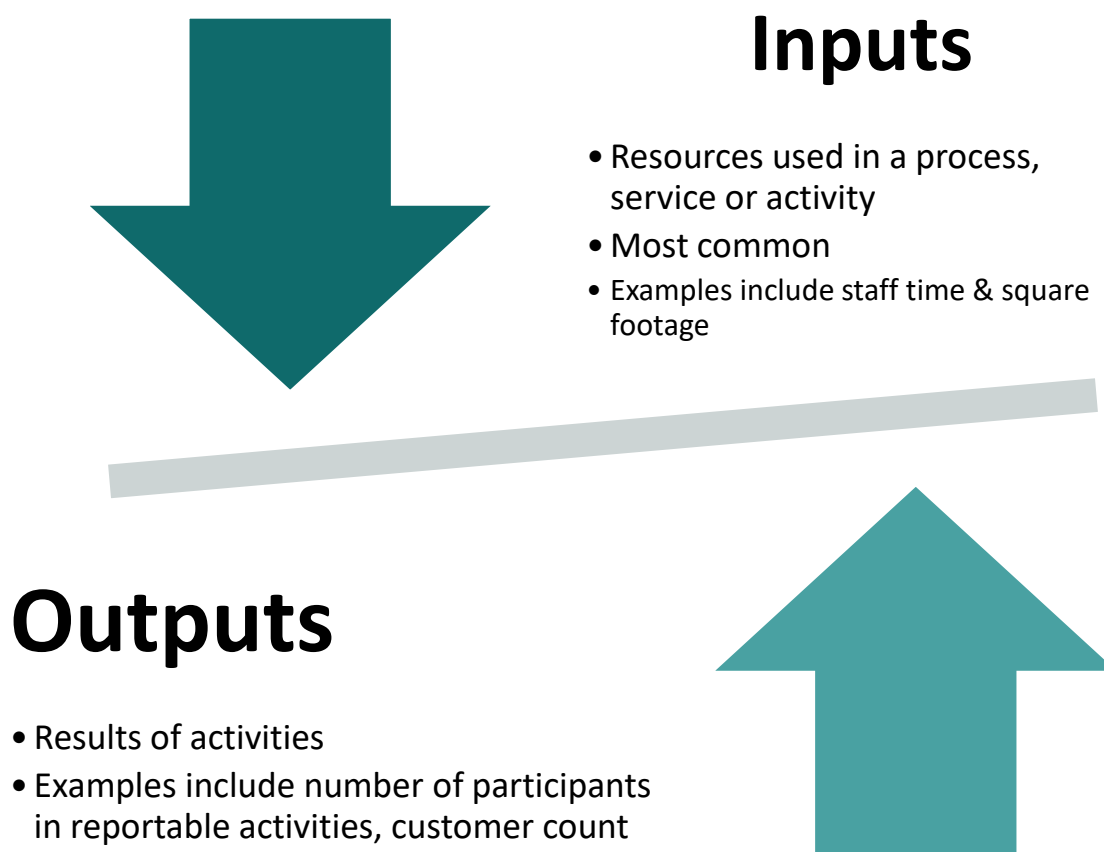
Categorize the individual cost items into cost pools such as:

- Facilities
- Telecommunications
- Resource scenter
- One-stop center general operations staff
- Shared equipment and supplies
- Career services

<sup>12</sup> [2 CFR 200.4 “Allocation”](#)

### 3. Select allocation base

An allocation base is the method of documentation used to measure the extent of benefits received when allocating joint costs among multiple cost objectives. The allocation base or methodology that best fits the organizational structure must be agreed to by all partner programs. Partners may agree to use several bases for allocating various costs in the center(s). For proper reporting and utilization of federal funding, the bases used to allocate a particular cost must be consistent over time. The base utilized must be consistently applied to either the cost or group of costs for all partners located in the center. Allocation bases can be input-based or output-based.



### Examples of Cost Pools and Possible Allocation Bases<sup>13</sup>

Cost Pool	Possible Allocation Bases
<b>Facilities:</b> Building rent, maintenance costs, utilities, tenant improvements, or any other similar costs related to the physical structure housing the one-stop center.	Square footage occupied by each partner agency as compared to the total space, workstation usage by partners as compared to total workstations.
<b>Telecommunications:</b> Monthly telephone costs, telephone system equipment, data lines, T-1 lines, and other similar costs.	Dedicated telephone units as compared to all units.
<b>Information Technology:</b> Shared equipment, software, IT maintenance costs, Internet access, and other similar costs.	Number of dedicated computers (including all necessary equipment) as compared to total.
<b>Resource Center:</b> Costs of shared equipment, displays, computer learning, specialized software for computer learning, furniture, copier, fax machine; may also include related staff costs.	Number of program participants or reportable individuals utilizing the resource center.
<b>Common Intake System:</b> Costs of developing common intake data formats, preparation and interview of customers, and similar costs.	Use of common data formats and data elements required for each program. Use of number of customer or participant records maintained by each partner program.
<b>One-Stop Center Management Staff:</b> Costs of the center director.	Number of partner program staff FTEs. Square footage of partner program benefit or number of program participants and reportable individuals served.
<b>One-Stop Center General Operations Staff:</b> Costs of the receptionist, staff of the resource center.	Number of partner program participants.
<b>Shared Equipment and Supplies:</b> Staff copier, fax, associated supplies, and furniture.	Usage by staff of each partner program. Occupancy (square footage) basis; numbers of staff workstations.
<b>Career Services:</b> Staff and benefit costs, development of common forms for case management, and similar costs.	Time distribution system (time sheets, work sampling, time and motion studies); numbers of clients eligible for specific program; weighted participation numbers.

<sup>13</sup> [TEGL: 17-16 Attachment I: Examples of Cost Pools and Possible Allocation Bases](#)



**Case Study Step 6: Cost Allocation Method**

The Georgetown AJC partners uses multiple allocation bases across their shared costs including customers served, FTEs, and number of data connections.

<b>Allocation Bases per Cost Item</b>			
<b>Cost Category</b>	<b>Cost Pool</b>	<b>Cost Item</b>	<b>Allocation Base</b>
Career Services	Consultants & Contract Expenses	External Workshop Conductors	Customers Served
Career Services	Consultants & Contract Expenses	Resource Room Staffing	Customers Served
Infrastructure Costs	Accessibility Software & Tools	Assistive Technology for Individuals with Disabilities	Customers Served
Infrastructure Costs	General Office Expenses	Postage and Freight	Customers Served
Infrastructure Costs	General Office Expenses	Printing	Customers Served
Infrastructure Costs	Outreach Costs	Outreach	Customers Served
Shared Services	Consultants & Contract Expenses	Intake and Triage Staff	Customers Served
Shared Services	Contracted Services	Front Desk Staffing	Customers Served
Shared Services	Software	Assessment Software/System	Customers Served
Infrastructure Costs	Equipment Costs	Equipment Repairs/Maintenance	FTE
Infrastructure Costs	Equipment Costs	Purchase of new Equipment	FTE
Infrastructure Costs	General Office Expenses	Internal Connections - Common Shared Areas	Customers Served
Infrastructure Costs	General Office Expenses	Office Supplies	FTE
Infrastructure Costs	General Office Expenses	Telephone Lines - Common/Shared Areas	Customers Served
Shared Services	Travel/Training Costs	Training- Staff	FTE
Infrastructure Costs	General Office Expenses	Internet connections - Office Areas	Number of Internet Connections
Infrastructure Costs	General Office Expenses	Telephone Lines - Office Areas	Number of Telephone Lines
Infrastructure Costs	Facilities	Insurance	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	Facilities	Lease	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	General Office Expenses	Legal Notices	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	Signage	Signage	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	Utilities & Maintenance	Electricity	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	Utilities & Maintenance	Janitorial Services	Resource Room: Customers Served; Remaining Area: Square Footage
Infrastructure Costs	Utilities & Maintenance	Landscaping/Groundskeeping	Resource Room: Customers Served; Remaining Area: Square Footage



## Step 7 – Allocate actual costs by each partner’s proportionate use and relative benefit received.

Based on the work completed in steps one through six, apply the cost allocation methodology to identify actual partner costs according to each partner’s proportionate use and relative benefit.

### ***Proportionate Use***

Proportionate use refers to a partner program contributing its fair share of the costs proportionate to:

1. the use of the AJC by customers that may include reportable individuals and participants in its program at that AJC;
2. the amount of square footage occupied by the partner program in the AJC; or
3. another allocation base, such as staff FTEs, consistent with the Uniform Guidance.

WIOA does not prescribe an exact methodology to be used to allocate infrastructure costs nor determine each partner’s proportionate share. Costs must be allocated in a way that is relative to the benefit that is received. Relative benefit does not require an exact or absolute measure of benefit, but instead measures a partner’s benefit using reasonable methods that are agreed to by all partners.

### ***Relative Benefit***

All partner’s contributions to the costs of operating and providing services within the one-stop center system must:

- Be relative to the proportionate use of the center and the benefits received,
- Adhere to the partner program’s federal authorizing statute, and
- Adhere to the Federal cost principles requiring that costs are reasonable, necessary, and allocable.



Customers access partner program services through the shared workforce development system and experience a relative benefit based on the alignment of service delivery through the system. Relative benefit is what shared system customers experience by accessing services through a system rather than through individual programs. Relative benefit is the result when costs are allocated based on an acceptable methodology that reflects the share of benefit received. Relative benefit is determined by selecting a base that aligns with the type of costs and program deliverables. Relative benefit is the outcome after all infrastructure and additional costs are allocated to programs according to a common base and reflect a partner’s share of costs.



**Cost Study Step 7: Cost Allocation**

The Georgetown AJC is applying different cost allocation methodologies to identify partner costs.

Cost Allocation Example: Data Connections + Customers Served

**Internet Connections:** The total internet for the Georgetown AJC is \$6,000 for one year. The cost is allocated across all partners. For partners located in the center, the number of direct connections is used to allocate costs, and for partners not co-located, an allocation base of customers served is used to allocate the cost.

Internet Connections - Office Area	Number of Internet Connections	Total cost to allocate \$4,000	Allocation base - Customers served	Total cost to allocate shared internet \$2,000
Title I-Adult	2	\$ 363.64	950	316.67
Title I-Dislocated Worker	2	\$ 363.64	725	241.67
Title I-Youth	3	\$ 545.45	750	250.00
Title III-Wagner Peyser Act	2	\$ 363.64	500	166.67
Title IV-Rehabilitation Act of 1973	1	\$ 181.82	500	166.67
Reemployment Services and Eligibility Assessment	2	\$ 363.64	500	166.67
State Unemployment Compensation Program	1	\$ 181.82	250	83.33
Jobs for Veterans State Grant	1	\$ 181.82	250	83.33
Trade Adjustment Assistance Program	1	\$ 181.82	100	33.33
National Farmworker Jobs Programs	1	\$ 181.82	50	16.67
Native American Program	1	\$ 181.82	50	16.67
Temporary Assistance to Needy Families	1	\$ 181.82	125	41.67
Re-Entry Employment Opportunities Program	1	\$ 181.82	50	16.67
YouthBuild	2	\$ 363.64	150	50.00
Community Service Block Grant	1	\$ 181.82	50	16.67
<b>Totals</b>	<b>22</b>	<b>\$ 4,000.00</b>		
Title II-Adult Education & Family Literacy	These partners are linked virtually through online service access to a program staff member via Career Center resource rooms and through cross-trained front desk staff and other, physically co-located, partner staff who can provide information and referrals.		200	66.67
Senior Community Services Employment Program			50	16.67
Job Corps			100	33.33
Career and Technical Education			600	200.00
Housing and Urban Development E & T programs			50	16.67
<b>Totals</b>			<b>6,000</b>	<b>\$ 2,000.00</b>



**Cost Allocation Example: Number of Customers Served**

At Georgetown AJC, staffing for the resource room as well as intake and triage services are allocated based on the number of customers served.

**Resource Room Staffing:** The total shared cost of Resource Room staffing at Georgetown is \$170,000. It is allocated across the partners according to the number of customers served.

Resource Room Staffing	Number of Customers Served	Total cost to allocate \$170,000
Title I-Adult	950	\$ 26,916.67
Title I-Dislocated Worker	725	\$ 20,541.67
Title I-Youth	750	\$ 21,250.00
Title III-Wagner Peyser Act	500	\$ 14,166.67
Title IV-Rehabilitation Act of 1973	500	\$ 14,166.67
Reemployment Services and Eligibility Assessment	500	\$ 14,166.67
State Unemployment Compensation Program	250	\$ 7,083.33
Jobs for Veterans State Grant	250	\$ 7,083.33
Trade Adjustment Assistance Program	100	\$ 2,833.33
National Farmworker Jobs Programs	50	\$ 1,416.67
Native American Program	50	\$ 1,416.67
Temporary Assistance to Needy Families	125	\$ 3,541.67
Re-Entry Employment Opportunities Program	50	\$ 1,416.67
YouthBuild	150	\$ 4,250.00
Community Service Block Grant	50	\$ 1,416.67
Title II-Adult Education & Family Literacy	200	\$ 5,666.67
Senior Community Services Employment Program	50	\$ 1,416.67
Job Corps	100	\$ 2,833.33
Career and Technical Education	600	\$ 17,000.00
Housing and Urban Development E & T programs	50	\$ 1,416.67
<b>Total</b>	<b>6000</b>	<b>\$ 170,000.00</b>

**Intake and Triage Staff:** Intake and Triage staffing is shared across partners for a total of \$145,000 according to number of customers served.

Intake and Triage Staff	Number of Customers Served	Total cost to allocate \$145,000
Title I-Adult	950	\$ 22,958.33
Title I-Dislocated Worker	725	\$ 17,520.83
Title I-Youth	750	\$ 18,125.00
Title III-Wagner Peyser Act	500	\$ 12,083.33
Title IV-Rehabilitation Act of 1973	500	\$ 12,083.33
Reemployment Services and Eligibility Assessment	500	\$ 12,083.33
State Unemployment Compensation Program	250	\$ 6,041.67
Jobs for Veterans State Grant	250	\$ 6,041.67
Trade Adjustment Assistance Program	100	\$ 2,416.67
National Farmworker Jobs Programs	50	\$ 1,208.33
Native American Program	50	\$ 1,208.33
Temporary Assistance to Needy Families	125	\$ 3,020.83
Re-Entry Employment Opportunities Program	50	\$ 1,208.33
YouthBuild	150	\$ 3,625.00
Community Service Block Grant	50	\$ 1,208.33
Title II-Adult Education & Family Literacy	200	\$ 4,833.33
Senior Community Services Employment Program	50	\$ 1,208.33
Job Corps	100	\$ 2,416.67
Career and Technical Education	600	\$ 14,500.00
Housing and Urban Development E & T programs	50	\$ 1,208.33
<b>Total</b>	<b>6000</b>	<b>\$ 145,000.00</b>

**Step 8 – Determine estimated partner contributions.**

Once the costs have been identified, each partner determines the type of contribution utilized to cover their required costs.

***Types of Contributions<sup>14</sup>***

Cash	Non-Cash	Third Party In-Kind
<ul style="list-style-type: none"> <li>• Cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer or by a third party.</li> </ul>	<ul style="list-style-type: none"> <li>• Expenditures incurred by one-stop partners on behalf of the one-stop center; and</li> <li>• Non-cash contributions or goods or services contributed by a partner program and used by the one-stop center</li> </ul>	<ul style="list-style-type: none"> <li>• Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop partner to                         <ul style="list-style-type: none"> <li>○ Support the one-stop center in general; or</li> <li>○ Support the proportionate share of one-stop infrastructure costs of a specific partner.</li> </ul> </li> </ul>

Non-Cash and Third Party In-Kind contributions must be valued consistent with [2 CFR 200.306](#) to ensure they are fairly evaluated and meet the partners’ proportionate share. Partners must fairly value contributions on a periodic and annual basis.

<sup>14</sup> [TEGL: 17-16 Attachment II: Paying for the One-Stop Delivery System](#)

### Case Study Step 8: Estimated Partner Contributions



After the cost allocation methodologies have been applied, an estimate of partner contributions for the Georgetown AJC reflects the infrastructure costs, shared costs, and Career services cost estimates.

Partner Contribution Amounts By Cost Category				
Partner Program	Infrastructure Costs	Shared Costs	Career Services	Total
Title I-Adult	\$ 1,384.09	\$ 22,958.33	\$ 26,916.67	\$ 51,259.09
Title I-Dislocated Worker	\$ 1,271.59	\$ 17,520.83	\$ 20,541.67	\$ 39,334.09
Title I-Youth	\$ 1,738.64	\$ 18,125.00	\$ 21,250.00	\$ 41,113.64
Title III-Wagner Peyser Act	\$ 1,159.09	\$ 12,083.33	\$ 14,166.67	\$ 27,409.09
Title IV-Rehabilitation Act of 1973	\$ 704.55	\$ 12,083.33	\$ 14,166.67	\$ 26,954.55
Reemployment Services and Eligibility Assessments	\$ 1,159.09	\$ 12,083.33	\$ 14,166.67	\$ 27,409.09
State Unemployment Compensation Program	\$ 579.55	\$ 6,041.67	\$ 7,083.33	\$ 13,704.55
Jobs for Veterans State Grant	\$ 579.55	\$ 6,041.67	\$ 7,083.33	\$ 13,704.55
Trade Adjustment Assistance Program	\$ 504.55	\$ 2,416.67	\$ 2,833.33	\$ 5,754.55
National Farmworker Jobs Programs	\$ 479.55	\$ 1,208.33	\$ 1,416.67	\$ 3,104.55
Native American Program	\$ 479.55	\$ 1,208.33	\$ 1,416.67	\$ 3,104.55
Temporary Assistance to Needy Families	\$ 517.05	\$ 3,020.83	\$ 3,541.67	\$ 7,079.55
Re-Entry Employment Opportunities Program	\$ 479.55	\$ 1,208.33	\$ 1,416.67	\$ 3,104.55
YouthBuild	\$ 984.09	\$ 3,625.00	\$ 4,250.00	\$ 8,859.09
Community Service Block Grant	\$ 479.55	\$ 1,208.33	\$ 1,416.67	\$ 3,104.55
Title II-Adult Education & Family Literacy	\$ 100.00	\$ 4,833.33	\$ 5,666.67	\$ 10,600.00
Senior Community Services Employment Program	\$ 25.00	\$ 1,208.33	\$ 1,416.67	\$ 2,650.00
Job Corps	\$ 50.00	\$ 2,416.67	\$ 2,833.33	\$ 5,300.00
Career and Technical Education	\$ 300.00	\$ 14,500.00	\$ 17,000.00	\$ 31,800.00
Housing and Urban Development E & T programs	\$ 25.00	\$ 1,208.33	\$ 1,416.67	\$ 2,650.00
Totals	\$ 13,000.00	\$ 145,000.00	\$ 170,000.00	\$ 328,000.00

#### Example: In-Kind Allocation

Based on the allocations presented, Job Corps' annual cost for the center is \$5,300. The cash payment utilizing program funds is \$3,000. They will make a third party in-kind contribution of furniture with a fair market value of \$2,300. Job Corps' proportionate share of the center's costs have been fulfilled with these contributions.

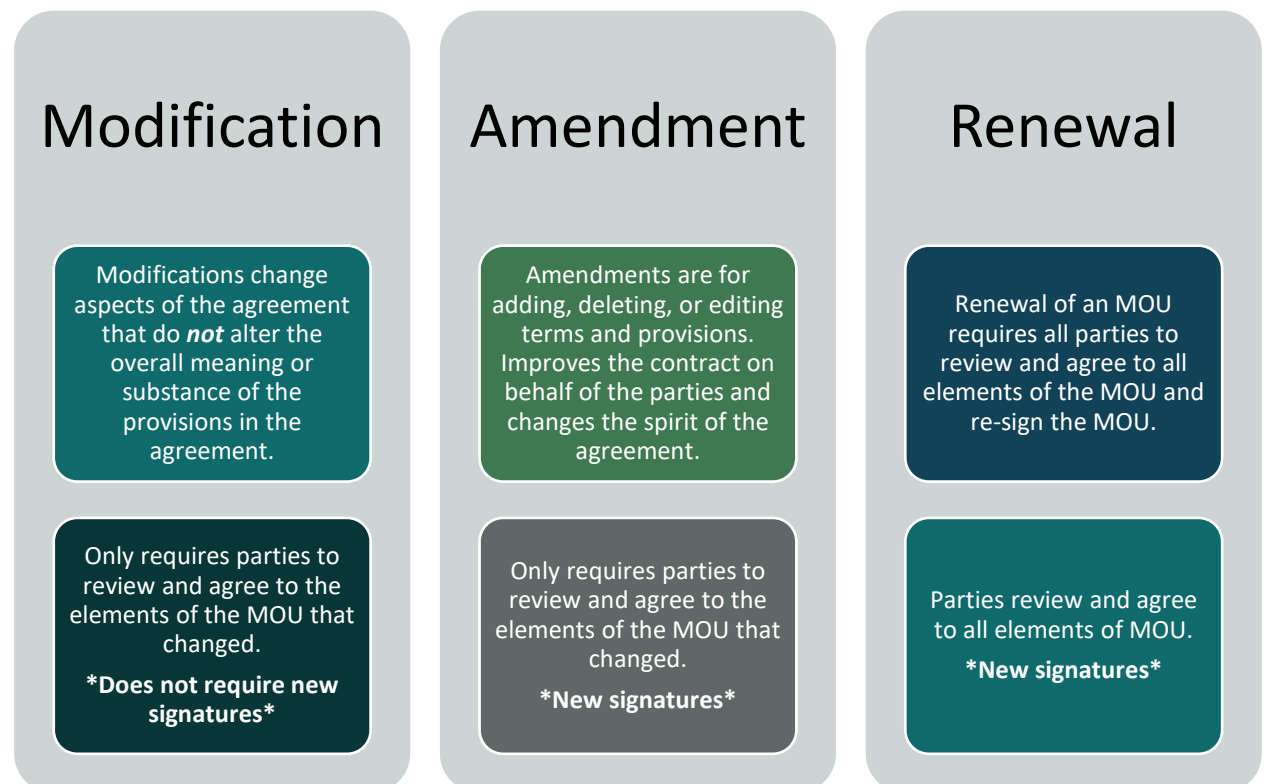
## Step 9 – Prepare and agree to the sharing agreement.

The IFA contains the infrastructure costs budget which is an integral component of the overall one-stop operations budget. The other components of the one-stop operating budget consist of applicable career services, shared operating costs, and shared services, which are considered additional costs. While each of these components covers different cost categories, an operating budget would be incomplete if any of these cost categories were omitted, as all components are necessary to maintain a fully functioning and successful local one-stop delivery system. Local WDBs, one-stop partners, and the CLEO should negotiate the IFA, along with additional costs when developing the operating budget for the local one-stop system.

### *Signatory Page*

- The MOU must include signatures of individuals with authority to bind the signatories of the IFA, including all one-stop partners, chief lead elected official, and the local WDB.
- Changes in the one-stop partners or an appeal by a one-stop partner’s infrastructure cost contributions will require a renewal of the MOU.

The MOU must include description of the periodic modification and review process to ensure equitable benefit among one-stop partners. The MOU may be changed through processes of modification, amendment, or renewal. Triggers for these types of change may include the annual review, periodic reconciliation or request from one of the signatories



## Step 10 – Conduct a periodic reconciliation.

Reconciliation is a required component of the IFA that is typically completed by the local grant recipient. All partner contributions, regardless of the type, must be reconciled on a regular basis (i.e., monthly or quarterly). Reconciliation should include a comparison of planned to actual expenses from the one-stop operating budget as well as actual expenses occurred vs. relative benefits received. The purpose of reconciliation is to ensure each partner program is contributing its proportionate share in accordance with the terms of the MOU.

- Partners need to identify the frequency at which reconciliation will be completed
- Partners need to develop a timeline of submission of documentation after the end of a quarter.
- Updates should be provided if there have been any changes in staff or customer participation numbers.
- The reconciliation is performed and if needed adjustments will occur for each partner.

### *Considerations for Reconciliation*

- Have there been any changes in staff or customer participation numbers?
- Have a partner's services change in the center from full-time to part-time? From part-time to full-time?
- Have phones or computers been added or reduced in the center?
- Who will complete the reconciliation?
- How will invoices or adjustments be addressed with partners when necessary?
- What is the communication plan for dispute resolution regarding costs and invoicing?

## Step 11 – Modify infrastructure cost budget and/or cost allocation methodology, as appropriate.

The MOU modification process will impact all components of the MOU, including the IFA.

### *Considerations for Modification*

- Have there been any changes in the center(s)? If so, do they require modifications to the budget/cost allocation?
- Have partner benefits been evaluations in relationship to any service changes that would require changes to IFA budget/costs/allocations?
- Have there been any partner changes to the centers for inclusion in the IFA cost, budget, and allocation? (ex. Partners joining or leaving centers)
- Is the MOU modification sufficient for modification needs for the IFA?
- Are all partners aware of the communication plan for modifications to the MOU when a change is needed in the IFA?

## Step 12 – Evaluate the existing process and prepare for the next program year.

The MOU, which includes the IFA, is a living documents that support ongoing discussion and continuous collaboration to optimize service delivery and program success. At a minimum, the MOU must be reviewed annually with periodic reconciliation of the One-Stop Operating Budget.

### ***Considerations for Evaluation & Preparation***

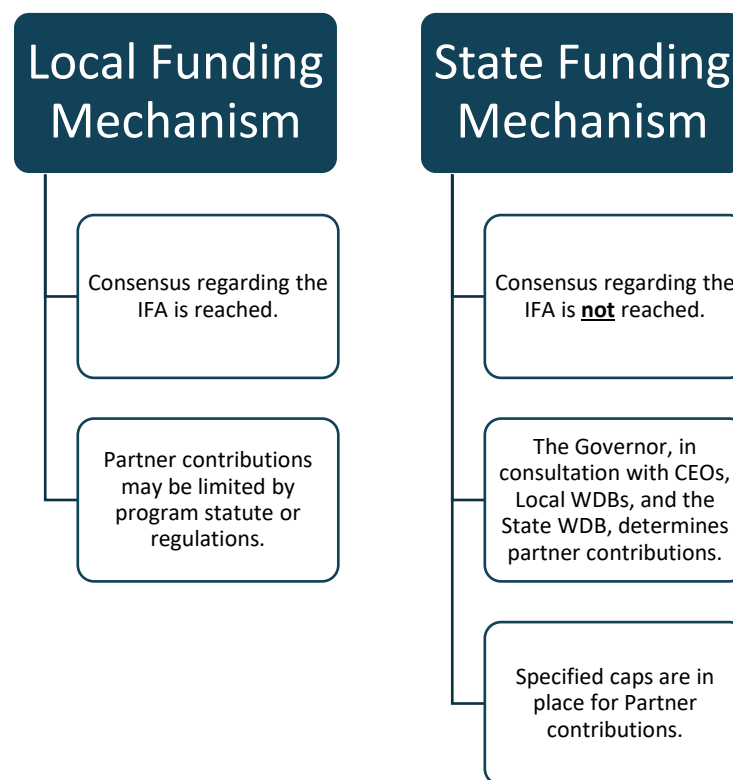
- Who is the signatory authority for each partner? Has the signatory authority changed since the document was previously signed?
- Are there any MOU/OSOB/IFA sections for changes?
- Is the partner list and list of partner services still accurate?
- What barriers or issues have been identified by partners for improvement?
- Have there been changes in the community that require service delivery to change?
- Have there been economic changes in the community that would require change in the MOU to better serve customers?



## Infrastructure Funding Mechanisms<sup>15</sup>

Under WIOA, infrastructure costs are funded either through the local funding mechanism (LFM) or the state funding mechanism (SFM). The LFM offers the most flexibility to local WDBs and one-stop partner programs to design and fund a one-stop delivery system in response to the needs of their local area by leveraging the funds and resources available to partners. The intent of the LFM is to encourage local areas to make a good-faith effort to reach consensus on infrastructure cost funding.

If the local WDB fails to reach consensus with all required partners regarding contributions to infrastructure costs, the SFM is triggered. Under the SFM, the Governor is required to calculate the statewide funding caps and the amount available for local areas that have not reached consensus, to determine partner contributions for infrastructure costs. The SFM is intended as a failsafe if local partners cannot come to consensus regarding infrastructure funding.



### ***Local Funding Mechanism***

The LFM is the first and ideal way to achieve successful agreement on cost sharing that aligns with the local vision for service delivery and unique needs of local partner programs and customers. The LFM promotes flexible, local control of fulfilling the local roles and responsibilities as described under WIOA.

Through the LFM, consensus regarding the IFA is reached by all required partners. Local WDBs, chief elected officials, and one-stop partners agree to the amounts and methods of calculating amounts each

<sup>15</sup> [TEGL 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

partner will contribute for one-stop infrastructure funding, including the infrastructure funding terms in the MOU. One-stop partner programs may determine what funds they will use to pay for infrastructure costs in accordance with the requirements in [20 CFR 678.720](#) and the partner's authorizing statutes and regulations.

### ***State Funding Mechanism***

Failure by one required partner to reach consensus regarding infrastructure costs triggers the implementation of the state funding mechanism, even if all other required partners agree on the terms of the IFA. The SFM only applies to consensus related to infrastructure costs and is not triggered by career services or shared services costs. Native American programs are not subject to the SFM and a lack of agreement in infrastructure costs with Native American programs does not trigger the SFM.

Under the SFM, the Governor has the power to determine the infrastructure budget. The Governor may direct the local WDB, CLEO, and required partners into renegotiations. In this event, parties may come to agreement, sign a MOU, and proceed under the LFM.

It is to the benefit of the local area to preserve the flexibility of the LFM to exercise all available options and resources to achieve consensus before pursuing triggering the SFM. State partners and the US DOL Regional Staff team should be notified and engaged to support consensus building efforts to avoid utilization of the SFM .

## **Step 1** Notification of failure to reach consensus given to the Governor.

If the local WDB, CLEO, and the local partners cannot reach consensus on the one-stop centers infrastructure costs and/or the amounts to be paid by each partner, the local WDB must notify the Governor of the impasse. Notification must be given by DATE in accordance with state policy.

## **Step 2** Negotiation Materials provided to Governor

Preferably, at the time the Governor is notified that consensus has not been reached, the local WDB Chair (or designee) must provide appropriate and relevant materials and documents used in the negotiations to the Governor. At a minimum, these materials should include:

- Local WIOA plan
- Cost allocation methodology or methodologies proposed by the partners to be used in determining the proportionate share
- Proposed amounts or budget to fund infrastructure costs
- Amount of partner funds included
- Type of funds (cash, non-cash, and third-party in-kind contributions) available

- including all documentation on how partners valued non-cash and third party in-kind contributions consistent with [2 CFR 200.306](#)
- Proposed or agreed on IowaWORKS Center budgets (for individual centers or a network of centers)
- Any partially agreed upon, proposed, or draft IFAs
- Additional materials as appropriate

### Step 3 Governor Determinations and Calculations

The Governor will:

- Determine one-stop center infrastructure budget(s)
- Establish cost allocation methodology(s)
- Determine Partners' proportionate shares,
- Calculate statewide caps
- Assess the aggregate total of infrastructure contributions as it relates to the statewide cap, and
- Adjust allocations

Once all determinations and calculations are completed, the Governor will notify the local WDB Chair (or designee) of the final decision and provide a revised IFA for execution by the parties.

### Step 4 Infrastructure Funding Agreement Execution

The IFA becomes effective as of the date of signing by the final signatory.

Programs may appeal the Governor's determinations of their infrastructure cost contributions in accordance with the process established under [20 CFR 678.750](#), [34 CFR 361.750](#), and [34 CFR 463.750](#).

## Questions during MOU and IFA Development

Should you have questions about the IFA Guidance, IFA Template, or the IFA process, please submit an email to the WIOA Core Partner Working Group at [WIOAGovernance@iwd.iowa.gov](mailto:WIOAGovernance@iwd.iowa.gov).

Questions and answers will be posted regularly to the [State WDB website](#).

## One-Stop Operating Budget Workbook Instructions

*The One-Stop Operating Budget Workbook was developed to align to Steps 1-8 of Iowa's MOU Shared Cost Framework.*

### **Instructions**

The workbook is set up to support the one-stop operating budget (OSOB) development for one IowaWORKS center. Make a copy of the workbook for each center in a local area. Workbook tabs include examples provided for reference in light blue boxes. Examples are not factored into formula calculations and may be deleted.

### **Summary**

Use this section to track notes on the OSOB development process. Include a timeline of key development activities and process participants for future planning efforts. Notes in this section should also document decisions made that informed the budget approach including cost allocation methodology, cost reconciliation and allocation base updates, steps to reach consensus, and modification process.

### **Step 1 – Center List**

This tab corresponds to MOU Attachment A-1. Note which center from the list for which the workbook and budget are being developed.

- Identify each comprehensive center in the local area and provide accompanying information. Duplicate the table as needed.
- Identify each affiliate site in the local and provide accompanying information. Duplicate the table as needed.

### **Step 2 – Partner List**

The partner list corresponds to MOU Attachment B. The center list developed in the Step 1 tab can serve as a key for completing column A, reflecting center engagement.

- Identify each partner program/party to this agreement. Note if IFA signatories are different from MOU signatories.
- This is not the signature page for the IFA, but this will identify who will sign for each party and can serve as a tracking tool for signature collection.
- If the CLEO and local WDB approved any non-mandatory partners to participate in the local system, those non-mandatory partners should be included on this list.

***Step 3a – Partner Service List***

The partner service list corresponds to MOU attachment C and is inclusive of Basic Career Services, Training Services, Youth Services, and Business Services. These categories must be maintained in this list and additional categories may be added. Each service type matrix should be completed based on the accompanying key in Column J.

***Step 3b – On-Site Engagement***

The on-site engagement tab helps to identify data elements utilized by all partners in determining the proportionate benefit received by partners in the center. This tab is a helpful tool when conducting reconciliations. Partners should agree on when the data elements will be captured and updated.

***Step 4a – Partner Cost List***

Complete a table with a list of costs as identified by each partner and categorized by type of cost. One table should be completed for each partner – duplicate the table as needed.

***Step 4b – Center Cost List***

Complete a table with a list of costs as identified by each partner and categorized by type of cost. One table should be completed for each partner – duplicate the table as needed.

***Step 4c – Shared Cost List***

Develop a list of shared costs. Assign function/benefit and dollar value to each cost.

***Step 5 – One-Stop Budget***

After all costs are identified, a final budget for center operations may be developed and agreed upon by all partners.

***Step 6 – Cost Allocation Method***

Assign an allocation base methodology to each cost item.

***Step 7 – Cost Allocation***

Apply the chosen cost allocation method to the shared costs. Examples are provided to represent different cost allocation methodologies including customer count, square footage and a combined approach based on partner co-location.

***Step 8 – Estimated Contributions***

Determine total estimated contributions for each partner based on the shared cost list and allocation of shared costs in Steps 4c-7.

## Appendix I – Glossary of Key Terms

Below is a list of common terms and definitions related to the process of developing a Memorandum of Understanding with an Infrastructure Funding Agreement and One-Stop Operating Budget.

- **Additional Costs** - Must include the costs of the provision of career services in Sec. 134(c)(2) applicable to each program consistent with partner program’s applicable Federal statutes and allocable based on cost principles of the Uniform Guidance at [2 CFR Part 200](#) and may include shared operating costs and shared services.<sup>16</sup>
- **Additional One-Stop partners** - Other entities that carry out a workforce development program, including Federal, state, or local programs and programs in the private sector, may serve as additional partners in the American Job Center network if the local WDB and chief elected official(s) approve the entity’s participation.<sup>17</sup>
- **Allocation** - Allocation means the process of assigning a cost, or a group of costs, to one or more cost objective(s), in reasonable proportion to the benefit provided or other equitable relationship. The process may entail assigning a cost(s) directly to a final cost objective or through one or more intermediate cost objectives.<sup>18</sup>
- **Cash contributions** – cash funds provided to the local WDB or its designee by one-stop partners, either directly or by an interagency transfer or by a third party.<sup>19</sup>
- **Cost objective** - Cost objective means a program, function, activity, award, organizational subdivision, contract, or work unit for which cost data are desired and for which provision is made to accumulate and measure the cost of processes, products, jobs, capital projects, etc. A cost objective may be a major function of the non-Federal entity, a particular service or project, a Federal award, or an indirect (Facilities & Administrative (F&A)) cost activity, as described in Subpart E—Cost Principles of this Part. See also §§ 200.44 Final cost objective and 200.60 Intermediate cost objective.<sup>20</sup>
- **Funding types** - Funding for infrastructure costs and additional costs, such as shared costs and shared services, may be in the form of: (1) cash, non-cash, and third-party in-kind contributions; (2) funding from philanthropic organizations or other private entities; or (3) other alternative financing options, as described in WIOA sec. 121(c)(2)(A)(ii) and 20 CFR 678.715, 34 CFR 361.715, and 34 CFR 463.715.<sup>21</sup>
- **Infrastructure Costs** - Infrastructure costs of AJCs are defined as non-personnel costs that are necessary for the general operation of the one-stop center, including: rental of the facilities; utilities and maintenance; equipment (including assessment-related and assistive technology for individuals with disabilities); and technology to facilitate access to the one-stop center, including

<sup>16</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>17</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>18</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>19</sup> [TEGL: 17-16 Attachment II: Paying for the One-Stop Delivery System](#)

<sup>20</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>21</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

technology used for the center’s planning and outreach activities (WIOA sec. 121(h)(4), 20 CFR 678.700(a), 34 CFR 361.700(a), and 34 CFR 463.700(a)).<sup>22</sup>

- **Infrastructure Funding Agreement** – a required component of the MOU that contains the infrastructure costs budget.<sup>23</sup>
- **Memorandum of Understanding (MOU)** – An agreement that identifies how a local system will operate and describes the coordination and delivery of high-quality integrated services as a result of local partner collaboration. The MOU is locally developed through discussion and negotiation and is executed between the local WDB and the one-stop system partners with the agreement of the CLEO<sup>24</sup>.
- **Non-Cash contributions** – expenditures incurred by one-stop partners on behalf of the one-stop center; and non-cash contributions or goods or services contributed by a partner program and used by the one-stop center.<sup>25</sup> Non-cash and third party in-kind contributions must be valued consistent with [2 CFR 200.306](#) to ensure they are fairly evaluated and meet the partners’ proportionate share. Partners must fairly value contributions on a periodic and annual basis.
- **One-stop delivery system** - The one-stop delivery system, known as IowaWORKS in the state of Iowa, brings together workforce development, educational, and other human resource services in a seamless customer-focused service delivery network that enhances access to the programs’ services and improves long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers. [20 CFR 678.300(a); 34 CFR 361.300(a); and 34 CFR 463.300(a)]<sup>26</sup>
- **One-Stop Operating Budget** – The operating budget of one-stop centers is the financial plan to which the one-stop partners, CLEO, and local WDB in each local area have agreed in the MOU that will be used to achieve their goals of delivering services in a local area<sup>27</sup>
- **Proportionate use** - a partner program contributing its fair share of the costs proportionate to: (1) the use of the one-stop center by customers that may include reportable individuals and participants in its program at that one-stop center; (2) the amount of square footage occupied by the partner program in the one-stop center; or (3) another allocation base consistent with the Uniform Guidance.<sup>28</sup>
- **Relative benefit** -In determining the proportionate share, the “relative benefit” received from participating in the one-stop delivery system is another step in the cost allocation process. Determining relative benefit does not require partners to conduct an exact or absolute measurement of benefit, but instead to measure a partner’s benefit using reasonable methods.<sup>29</sup>
- **Shared operating costs and shared services** - Shared operating costs and shared services costs may include costs of shared services that are authorized for and may be commonly provided

<sup>22</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

<sup>23</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

<sup>24</sup> [20 CFR 678.500\(a\)](#)

<sup>25</sup> [TEGL: 17-16 Attachment II: Paying for the One-Stop Delivery System](#)

<sup>26</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>27</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

<sup>28</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

<sup>29</sup> [TEGL: 17-16 Infrastructure Funding of the One-Stop Delivery System](#)

through the one-stop partner programs, including initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services, referrals to other one-stop partners, and business services.<sup>30</sup>

- **Third Party In-Kind contributions** – contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop partner to support the one-stop center in general; or support the proportionate share of one-stop infrastructure costs of a specific partner.<sup>31</sup> Non-cash and third party in-kind contributions must be valued consistent with [2 CFR 200.306](#) to ensure they are fairly evaluated and meet the partners' proportionate share. Partners must fairly value contributions on a periodic and annual basis.

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<sup>30</sup> [Sample Memorandum of Understanding for Partners of the American Job Center Network](#)

<sup>31</sup> [TEGL: 17-16 Attachment II: Paying for the One-Stop Delivery System](#)



## Appendix II – Supplemental Information for Attachment C

To ensure core partner agency staff across Iowa identify services consistently, please refer to the following charts as you complete Attachments C-1, C-2, C-3, and C-4.

### Title II- AEFLA Program

Career and Training Services Applicable to AEFLA	Category of Service
Outreach, intake, and orientation information	Career
Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, and supportive services needs	Career
Referrals to and coordination of activities with other programs and services	Career
Provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of provider	Career
Provision of information on availability of supportive services or assistance and appropriate referrals including- <ul style="list-style-type: none"> <li>• childcare</li> <li>• child support</li> <li>• medical or child health assistance available through the State’s Medicaid program and CHIP</li> <li>• SNAP benefits</li> <li>• EITC (Earned Income Tax Credit)</li> <li>• assistance under TANF and</li> <li>• other supportive services and transportation</li> </ul>	Career
Integrated education and training (IET) programs	Training

## Title IV- Vocational Rehabilitation Services<sup>32</sup>

Vocational Rehabilitation Service	Category of Service	RSA-911 Data Element Number(s)
<b>Job Exploration Counseling</b>	Career	97-102
<b>Work Based Learning Experiences</b>	Training	103-108
<b>Counseling on Enrollment Opportunities</b>	Career	109-114
<b>Workplace Readiness Training</b>	Career	115-120
<b>Instruction in Self Advocacy</b>	Career	121-126
<b>Graduate College or University</b>	Training	129-135
<b>Four Year College or University Training</b>	Training	136-142
<b>Junior or Community College Training</b>	Training	143-149
<b>Occupation or Vocational Training</b>	Training	150-156
<b>On the Job Training</b>	Training	157-163
<b>Registered Apprenticeship Training</b>	Training	164-169
<b>Basic Academic Remedial or Literacy Training</b>	Training	170-176
<b>Job Readiness Training</b>	Training	177-183
<b>Disability Related Skills Training</b>	Training	184-190
<b>Miscellaneous Training</b>	Training	191-197
<b>Randolph-Sheppard Entrepreneurial Training</b>	Training	198-204
<b>Customized Training</b>	Training	205-211

<sup>32</sup> [USDOE RSA-TAC-17-01](#)

<b>Assessment</b>	Career	212-218
<b>Diagnosis and Treatment of Impairment</b>	Career	219-225
<b>Vocational Rehabilitation Counseling and Guidance</b>	Career	226-232
<b>Job Search Assistance</b>	Career	233-239
<b>Job Placement Assistance</b>	Career	240-246
<b>Short Term Job Supports</b>	Career	247-253
<b>Supported Employment Services</b>	Career	254-260
<b>Information and Referral Services</b>	Career	261-267
<b>Benefits Counseling</b>	Career	268-274
<b>Customized Employment Services</b>		275-281
<b>Extended Services</b>		282-286

# ATTACHMENT 7

Kim Reynolds, Governor

Adam Gregg, Lt. Governor

Beth Townsend, Director



## Dissolution of Local Areas in Iowa

Background: In December 2022, the Western Iowa Local Workforce Development Area inquired about refusing WIOA funds. After working with the United States Department of Labor, Employment and Training Administration, in January 2023 Iowa Workforce Development (IWD) issued technical assistance to answer the question and provide guidance on how to proceed if the Chief Elected Officials of a local area chose to refuse funds and cease operating as a local workforce development area. Attachment A – IWD Communication

The following local areas have opted to refuse Title I funding:

Local Area	Date Refusal Received
Western	2/23/23
Southwest	3/31/23
Northwest	4/7/23
North Central	4/27/23

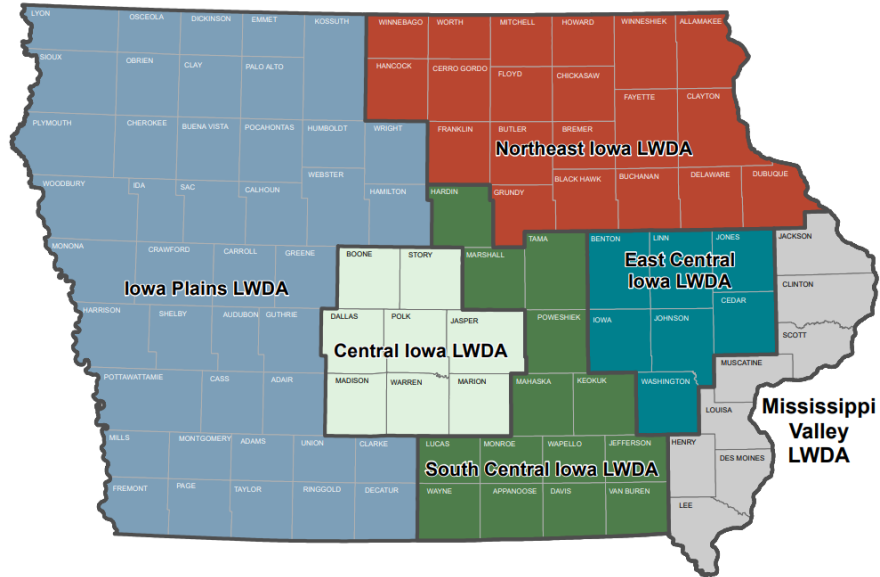
Following guidance provided by USDOL, and communicated to the local areas in Attachment A, IWD contacted the contiguous local areas Northeast, Central, and South Central to determine if there was interest to absorb or combine with any of the dissolving local areas. At this time, all three local areas have reviewed this option, and none are interested. To ensure continuity of service for the constituents of Northwest, North Central, Western and Southwest Iowa, IWD must assume responsibility for providing Title I program services in these areas.

IWD, in accordance with contract requirements, has terminated all agreements for WIOA Title I funds with Northwest Iowa, North Central Iowa, Western Iowa and Southwest Iowa effective June 30, 2023. IWD is actively working to ensure services will continue for all Iowans effective July 1, 2023.

## Continuity of Service

Local Area Plan: The merger of the former Western, Southwest, Northwest, and North Central local areas into one local area, Iowa Plains Local Workforce Development Area, will allow IWD to provide services in the most effective and cost-efficient way. Attachment B – LWDA Map

**Local Workforce Area Map: Proposed 6 Local Workforce Development Areas**



Funding and Participant Summary (all local areas):

Local Area	Funding Summary			Participant Summary		
	PY20	PY21	PY22	PY20	PY21	PY22*
Western	\$797,619	\$944,021	\$967,371	125	159	96
Southwest	\$345,155	\$430,090	\$443,911	42	14	21
Northwest	\$308,772	\$371,265	\$374,500	15	25	23
North Central	\$274,346	\$338,968	\$368,448	69	67	56
Northeast	\$1,268,947	\$1,657,652	\$1,635,570	296	270	289
East Central	\$971,743	\$1,209,925	\$1,936,821	155	147	176
Central	\$1,506,371	\$1,752,948	\$1,930,712	174	291	341
South Central	\$881,404	\$1,082,780	\$1,093,548	270	302	281
Mississippi Valley	\$1,987,126	\$3,200,530	\$3,261,166	395	513	452

\*PY22 information is 7/1/22-4/30/23

## Local Services – Driven Locally

Staffing: Current structure of separate Title I service provider entities requires its own leadership structure in addition to positions that provide direct services to customers. Proposed staffing will tap into existing leadership positions staffed in the AJC Division by Operations Managers to sustain resources and to fulfill and carry out the functions and responsibilities of WIOA Title I. In addition to the supervisory responsibility of the Operations Managers, two Workforce Program Coordinators will be staffed to ensure WIOA compliance through training, quality assurance reviews, participant and data tracking and service and plan approvals. In reviewing current participant data, 10 Title I Career Planners will be staffed across the new local area during the transition period. Leadership will review the need for additional career planners as service provision evolves and expands in the new local area.

### Current Staffing Structure: Total Staff - 21.94

Local Area	AJC Location	Leadership				Staff Career Planners	Staff Quality Assurance/Program Coordinator
		Agency VP	Title I Director	Title I Manager	Title III Manager		
Northwest	Spencer	--	1	1	1	2	1
North Central	Ft. Dodge	--		--			
Western	Sioux City	.25	1	--	--	3.70	.25
Western	Denison			--	--	1	1
Western	Council Bluffs			--	--	1	--
Southwest	Creston	--	1	--	1	2.74	--

### Planned Staffing Structure: Total Staff – 13.50

Local Area – Iowa Plains AJC Locations	Leadership Title I/Title III Manager	Staff Career Planners	Staff Program Coordinators
Spencer	.50 (TI)	2	2
Ft. Dodge		2	
Sioux City	.50 (TI)	2	
Denison		1	
Council Bluffs	.50 (TI)	2	
Creston		1	

Separation of Duties: The AJC Division is responsible for determining how WIOA Title I services are provided, not the WFS Division. WFS will monitor the Title I AJC team in accordance with the law, regulations, and state policy as all other local areas and their service providers. Attachment C – Organizational Chart

Iowa Workforce Development Serve Iowans		
<b>AJC Division</b>	<i>Firewall</i>	<b>Workforce Services Division</b>
Responsible for: Direct service provision of customers and Title I participants.		Responsible for: Title I monitoring and oversight, technical assistance, and training.
Roles and responsibilities, includes but is not limited to: <ul style="list-style-type: none"> <li>• Determine participant eligibility</li> <li>• Provide career and training services</li> <li>• Provision of Youth 14-Element Services</li> <li>• Case Management</li> <li>• Conduct Assessments</li> <li>• Job Search Assistance</li> <li>• Referrals</li> </ul>		Roles and responsibilities, includes but is not limited to: <ul style="list-style-type: none"> <li>• Conduct annual monitoring reviews</li> <li>• Ensure compliance with all applicable laws, regulations and policies</li> <li>• Establish statewide policies</li> <li>• Provide technical assistance and guidance to local areas</li> <li>• Provide program training to local areas</li> <li>• Determine eligibility of providers of training services</li> </ul>

Local Board: Because the local CEOs refused WIOA Title I funds, the Governor is designated as the Chief Lead Elected Official in the western part of the state. As such, the State Workforce Development Board (SWDB), as the Governors appointed workforce board, acquires responsibility for the new local area. In order to ensure local services are designed and delivered locally, a standing committee of the SWDB chaired by a member of the SWDB from the new local area will be established to fulfill the duties and requirements of the board for the new local area. The committee will be made up of business leaders and other members who represent the new local area.

### **ESTIMATED PY23 Funding Summary**

<b>Local Area</b>	<b>Overall Budget</b>	<b>Dislocated Worker</b>	<b>Adult</b>	<b>Youth</b>
Iowa Plains	\$1,940,469	\$617,941	\$632,492	\$690,036
Northeast	\$1,651,546	\$437,005	\$459,164	\$755,377
East Central	\$1,520,800	\$392,114	\$403,219	\$725,467
Central	\$2,113,363	\$455,842	\$657,982	\$999,539
South Central	\$945,826	\$307,062	\$288,015	\$350,749
Mississippi Valley	\$3,056,283	\$745,834	\$1,027,723	\$1,282,726

### **Timeline**

May 5, 2023	Local Area Consultation Session
May 8, 2023 – May 27, 2023	Public Comment Period **
Next SWDB Meeting	Consultation and vote by SWDB
July 1, 2023	Iowa Plains Local Workforce Development Area Established

\*\*Iowa Public Comments: <https://comment.iowa.gov/>

## WIOA TA - CEO Refusal of WIOA Funds

McNertney, Michelle [IWD] <Michelle.McNertney@iwd.iowa.gov>

Tue 1/17/2023 8:21 PM

To: Johnna Forbes <boardsupport@northeastiwdb.org>; Krista Tedrow <executivedirector@sciwalwdb.org>; Miranda Swafford <director@mississippivalleyworkforce.org>; Andrea Taylor, Associate Director <associate@mississippivalleyworkforce.org>; Mandy Tripp <assistant@mississippivalleyworkforce.org>; Elizabeth Rodriguez <elizabeth.rodriguez@eciwdb.org>; Phyllis Wood <phyllis.wood@eciwdb.org>; Heather Garcia <heather@workforcedevelopmentboards.com>; Dr. Jesse Bolinger <jesseo@bolinger.org>; Eric Kress <eric.kress@ciwdb.org>; Jean Logan <jlogan@caasiouxland.org>; Taylor Williams <taylor@northeastiwdb.org>; Johnna Forbes <boardsupport@northeastiwdb.org>; Heather Garcia <heather@workforcedevelopmentboards.com>; Bob Yoder <byoder@co.washington.ia.us>; Dan Christensen <christensenmowing@gmail.com>; dseams@waynecountyia.org <dseams@waynecountyia.org>; Heidi Nederhoff <heidi.nederhoff@grundycountyiowa.gov>; Kyle Stecker <kstecker@kossuthcounty.iowa.gov>; Sandy Loney <sloney@humboldtcountyia.org>

Cc: Greenman, Wendy [IWD] <Wendy.Greenman@iwd.iowa.gov>

Good evening, LWDB Chairs, CLEOs, and LWDB Staff,

During the most recent WIOA Office Hours call, a questions was asked about "what happens if the Chief Elected Officials (CEOs) dissolve the 28E agreement and are no longer a local area," essentially refusing the Title I funds for the area. IWD has been working closely with the DOL ETA regional and national office answer this question; please see the response and guidance below.

First, if the CEOs in a local area are contemplating this as an option, please let me know as soon as possible; we will need to schedule a technical assistance call with U.S. DOL for your local area to discuss.

If, after the technical assistance call, the CEOs of a local area decide to refuse the WIOA Title I funds, the following steps should be taken:

1. All CEOs in the local area must agree and provide a written notice to the State, addressed to Director Townsend and signed by all CEOs and the Local Board Chair in the local area, stating their intention to stop operating as a local workforce area and refuse WIOA Title I funding. By refusing the funds, the CEOs of the local area will no longer have fiscal liability for the WIOA funds.
2. This change would take effect July 1, 2023 for the Program Year 2023 WIOA Title I funds. At this time, IWD would work to ensure continuity of service for the constituents of the former local area.
3. Continuity of Service may include IWD working with other local areas to merge areas (Option A), or IWD would step in to ensure continuity of service (Option B)
  - a. Option A - in this option, the existing area CEOs and LWDB would absorb the counties that refused funds and create a new local area. In this new local area, the CEOs from the "old" local area that refused Title I funds would not have fiscal liability and the CEOs from the other local area would assume fiscal liability for all of the funds and ensure services to lowans in the "old" local area. For example, if Local area A consists of 5 counties and they decide to refuse the funds and disband as a local area, those 5 counties can merge with Local Area B, which consists of 10 counties. In this scenario, the funding for both the old Local Area A and Local Area B would be given to the new 15 county local area, but only the 10 counties of the old Local Area B would agree to fiscal liability for all of the funds.
  - b. Option B - in this option, IWD would function as the local area, including seating a new LWDB and following all WIOA requirements for a local area.
  - c. In both Option A and B the CEOs of the local area that refused funds will have no fiscal liability but will also have no participation in the workforce system of the local area and will not provide input to



how, where, when, etc. services are provided.

To ensure lowans are impacted as little as possible through any potential transitions related to this information, please contact me as soon as possible for local area specific technical assistance and conversations. Please send me any additional questions you may have; I also plan to review this information on the 1/20/23 Office Hours call.

This email was sent to the LWDB Chairs, LWDB Staff, and CLEOs of each local workforce area. Please forward to this to all other LWDB members and CEOs in your local area.

Thank you,

**Michelle McNertney**

*Division Administrator - Workforce Services*

[Iowa Workforce Development](#)

1000 East Grand Avenue

Des Moines, IA 50319

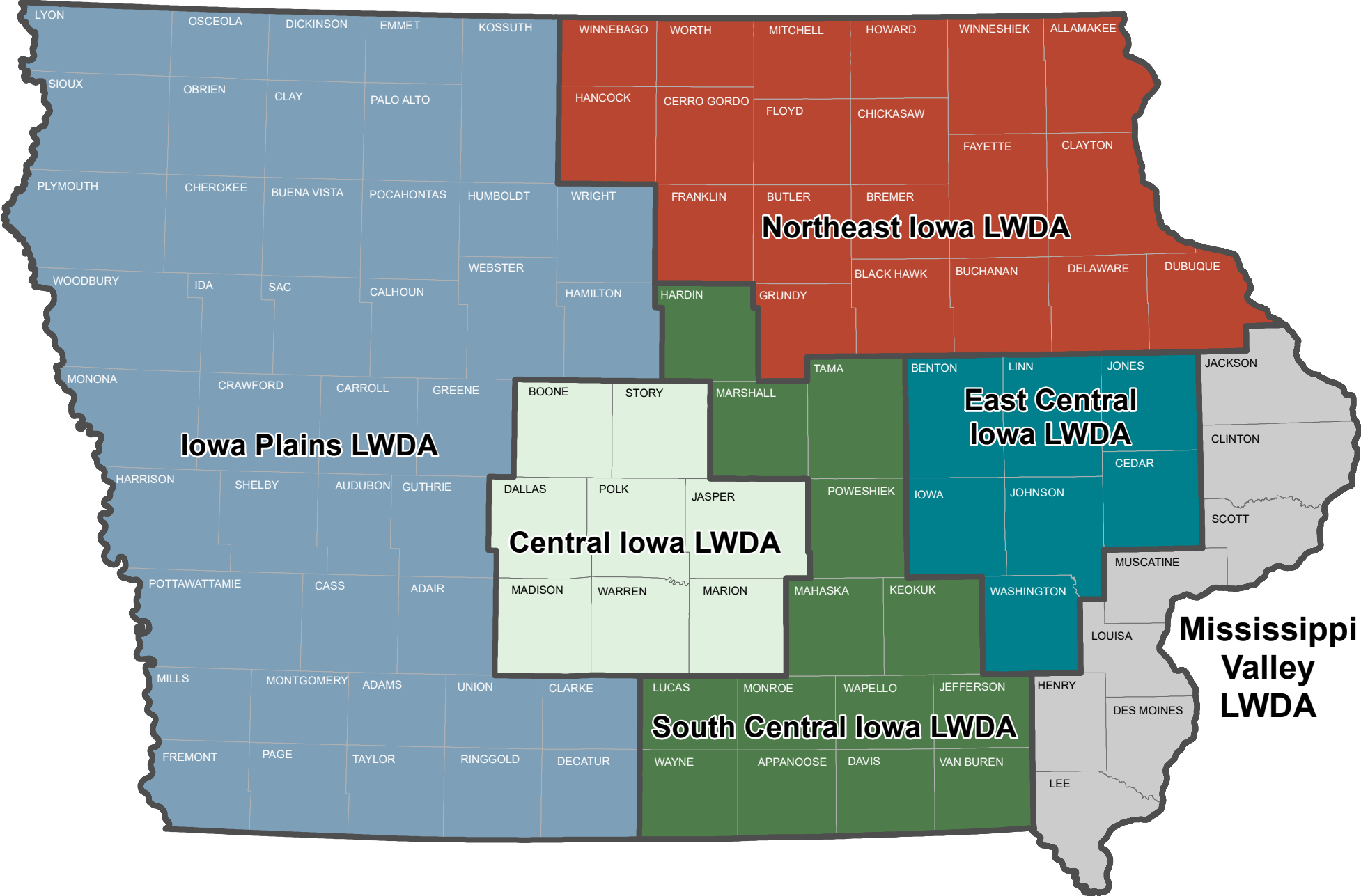
Phone: 515-242-0408

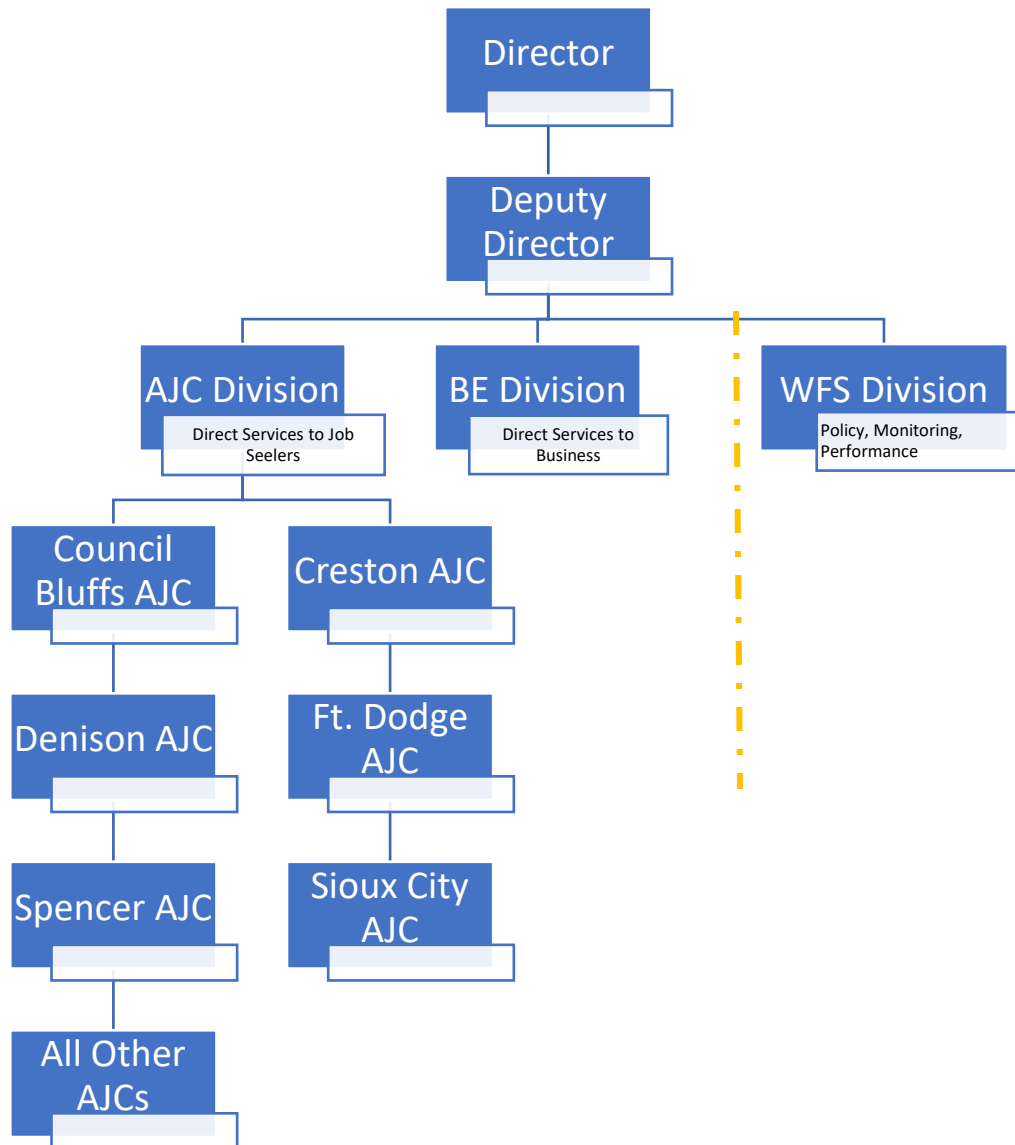
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# Local Workforce Area Map: Proposed 6 Local Workforce Development Areas





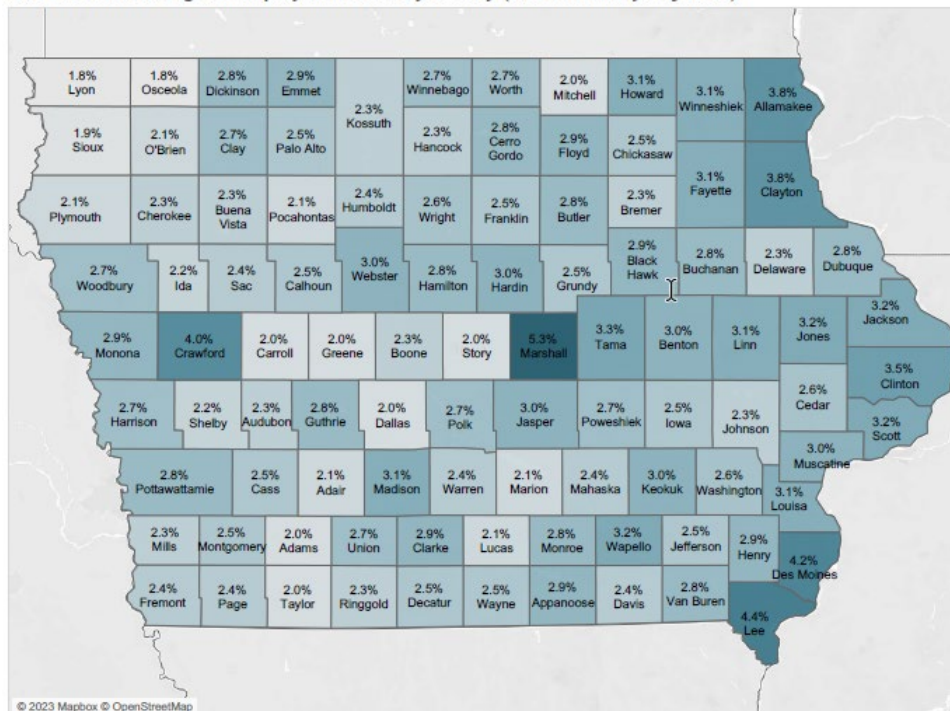
## Labor Market Information – Iowa Plains Area

### PY22 Average Wage Data

Local Workforce Development Area	Average Annual Wage	Average Weekly Wage
Central Iowa LWDA	\$65,891	\$1,304
East Central Iowa LWDA	\$60,143	\$1,179
Mississippi Valley LWDA	\$53,604	\$1,092
Northeast Iowa LWDA	\$52,951	\$1,111
North Central Iowa LWDA	\$51,922	\$1,045
South Central Iowa LWDA	\$50,983	\$1,034
Western Iowa LWDA	\$50,154	\$1,007
Northwest Iowa LWDA	\$47,954	\$993
Southwest Iowa LWDA	\$45,595	\$912

### 2022 Annual Average UI Rate by County

2022 Annual Average Unemployment Rate by County (Not Seasonally Adjusted)



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## 2019-2020 Covered Employment and Reporting Units by Industry

### Percentage of Employment by Industry

	Agriculture Employment	Total Employment All Industries	Percent Employed in Agriculture	Manufacturing Employment	Total Employment All Industries	Percent Manufacturing Employment	Trade Employment	Total Employment All Industries	Percent Trade Employment
Northwest	4489	75877	6%	15855	75877	21%	12105	75877	16%
North Central	1750	38062	5%	6294	38062	17%	6776	38062	18%
Western	2985	163977	2%	25149	163977	15%	28834	163977	18%
Southwest	1221	23647	5%	4488	23647	19%	3732	23647	16%
Northeast	4610	241160	2%	45745	241160	19%	39629	241160	16%
Central	2337	429303	1%	35131	429303	8%	65970	429303	15%
East Central	1828	235905	1%	29852	235905	13%	33963	235905	14%
South Central	2304	86448	3%	17832	86448	21%	13097	86448	15%
Mississippi Valley	1186	177818	1%	36282	177818	20%	38734	177818	22%

### Supporting Data by Local Area

#### Northwest

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
6,496	6,501	0.08%	Total All Industries	78,413	75,877	-3.23%
6,005	6,008	0.05%	Private Business	66,423	64,250	-3.27%
479	476	-0.63%	Ag/Natural Resources & Mining	4,622	4,489	-2.88%
743	732	-1.48%	Construction	3,813	4,066	6.64%
327	327	0.00%	Manufacturing	16,168	15,855	-1.94%
1,242	1,225	-1.37%	Trade	12,252	12,105	-1.20%
457	453	-0.88%	<i>Wholesale Trade</i>	4,064	3,997	-1.65%
785	772	-1.66%	<i>Retail Trade</i>	8,188	8,108	-0.98%
415	427	2.89%	Transportation & Utilities	2,302	2,289	-0.56%
100	100	0.00%	Information	881	795	-9.76%
548	569	3.83%	Finance, Insurance, and Real Estate	3,041	2,944	-3.19%
660	665	0.76%	Professional & Business Services	4,491	4,249	-5.39%
550	586	6.55%	Education & Health Services	10,646	10,224	-3.96%
490	484	-1.22%	Leisure & Hospitality	6,539	5,673	-13.24%
451	418	-7.32%	Other Services	1,668	1,560	-6.47%
490	493	0.61%	Government	11,991	11,627	-3.04%
107	107	0.00%	<i>State</i>	493	482	-2.23%
274	270	-1.46%	<i>Local</i>	10,943	10,584	-3.28%
110	115	4.55%	<i>Federal</i>	555	562	1.26%

Source: Quarterly Census of Employment and Wages

## North Central

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

## Western

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
13,066	13,095	0.22%	Total All Industries	171,992	163,977	-4.66%
12,031	12,062	0.26%	Private Business	144,102	137,188	-4.80%
480	494	2.92%	Ag/Natural Resources & Mining	3,016	2,985	-1.03%
1,288	1,256	-2.48%	Construction	9,042	8,391	-7.20%
465	462	-0.65%	Manufacturing	25,739	25,149	-2.29%
2,423	2,379	-1.82%	Trade	29,932	28,834	-3.67%
925	908	-1.84%	<i>Wholesale Trade</i>	8,610	8,378	-2.69%
1,498	1,471	-1.80%	<i>Retail Trade</i>	21,322	20,456	-4.06%
766	783	2.22%	Transportation & Utilities	8,906	8,756	-1.68%
201	201	0.00%	Information	2,067	1,817	-12.09%
1,182	1,217	2.96%	Finance, Insurance, and Real Estate	6,448	6,302	-2.26%
1,627	1,664	2.27%	Professional & Business Services	10,634	10,582	-0.49%
1,525	1,666	9.25%	Education & Health Services	26,146	25,324	-3.14%
1,095	1,089	-0.55%	Leisure & Hospitality	17,848	15,113	-15.32%
981	854	-12.95%	Other Services	4,323	3,935	-8.98%
1,034	1,034	0.00%	Government	27,889	26,789	-3.94%
259	261	0.77%	<i>State</i>	2,792	2,787	-0.18%
531	524	-1.32%	<i>Local</i>	23,461	22,351	-4.73%
244	248	1.64%	<i>Federal</i>	1,636	1,651	0.92%

Source: Quarterly Census of Employment and Wages

## Southwest

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
2,141	2,154	0.61%	Total All Industries	24,668	23,647	-4.14%
1,872	1,885	0.69%	Private Business	19,319	18,428	-4.61%
146	142	-2.74%	Ag/Natural Resources & Mining	1,270	1,221	-3.86%
197	210	6.60%	Construction	818	967	18.22%
77	73	-5.19%	Manufacturing	4,666	4,488	-3.81%
370	355	-4.05%	Trade	3,809	3,732	-2.02%
135	128	-5.19%	<i>Wholesale Trade</i>	1,011	1,015	0.40%
236	227	-3.81%	<i>Retail Trade</i>	2,798	2,717	-2.89%
90	94	4.44%	Transportation & Utilities	1,271	1,236	-2.75%
36	36	0.00%	Information	332	301	-9.34%
181	183	1.10%	Finance, Insurance, and Real Estate	699	677	-3.15%
214	217	1.40%	Professional & Business Services	1,029	940	-8.65%
240	272	13.33%	Education & Health Services	3,110	2,899	-6.78%
160	162	1.25%	Leisure & Hospitality	1,814	1,517	-16.37%
162	143	-11.73%	Other Services	501	449	-10.38%
269	268	-0.37%	Government	5,349	5,219	-2.43%
67	68	1.49%	<i>State</i>	280	286	2.14%
140	138	-1.43%	<i>Local</i>	4,798	4,649	-3.11%
63	63	0.00%	<i>Federal</i>	271	285	5.17%

Source: Quarterly Census of Employment and Wages

## Northeast

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

Source: Quarterly Census of Employment and Wages

## Central

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
27,886	28,468	2.09%	Total All Industries	449,882	429,303	-4.57%
26,782	27,356	2.14%	Private Business	385,594	366,808	-4.87%
270	275	1.85%	Ag/Natural Resources & Mining	2,307	2,337	1.30%
2,299	2,325	1.13%	Construction	24,103	24,242	0.58%
815	815	0.00%	Manufacturing	36,616	35,131	-4.06%
4,999	4,999	0.00%	Trade	68,510	65,970	-3.71%
2,300	2,303	0.13%	<i>Wholesale Trade</i>	20,150	19,562	-2.92%
2,699	2,696	-0.11%	<i>Retail Trade</i>	48,360	46,408	-4.04%
736	785	6.66%	Transportation & Utilities	13,349	13,530	1.36%
529	552	4.35%	Information	7,878	7,336	-6.88%
3,293	3,468	5.31%	Finance, Insurance, and Real Estate	58,014	58,381	0.63%
6,122	6,270	2.42%	Professional & Business Services	56,342	55,471	-1.55%
2,991	3,260	8.99%	Education & Health Services	59,879	56,638	-5.41%
2,329	2,320	-0.39%	Leisure & Hospitality	45,204	35,622	-21.20%
2,402	2,288	-4.75%	Other Services	13,392	12,150	-9.27%
1,104	1,112	0.72%	Government	64,287	62,496	-2.79%
370	378	2.16%	<i>State</i>	16,486	16,183	-1.84%
514	515	0.19%	<i>Local</i>	40,358	38,645	-4.24%
220	219	-0.45%	<i>Federal</i>	7,443	7,667	3.01%

Source: Quarterly Census of Employment and Wages

## East Central

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
14,871	15,051	1.21%	Total All Industries	251,025	235,905	-6.02%
14,291	14,465	1.22%	Private Business	201,352	187,421	-6.92%
256	259	1.17%	Ag/Natural Resources & Mining	1,957	1,828	-6.59%
1,377	1,392	1.09%	Construction	12,238	11,959	-2.28%
542	527	-2.77%	Manufacturing	31,561	29,852	-5.41%
2,753	2,751	-0.07%	Trade	35,655	33,963	-4.75%
1,086	1,109	2.12%	<i>Wholesale Trade</i>	8,373	8,334	-0.47%
1,667	1,642	-1.50%	<i>Retail Trade</i>	27,282	25,629	-6.06%
502	517	2.99%	Transportation & Utilities	15,628	14,660	-6.19%
285	298	4.56%	Information	4,298	3,737	-13.05%
1,416	1,433	1.20%	Finance, Insurance, and Real Estate	15,025	14,547	-3.18%
2,642	2,696	2.04%	Professional & Business Services	21,805	21,035	-3.53%
1,936	2,146	10.85%	Education & Health Services	33,292	31,582	-5.14%
1,364	1,342	-1.61%	Leisure & Hospitality	23,418	18,639	-20.41%
1,218	1,103	-9.44%	Other Services	6,475	5,618	-13.24%
580	586	1.03%	Government	49,674	48,485	-2.39%
120	124	3.33%	<i>State</i>	22,590	22,900	1.37%
335	335	0.00%	<i>Local</i>	23,610	22,103	-6.38%
125	127	1.60%	<i>Federal</i>	3,473	3,482	0.26%

Source: Quarterly Census of Employment and Wages



## South Central

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
6,928	6,949	0.30%	Total All Industries	90,294	86,448	-4.26%
6,230	6,246	0.26%	Private Business	73,166	69,961	-4.38%
274	270	-1.46%	Ag/Natural Resources & Mining	2,376	2,304	-3.03%
615	620	0.81%	Construction	3,459	3,397	-1.79%
344	341	-0.87%	Manufacturing	18,046	17,832	-1.19%
1,271	1,247	-1.89%	Trade	13,594	13,097	-3.66%
452	448	-0.88%	<i>Wholesale Trade</i>	3,169	3,151	-0.57%
819	799	-2.44%	<i>Retail Trade</i>	10,424	9,946	-4.59%
360	360	0.00%	Transportation & Utilities	4,594	4,569	-0.54%
136	133	-2.21%	Information	879	769	-12.51%
612	624	1.96%	Finance, Insurance, and Real Estate	4,222	4,157	-1.54%
851	871	2.35%	Professional & Business Services	5,534	5,320	-3.87%
742	806	8.63%	Education & Health Services	12,203	11,490	-5.84%
520	520	0.00%	Leisure & Hospitality	6,195	5,227	-15.63%
506	454	-10.28%	Other Services	2,066	1,800	-12.88%
698	703	0.72%	Government	17,128	16,488	-3.74%
163	164	0.61%	<i>State</i>	1,720	1,715	-0.29%
382	379	-0.79%	<i>Local</i>	14,611	13,958	-4.47%
153	160	4.58%	<i>Federal</i>	797	814	2.13%

Source: Quarterly Census of Employment and Wages

## Mississippi Valley

Reporting Units				Employment		
2019	2020	% Change		2019	2020	% Change
12,425	12,456	0.25%	Total All Industries	190,619	177,818	-6.72%
11,785	11,820	0.30%	Private Business	168,341	156,662	-6.94%
204	200	-1.96%	Ag/Natural Resources & Mining	1,189	1,186	-0.25%
1,071	1,055	-1.49%	Construction	9,537	9,210	-3.43%
535	536	0.19%	Manufacturing	38,640	36,282	-6.10%
2,327	2,271	-2.41%	Trade	29,930	28,734	-4.00%
872	848	-2.75%	<i>Wholesale Trade</i>	6,877	6,572	-4.44%
1,455	1,423	-2.20%	<i>Retail Trade</i>	23,054	22,162	-3.87%
480	503	4.79%	Transportation & Utilities	8,244	7,981	-3.19%
169	167	-1.18%	Information	1,516	1,147	-24.34%
1,163	1,193	2.58%	Finance, Insurance, and Real Estate	6,597	6,520	-1.17%
1,857	1,855	-0.11%	Professional & Business Services	20,244	18,154	-10.32%
1,673	1,970	17.75%	Education & Health Services	27,564	26,480	-3.93%
1,150	1,157	0.61%	Leisure & Hospitality	19,223	16,357	-14.91%
1,157	913	-21.09%	Other Services	5,656	4,612	-18.46%
640	637	-0.47%	Government	22,279	21,156	-5.04%
151	151	0.00%	<i>State</i>	1,533	1,526	-0.46%
360	357	-0.83%	<i>Local</i>	19,490	18,251	-6.36%
128	129	0.78%	<i>Federal</i>	1,256	1,378	9.71%

Source: Quarterly Census of Employment and Wages

# ATTACHMENT 8



## **Last Dollar Scholarship**

**FY 2022**

The Future Ready Iowa Last Dollar Scholarship program FY 2022 had 7,764 participants. The high-demand occupation with the most participants during this time was associate degree nursing which was 1,619 participants followed by licensed practical nurse/vocational nurse with 679. During the 2022 annual year, 3,299 participants completed their programs of study (this number does not include the completion numbers from the two private colleges). Seventeen institutions participated in the Last Dollar Scholarship program, 15 community colleges and two private colleges. The number of written agreements entered by the volunteer mentor program was 57. The program had 46 mentors who entered into 57 mentorship agreements with Last Dollar Scholarship students primarily in the occupations of information technology and healthcare.

Employment outcomes for the 2021 LDS completers show that 95.7% were matched to employment and 88.5% were found to be employed in Iowa. The estimated annualized inflation adjusted wage was \$52,666 (would this be median?). Further breakdown reports females annualized inflation adjusted wage was \$54,513 and males was \$50,972. By age breakdown wages for completers under 25 was \$56,180 and ages 25 and older \$53,342.

### **Top 10 LDS Programs**

Association Degree Nursing  
Licensed Practical/Vocational Nurse Training  
Computer Programming, Specific Applications  
Automotive Technology (AA)  
Medical Assistant  
Welding Technology/Welder  
Radiologic Technologies/Science - Radiographer  
Diesel Truck Technology (AA)  
Transportation Storage and Distribution Managers  
Heating, Air Conditioning, Ventilation and Refrigeration Maintenance  
Technology/Technician