



# IOWA CHIEF ELECTED OFFICIALS GUIDE

***Submitted To:***

Iowa Workforce Development

***Submitted By:***

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

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## Introduction

As an elected official, your priorities lie in taking care of your citizens by building a thriving community. Your objectives may include safe communities with low crime, plentiful business development and job opportunities, increased tax revenue, low unemployment rates, and healthy and vibrant constituents. You work to create an environment with plenty of high-quality jobs and people with the right skills to fill those jobs in the community. All of this contributes to increased tax revenue and wealth, which results in more opportunities for the community to grow and enhance quality of life and services for the residents – your constituents.

As an elected official, you are a critical voice in how this system operates and supports your community. As the system is built upon the concept of local control, considerable authority rests with you as a chief elected official in a Local Workforce Development Area (LWDA). Given that your elected position necessarily immerses you in economic development activities and creating an environment conducive for business growth and expansion, WIOA is a key tool for creating – and enabling residents to fill – jobs in critical industries.

This guide is intended as a supplement to the in-person training held in September and October 2019. The purpose is to provide additional detail about workforce system structure and provisions of the Workforce Innovation and Opportunity Act (WIOA). This guide will introduce tools and best practices for Chief Elected Officials (CEOs) to develop the local governance structure for the workforce system in Iowa. CEOs will examine their roles as drivers of the local workforce system and understand the challenges and needs to achieve compliance and be successful.

The law and regulations refer to a singular Chief Elected Official (CEO) and Chief Elected Officials (plural). Although common within the system, neither the law nor the regulations use the term Chief Lead Elected Official (CLEO). However, CLEO is used in some guidance from the USDOL. For purposes of this guide, the terms CEO and CLEO will be utilized.



Throughout the document, this icon will be used to denote a task that requires another group to consult with the CEOs. In other words, these tasks require your input but another organization (LWDB, SWDB, or Governor) is responsible for accomplishing the task and gaining your input.



Also, this icon will be used to denote a task for which the LWDB shares responsibility with the CEOs or for which the CLEO must approve the work of the LWDB.

## Overview of the Workforce Innovation & Opportunity Act

The [Workforce Innovation and Opportunity Act](#), commonly referred to as WIOA, was enacted on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. Congress passed the Act by a wide bipartisan majority and it was the first legislative reform in 15 years of the public workforce system. It outlines the vision, goals, objectives, and requirements for how the public workforce system is structured and operates and brings together the core employment and training programs funded by the federal government.

The WIOA vision seeks to improve job and career options for our nation’s workers and job seekers through an integrated, job-driven public workforce system that links diverse talent to businesses.<sup>1</sup> It aims to support the development of strong, vibrant regional economies where businesses thrive, and people want to live and work. WIOA is based on the idea of the public workforce system supporting, through its programs and services, the development of a talent pipeline that has the skills and expertise that local businesses need to thrive – thus driving economic and community prosperity.

### WIOA Guiding Principles

WIOA is the foundation for each state’s publicly funded workforce system. As the foundation, there are key principles<sup>2</sup> upon which the system is built:

**Integrated Service Delivery** – Programs do not duplicate each other, but, instead, work collaboratively to deliver the best outcome for the customer.

**Focus on Strategy** – This element is critical to the Local Workforce Development Boards (LWDB). The LWDBs are to be focused on the big picture of workforce development and strategies to ensure that the supply side (workforce system) is meeting the demand side (employers/ business community).

**Regional Economic Development** – Meeting workforce needs is critical to economic growth. State and local workforce development boards – in partnership with workforce, economic development, education, and social service organizations at the state, regional and local levels– align education and



<sup>1</sup> [Training and Employment Guidance Letter \(TEGL\) 19-14.](#)

<sup>2</sup> [TEGL 19-14.](#)

training investments to regional civic and economic growth strategies, ensuring that all job seekers and businesses can access pathways to prosperity.

**High Quality Services** – The workforce system must be focused on high quality services by all partners to all customers. To do this, stakeholders must increase coordination across programs and resources to support a comprehensive system that seamlessly provides integrated services that are accessible to all jobseekers, workers, and businesses.

**Accountability and Transparency** – Decisions about the system should be informed by analyzing data and evaluating performance standards. This means making purposeful decisions about the system and how it will operate as well as operating within Open Meetings Laws and procuring service providers. It means being accountable for the use of public funds and how those funds are spent.

### Hallmarks of Excellence

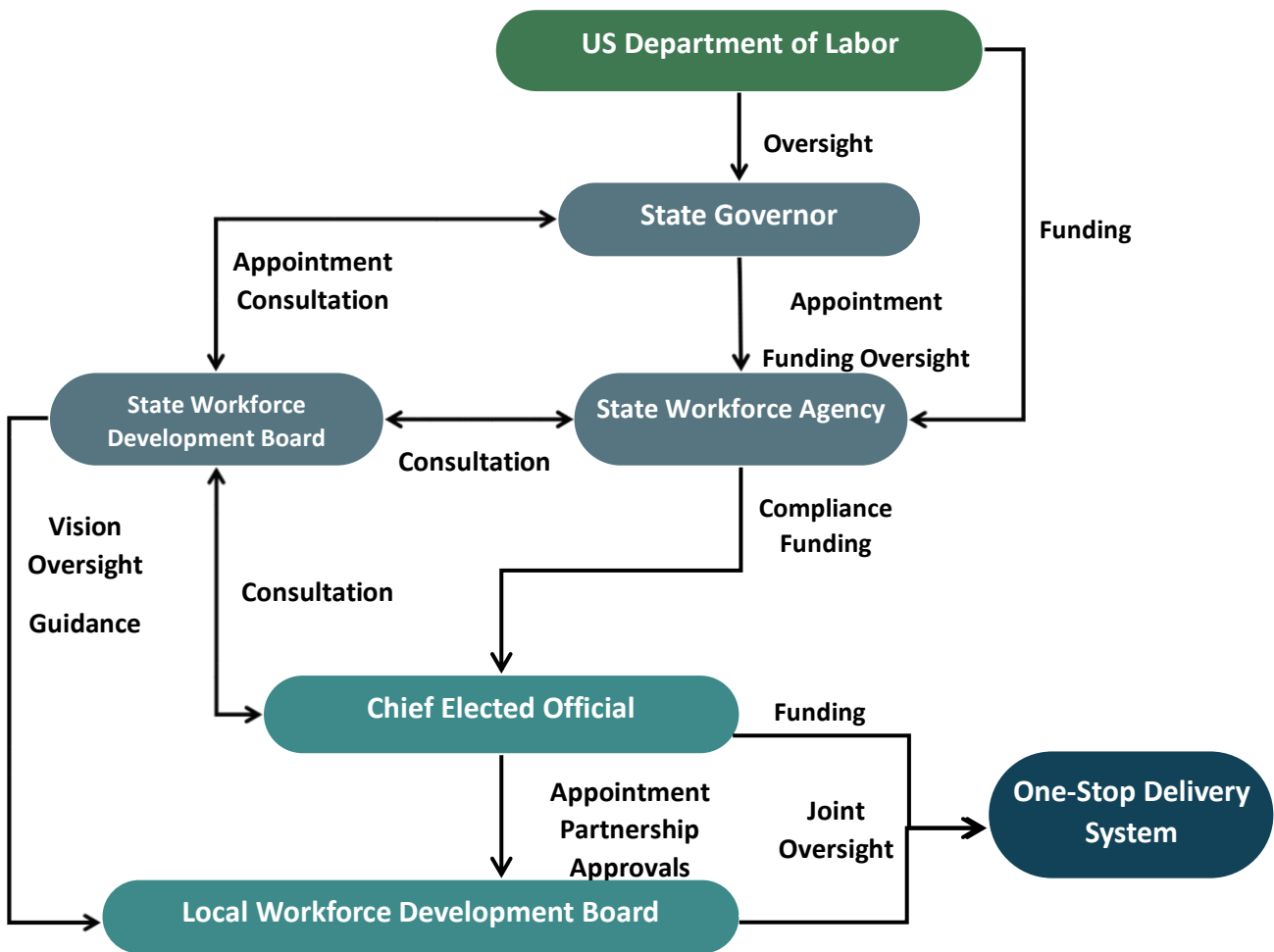
When the system is built upon the five principles, the outputs of the system will be what USDOL calls the Hallmarks of Excellence. WIOA envisions a workforce system that is quality focused, employer driven, customer centered, and tailored to meet the needs of regional economies. The vision is one of collaboration and customer focus with business driving the system’s agenda and range of services. This vision is embodied in three Hallmarks of Excellence.<sup>3</sup>



<sup>3</sup> [TEGL 19-14](#)

## Governance and Oversight

The public workforce system is a network of federal, state, and local entities that support economic expansion and develop the talent of our nation’s workforce. Although the public workforce system is primarily federally funded, the services for business customers and individual customers are available at the state and local levels. Much of the funding for the workforce system comes through federally mandated programs, such as WIOA, and this law requires a formal governance structure with clearly defined roles. The graphic below provides a high-level perspective of the stakeholders and the interconnectivity of their roles within the system.



## US Department of Labor

The US Department of Labor’s Employment and Training Administration (USDOL/ETA) administers the WIOA Title I program. There are multiple Titles in the law and other federal agencies play a partnering role, but for the purpose of this training, we will focus on the primary role which is held by USDOL/ETA.

USDOL/ETA administers the WIOA Title I program, meaning it establishes policy and guidance, grants funding to the states, conducts monitoring and oversight of program implementation and also provides technical assistance and training to support compliance and effectiveness across the system. This role closely aligns with the agency’s mission, which is to contribute the more efficient functioning of the U.S. labor market by providing high-quality job training, employment, labor market information, and income maintenance services primarily through state and local workforce development systems.

USDOL/ ETA has a national office in Washington DC and six regional offices that house Federal Project Officers (FPOs). FPOs work directly with states to conduct monitoring and oversight of WIOA and the public workforce system. Iowa is aligned with USDOL/ ETA Region Five whose office is located in Chicago.

[US Department of Labor, Employment and Training Administration](#)

## Governor

Each governor receives the federal funding for WIOA. Generally, the responsibility for WIOA is assigned to the state’s workforce agency. WIOA outlines specific activities that must be performed by the Governor. One such role is the appointment of the State Workforce Development Board.

### ***State Workforce Development Board***

The role of the State Workforce Development Board (SWDB) is to develop and continuously improve the state workforce system. The SWDB, in conjunction with the Governor, establishes the vision for the state’s full implementation of WIOA and oversees local implementation of that vision. The Board fulfills its purpose by ensuring that the WIOA State Plan, policies, and strategies reflect the appropriate vision, embody the Hallmarks of Excellence, and are designed to provide the talent pipeline that meets the needs of businesses and supports community prosperity and economic vitality.

The SWDB is responsible for convening state, regional, and local partners to-

- Enhance the capacity and performance of the system
- Align and improve the outcomes of programs
- Promote economic growth through these efforts
- Engage businesses and other stakeholders to achieve the WIOA vision



- Support achievement of the State’s strategic and operational vision and goals as outlined in the Combined State Plan
- Provide recommendations to streamline the workforce system
- Ensure continuous improvement of the system, including:
  - Removing barriers that impede system alignment
  - Develop strategies that support career pathways

***SWDB Membership***

The Governor appoints members from across the state who represent the following categories:

- Business
- Labor organizations and workforce representatives
- State agencies that administer programs in workforce system
- Elected officials- state and local
- Community based organizations

Businesses must be, at a minimum, 51% of the SWDB representatives and a business representative, appointed by the Governor, must serve as the board’s chair.

[Iowa State Workforce Development Board](#)

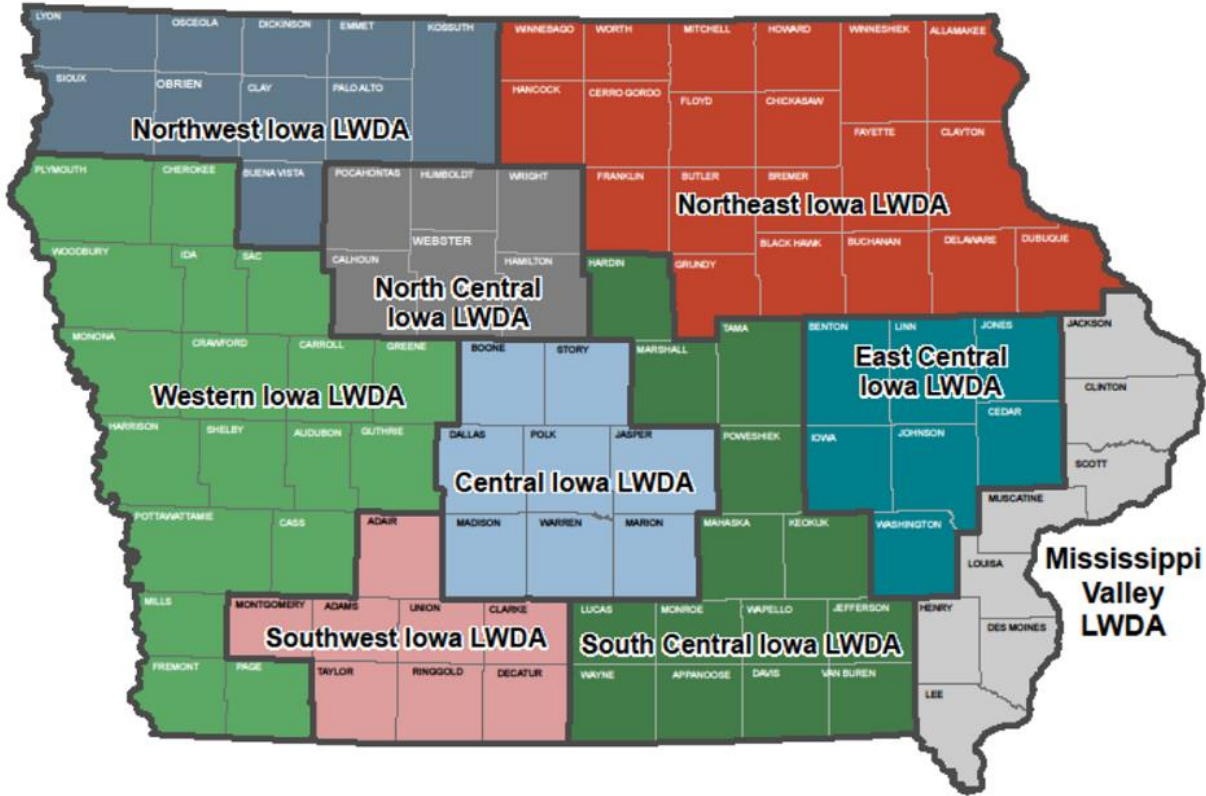
***State Workforce Agency***

The state workforce agency has oversight for the administrative functions of the state and local system. Within each state, the designated state workforce agency can be a stand-alone agency, located within a larger department or cabinet, or can be administratively connected to the Governor’s office. The state workforce agency is required to issue policy to the system as well as to monitor on an annual basis the services provided by local workforce development areas. It is the state workforce agency that will execute a contract with the local fiscal agent to receive WIOA funds. Iowa Workforce Development (IWD) is the state workforce agency.

[Iowa Workforce Development](#)

[ePolicy Site](#)

Iowa Local Workforce Development Areas



## Local Workforce Development Board

The Workforce Innovation and Opportunity Act establishes Local Workforce Development Boards (LWDBs) which connect employers and job seekers together to strengthen the local economy. The LWDB's role is to develop regional strategic plans that set funding priorities for the local area. LWDBs convene partnerships between businesses and community stakeholders and establish sector strategies driven by in-demand occupations and industries.

The LWDB is appointed by the CLEO and serves as the strategic leader and convener of workforce development system stakeholders in the local area. Like the SWDB, the majority of LWDB members are business representatives and a business representative must serve as the LWDB chair.

The LWDB works with employers and the workforce system to develop the Local WIOA Plan, policies, and investments that support strategies that drive regional economies, including sector partnerships, career pathways, and high quality, customer-centered service delivery. LWDBs are charged with implementing the WIOA vision outlined in the State Plan and LWDB members have a unique opportunity to ensure strategic investments in talent development that meet the needs of local businesses. The mission and vision of local boards parallels the state board. Local boards may dig deeper into the community needs, while the state board will focus on the overarching needs of the state.

## Local Governance and Oversight

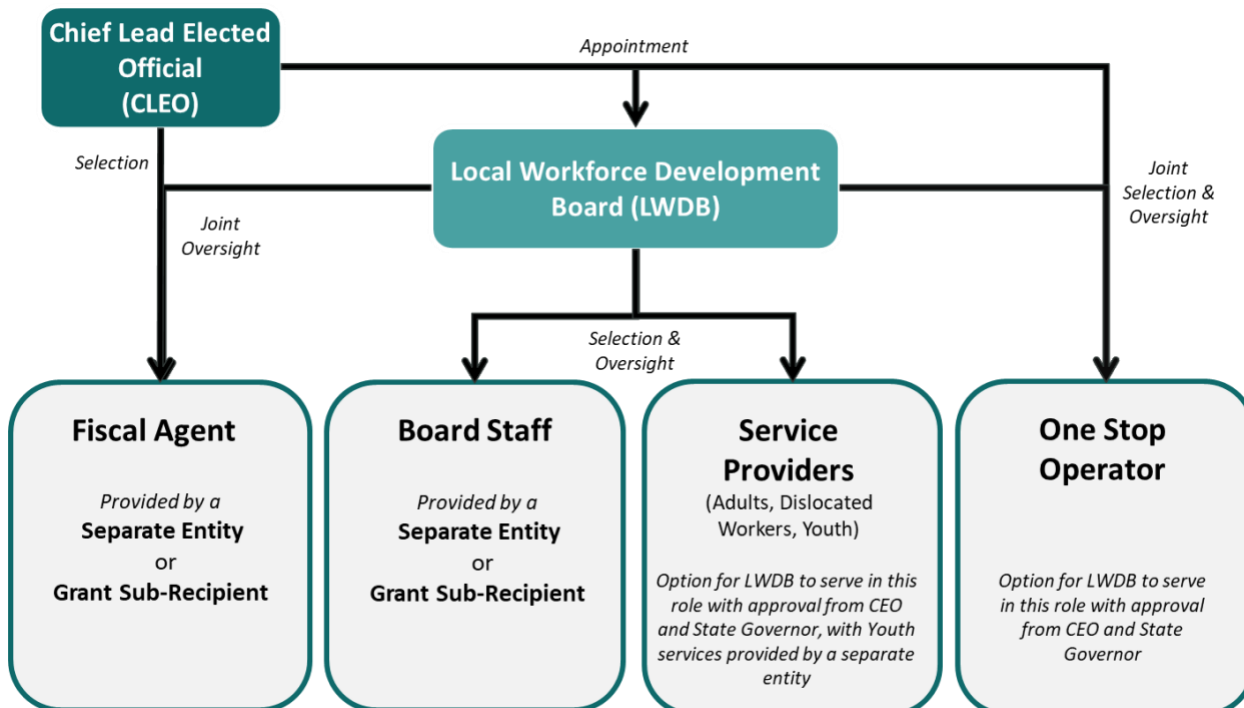
A foundational philosophy within WIOA is the concept of local control. At a basic level, this means that the local governance structure is where decisions are made regarding strategy and service delivery because it is local people who know best how to serve a local area. This philosophy is reflected in the following ways:

- CLEOs appointing the LWDBs
- LWDB selects Service Providers and One Stop Operator
- LWDB develops Local Plan

The graphic below represents the local piece of the workforce system and identifies oversight and selection responsibilities of the CLEO and the LWDB. There are four roles at the local level which must be selected:

- Fiscal Agent
  - Selected by CLEO
- LWDB Staff
  - Selected by LWDB
- Service Providers
  - Procured by LWDB with approval from CLEO
- One Stop Operator
  - Procured by LWDB with approval from CLEO

A contract or other legal binding agreement will be required for the execution of the four local roles.



## Overview of Local One Stop System

The one-stop system, known as the American Job Center network, brings together various programs (referred to as partners) to ensure businesses and job seekers have access to information and services that lead to positive educational and employment outcomes. The one-stop system brings together workforce development, education, and other human service-focused services into a seamless customer-focused network. The goal of the one-stop system is to enhance access to programs and improve long-term employment outcomes for individual customers.<sup>4</sup>



In each local workforce development area (LWDA) there must be at least one comprehensive one-stop center. A comprehensive center is a physical location where individual and employer customers can access the programs and services of all required partners, along with any additional partners as determined by the LWDB and CLEO.<sup>5</sup> A comprehensive center must have at least one staff person present who delivers adult and dislocated worker services.<sup>6</sup>

The management of the one-stop system is the shared responsibility of the LWDB, CLEO, WIOA core program partners, required one-stop partners, one-stop operators, service providers, and any non-mandatory partners added to the local system by the LWDB and CLEO. In other words, the system is a total collaborative for the planning, operations, and management of local workforce services.

### Mandatory One-Stop Partners

There are two levels of mandatory partners within the system-core and required.<sup>7</sup> Aside from the statutorily prescribed responsibilities of all partners, Core partners share in the performance measures of the one-stop system, whereas the required (non-core) partners adhere to their program-specific performance measures.

<sup>4</sup> [20 CFR 678.300](#)

<sup>5</sup> [20 CFR 678.305](#)

<sup>6</sup> [Training and Employment Guidance Letter 16-16](#)

<sup>7</sup> [Training and Employment Guidance Letter 04-15](#)

**Core Partners**

WIOA Title	Federal Legislation/Act	Iowa Administering Agency
I	Adult, Dislocated Worker, Youth	Iowa Workforce Development
II	Adult Education & Family Literacy	Iowa Department of Education
III	Wagner Peyser Act	Iowa Workforce Development
IV	Rehabilitation Act of 1973	Iowa Vocational Rehabilitation Services and Iowa Department for the Blind

**Other Required (non- Core) Partners**

- Career and Technical Education
- Senior Community Services Employment Program (SCSEP)
- Job Corps
- Youth Build
- Native American Program
- National Farmworker Jobs Program
- State Unemployment Compensation Programs
- Job for Veterans State Grant (JVSG)
- Reentry Employment Opportunities
- Housing and Urban Development Employment & Training Programs
- Community Services Block Grant Employment & Training Program
- Temporary Assistance to Needy Families (TANF)

**Responsibilities of Partners<sup>8</sup>**

All mandatory partners should be aware of their responsibility under the law. It is a task of the LWDB to convene the partners and provide information on their responsibilities, if needed, and share any relevant decisions made by the LWDB. All mandatory partners should be encouraged to attend LWDB meetings and participate, as needed, on committees and task forces. All partners **must-**

- Provide access to their programs through the one-stop system
- Use their program’s funds to:
  - a. Provide career services
  - b. Maintain the one-stop system and jointly fund it
- Sign the Memorandum of Understanding (MOU) with the LWDB
- Participate in the operation of the system
- Provide representation on the LWDB, as required, and participate on committees of the LWDB, as needed

There are three methods for providing access to each of the required services<sup>9-</sup>

- Have program staff person present at the center
- A staff person of a partner program at the one-stop center sufficiently trained to provide information
- Making a timely direct linkage at the one-stop center via technology to a qualified staff person

<sup>8</sup> [20 CFR 678.420](#)

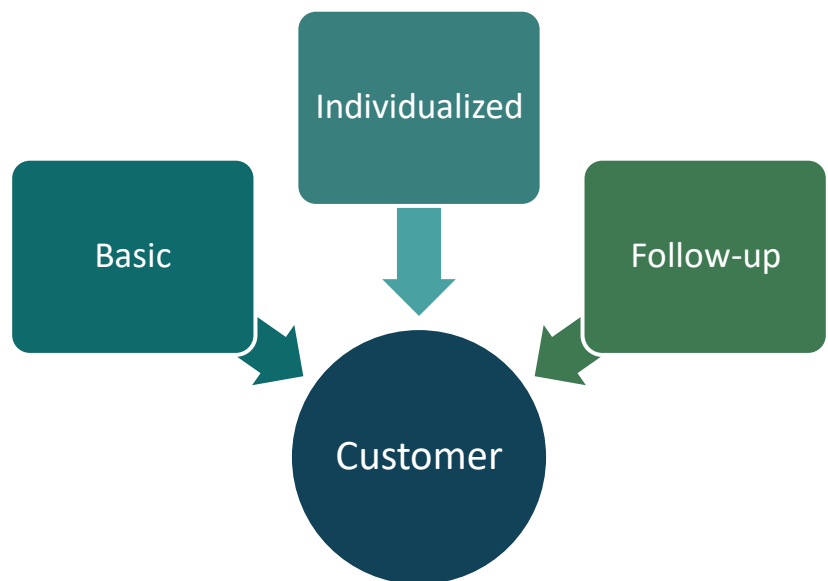
<sup>9</sup> [20 CFR 678.305\(d\)](#)

## One Stop Services

### *Career Services<sup>10</sup>*

One-stop centers must provide services to individual customers based on their specific needs, including the seamless delivery of multiple services. There are three types of career services for Adults and Dislocated Workers that must be delivered through the one-stop delivery system by mandated partners: Basic, Individualized, and Follow up. There is no required sequence of services.

- **Basic** - available to everyone and are generally not considered to require intensive staff time
- **Individualized** - if One Stop center staff determine that individualized career services are appropriate for an individual to obtain or retain employment, these services must be made available to the individual
- **Follow up** - must be provided as appropriate for participants who are placed in unsubsidized employment for up to 12 months after the first day of employment



For a list of Basic and Individualized Career Services, refer to [Appendix I](#).

### *Training Services*

Training opportunities are available to eligible individuals who may have difficulty getting and keeping a job. Generally, participants receive an assessment to determine the career pathway and direction, along with what type of training or retraining, best suits the individual's needs. Adults and dislocated workers receive access to a list of training providers and programs. Individuals who are eligible may receive funding for training in instances where financial aid, Pell grants, and grant assistance from other sources are not available to cover the cost of training. Training resources are coordinated with one-stop partners and other entities, as appropriate.

<sup>10</sup> [20 CFR 678.430](#)

### *Training Services for Adult and Dislocated Worker*

- Occupational skills training
- Skills upgrade and retraining
- Job readiness training in combination with other training services
- Adult education and literacy activities
- English language acquisition
- Work-based learning opportunities
- Entrepreneurial training

Job readiness training is sometimes referred to as Career Readiness, Soft Skills, Essential Skills, or Work Readiness. These skills include, but are not limited to, punctuality, basic reading and math, teamwork, conflict resolution, problem solving, adaptability, and more.

### **I** Individual Training Accounts<sup>11</sup>

An Individual Training Account (ITA) is a mechanism or payment agreement developed by the local workforce development board to finance occupational skills training for an individual to become gainfully employed or re-employed. ITAs are the primary method used for procuring training services for adults, dislocated workers, and some youth participants. If approved for training, customers must use their ITAs to purchase occupational skills training from an approved provider on the IWD's statewide eligible training providers list (ETPL).

ITAs can be a paper document or can exist within a case management software system. The document or process must allow for proper approvals and authorizations, per LWDB policy, and monitoring by IWD or other entities.

### **Y**outh Services<sup>12</sup>

Just as there are career services for adults and dislocated workers, WIOA provides services for youth in two categories- in school<sup>13</sup> and out of school<sup>14</sup>. Of the youth allocation received by the LWDB, 75% must be spent on out of school youth. School status is determined at the time of



<sup>11</sup> [IWD Policy 8.3.5.5 Individual Training Accounts](#)

<sup>12</sup> [20 CFR 681.200 - 681.320](#)

<sup>13</sup> [20 CFR 681.220](#)

<sup>14</sup> [20 CFR 681.210](#)



the youth is determined eligibility for the program. USDOL has detailed guidance on this issue.<sup>15</sup>

- **Youth In School** (YIS) – ages 14 -21 and enrolled in school
- **Youth Out of School** (YOS) - ages 16-24 and not enrolled in school

Youth service providers must be competitively procured<sup>16</sup>, unless the local board has determined that there are not enough providers or there are some under-performing providers available in the local area and can thereby justify a sole-source procurement.

Requests for Proposals (RFP)<sup>17</sup> should specify that proposed program services must support attainment of a high school diploma or its equivalent, entry into post- secondary education, and career readiness. LWDBs may implement Pay for Performance contracts with up to 10 percent (10%) of their funds.<sup>18</sup>

Of the Youth funds set aside for programmatic expenses, the Work Experience<sup>19</sup> service must be 20 percent (20%) of the overall expenses.

For more information on the Youth program, refer to [Appendix II](#) of this guide.

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<sup>15</sup> [Training and Employment Guidance Letter 21-16](#)

<sup>16</sup> [IWD Policy 1.4.8.1 Service Provider Procurement](#)

<sup>17</sup> [IWD Policy 1.4.8.2 Allowable Methods for Competitive Procurement of Service Providers](#)

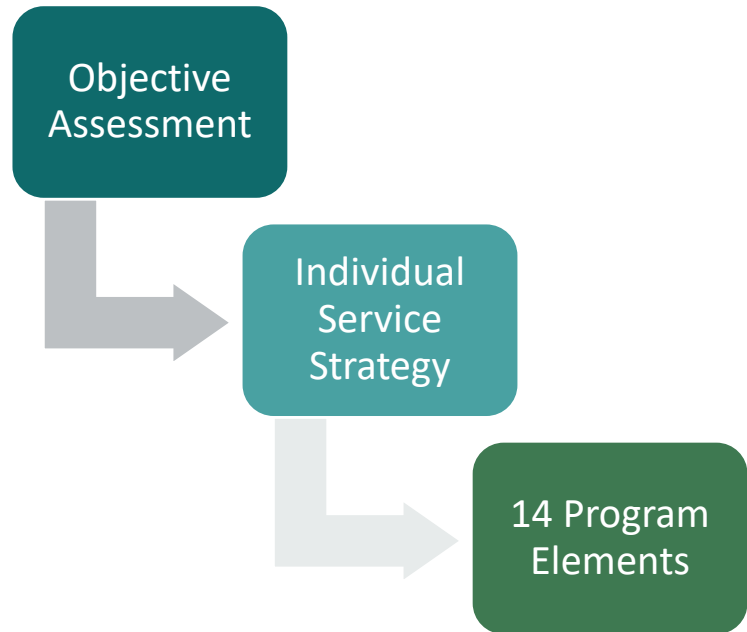
<sup>18</sup> [20 CFR 681.420 \(j\), 20 CFR 683.500](#)

<sup>19</sup> [IWD Policy 8.1.4.24 Work Experience](#)

**Youth Program Design<sup>20</sup>**

Youth programs must provide an Objective Assessment for each youth that includes a review of academic and occupational skill levels and documents service needs and strengths. This assessment serves as the basis for the Individual Service Strategy (ISS).

The **Objective Assessment (OA)** is the starting point once an individual has been determined eligible for the youth program, YIS or YOS. The OA serves as the basis for determining the actual services the individual will receive. Each person enrolled in the Youth program is to get offerings customized to their specific needs and skill levels. The OA documents those needs. The OA, using assessment instruments that are valid and appropriate for the population, should include the following:



- |  |                             |
|--|-----------------------------|
| 1. Academic skills                     | 6. Aptitudes                |
| 2. Basic review of occupational skills | 7. Supportive service needs |
| 3. Prior work experience               | 8. Developmental needs      |
| 4. Employability                       | 9. Strengths                |
| 5. Interests                           |                             |

Based on the needs identified in the Objective Assessment (and other information made available by the individual or school system, if applicable), the **Individual Service Strategy (ISS)** is developed. The ISS outlines the services across programs that the individual will receive to attain the stated occupational or educational goal. The ISS must be linked to career pathways and include educational and employment goals. Additionally, each individual enrolled in a Youth program must receive case management and follow up services.

**Fourteen Program Elements<sup>21</sup>**

Youth programs are required to make 14 specific services available to youth based on the needs identified in their assessment and ISS.

1. Tutoring and/ or study skills
2. Alternative secondary school or drop out recovery
3. Work experience (paid and unpaid)
  - a. Summer employment
  - b. Pre-apprenticeship

<sup>20</sup> [20 CFR 681.420](#)

<sup>21</sup> [20 CFR 681.460](#)

- c. Internships and job shadowing
- d. On the job training
- 4. Occupational skills which lead to recognized credentials in in-demand sectors or occupations
- 5. Education contextualized to and concurrent with workforce preparation activities
- 6. Leadership development
- 7. Supportive services, including but not limited to:
  - a. Linkages to community services
  - b. Assistance with transportation
  - c. Assistance with childcare and dependent care
  - d. Assistance with housing
  - e. Needs related payments
  - f. Assistance with educational testing
  - g. Reasonable accommodations for youth with disabilities
  - h. Legal aid services
  - i. Referrals to healthcare
  - j. Assistance with uniforms or other appropriate work attire and work-related tools, including eyeglasses and protective eye gear
  - k. Assistance with books, fees, school supplies, and other necessary items for students enrolled in post-secondary education
  - l. Payments and fees for employment and training related applications, tests, and certifications
- 8. Adult mentoring
- 9. Follow up services
- 10. Comprehensive guidance and counseling, which may include:
  - a. Substance abuse counseling
  - b. Referrals to counseling
- 11. Financial literacy
- 12. Entrepreneurial skills training
- 13. Labor market information
- 14. Transition to postsecondary education and training preparation

### ***Business Services***<sup>22</sup>

The provision of business services is mandatory within the one-stop delivery system to ensure that the needs of the businesses in the local area are met. Applicable one-stop partners must develop, offer, and deliver quality business services that assist business and industry in overcoming the challenges of recruiting, retaining, and developing talent for the regional economy. To support business and industry effectively, one-stop center staff must-

- Have a clear understanding of industry skill needs
- Identify appropriate strategies for assisting employers and coordinate business service activities across partner programs, as appropriate; and
- Develop an integrated and aligned business services strategy across partners to present a unified voice in the system's communications with employers

<sup>22</sup> [20 CFR 678.435](#), [34 CFR 361.435](#), [Training and Employment Guidance Letter 16-16](#)

Services that must be available to local employers<sup>23</sup>-

- ▶ Labor exchange activities- (the process of posting an available job and a qualified candidate being matched to that job)
- ▶ Labor market information

LWDAs must establish and develop relationships and networks with large and small employers and their intermediaries as well as develop and convene sector partnerships.

Customized services may also be developed for employers or groups of employers. Customized services are tailored specifically based on need. Examples of customized services include, but are not limited to,

- ▶ Customized screening and referral of qualified participants in career and training services
- ▶ Writing/reviewing job descriptions and employee handbooks
- ▶ Coordinating hiring events
- ▶ Brokering incumbent worker training or other customized training

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<sup>23</sup> [20 CFR 678.430 \(a\) \(4\)\(ii\) and \(a\)\(6\)](#), [34 CFR 361.430 \(a\)\(4\)\(ii\) and \(\(a\)\(6\)](#), [34 CFR 463.430 \(a\)\(4\)\(ii\) and \(a\)\(6\)](#)

# ROLES AND RESPONSIBILITIES OF CHIEF ELECTED OFFICIALS

The Chair of the County Board of Supervisors or a designee from within the board have been designated as the Chief Elected Officials in Iowa. Therefore, each county is represented by a CEO as it relates to the Workforce Innovation & Opportunity Act roles and responsibilities.

The CEOs lay the foundation for the workforce system at the local level. Their purpose is to ensure the local system operates in a comprehensive, integrated, and streamlined manner that expands opportunities for all workers and businesses. Additionally, their role is to set the foundation for the LWDB to be strategic by ensuring fiscal integrity and ensuring the local area is represented by committed and suitable local workforce development board members.

The roles and responsibilities<sup>24</sup> of Chief Elected Officials can be divided into four categories-



<sup>24</sup> [IWD Policy 1.2.1 CEO Roles and Responsibilities](#)

## Appoint/Select Functions

Appointment and Selection functions are exactly as the name describes. Functions within this category require the CEOs to appoint or select a person or entity to perform a critical function within the local workforce development area on which the remainder of the system will be built.

### I. Select a Chief Lead Elected Official

The Chief Lead Elected Official (CLEO) position is similar to the role of a board chair. The CLEO is selected from among the CEOs to represent the CEOs and make decisions on their behalf. The CLEO serves as the designated signatory for various documents associated with the local workforce development area. The law gives specific duties to the CLEO; however, it is expected that the CLEO operates within authority given by the broader group of CEOs. The [CEO Shared Liability Agreement](#) must outline the process for designating the CLEO and the decisions and actions the CLEO can make on behalf of the CEOs.

Any time there is a change in the CLEO, written notice should be sent to IWD as soon as possible.

**Submit name and contact information of Chief Lead Elected Official to**  
[WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov)

## II. Appoint LWDB Members

The CEO appoints members to the Local Workforce Development Board (LWDB) after a nomination process. The LWDB is intended to be an entity that represents the labor market within the local workforce development area. The overall purpose<sup>25</sup> of the LWDB is to develop and implement a strategic vision for the workforce system; thus, ensuring the right composition of LWDB members from key sectors can determine the success of the board. It is critical that individuals appointed to the LWDB are qualified to lead and comply with the mandated requirements of board membership.

### Categories of Membership

LWDB members are customers of the system, visionaries, advisors, and change agents, as well as custodians of the local workforce development system. As members of the LWDB, they act with full authority and responsibility to develop policies for the operation of the Board, to monitor its financial and programmatic performance, and to connect the local area with the resources required to meet the needs of the businesses and job seekers. The minimum board size is 19 members.

#### Business Representatives

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

#### Workforce Representatives

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

Category	Number of Members
Business	10
Workforce	4
Employment & Training	3
Government	2
<b>Total</b>	<b>19</b>

#### Education and Training Representatives

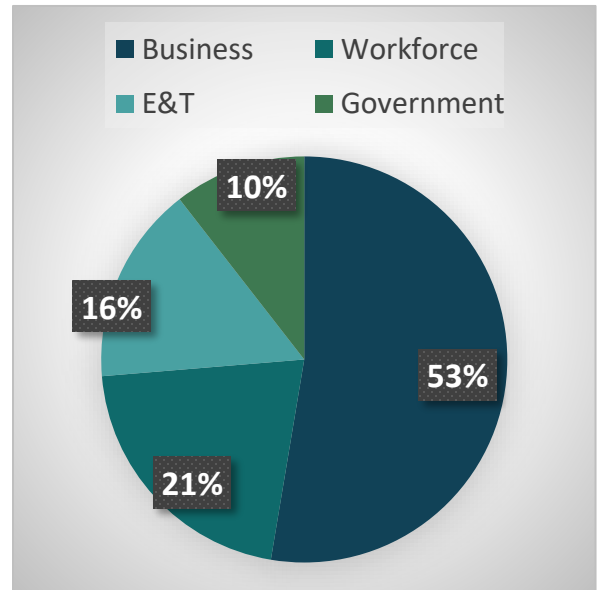
- **Must** include a representative of adult education

<sup>25</sup> [IWD Policy 1.4.3.1 Local Board Required Functions](#)

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

**Government Representatives**

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




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Iowa Code, Chapter 84A.42(c)

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

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### ***Nominations of members***<sup>26</sup>

- Business representatives must be nominated by local business organizations or business trade associations.
- Labor representatives must be nominated by local labor federations.
- When there is more than one local area provider of adult education services or multiples higher education institutions providing workforce activities, nominations must be solicited from those providers and institutions. This requirement provides for a representative selection process for these membership categories.
- See [Appendix III](#) for LWDB Member Nomination Form<sup>27</sup>
- See [Appendix IV](#) for LWDB Member Conflict of Interest Self Attestation Form<sup>28</sup>

Any time there is a change in board membership, the CLEO must submit the following to [wioagovernance@iwd.iowa.gov](mailto:wioagovernance@iwd.iowa.gov)

Signed LWDB Member Nomination form for each board member

Signed LWDB Member Conflict of Interest Attestation Form for each board member

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<sup>26</sup> [Training & Employment Guidance Letter 27-14](#)

<sup>27</sup> [IWD Policy 1.4.1.1- Submission of Nominations](#)

<sup>28</sup> [IWD Policy 1.4.1.2 Submission of Appointments](#)

### III. Create Initial Bylaws for the LWDB

#### ***Create initial by-laws for LWDB***

With CEOs being responsible for the local board member nomination process, the CEOs are also responsible for the initial bylaws for the board. Within these bylaws, the CEOs will make the determination for the initial size of the board. The by-laws, at a minimum, must address the following issues-<sup>29</sup>

- Nomination process used by CLEO to select LWDB members<sup>30</sup>
- Term limits and how terms will be staggered
- Process and timeline to notify the CLEO of a vacancy<sup>31</sup>
- Reappointment process<sup>32</sup>
- Designation of a proxy or alternate
- Determination on use of technology such as phone and web-based meetings
- Process to ensure the convening of system stakeholders, brokering relationships with a diverse range of employers, and leveraging support for workforce activities
- Description of any other conditions governing appointment or membership on the board as deemed appropriate by the CLEO
- Conflict of Interest statements as well as provisions for penalties, sanctions or other disciplinary actions for direct violations of the LWDB Conflict of Interest policy<sup>33</sup>
- Affirm compliance with Iowa's Sunshine Laws<sup>34</sup>
- Recognize the LWDB has the authority to hire staff<sup>35</sup>
- Define a quorum
- Permits the establishment of standing committees<sup>36</sup>

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<sup>29</sup> [IWD Policy 1.2.1.2 By-Laws](#)

<sup>30</sup> [IWD Policy 1.4.1.1 Submission of Nominations](#)

<sup>31</sup> [IWD Policy 1.4.1.5 Vacancies](#)

<sup>32</sup> [IWD Policy 1.4.1.3 Reappointments](#)

<sup>33</sup> [IWD Policy 1.4.6.2 Conflict of Interest](#)

<sup>34</sup> [IWD Policy 1.4.6.3 Sunshine Provision](#)

<sup>35</sup> [IWD Policy 1.4.6.4 Local Board Staff](#)

<sup>36</sup> [IWD Policy 1.4.5.1 Standing Committees Roles and Responsibilities](#), [IWD Policy 1.4.5.2 Standing Committee Membership Requirements](#)

## IV. Appoint a Fiscal Agent

### *Flow of Funds*

Understanding the flow of funds and the role of each entity within that flow is key. The funds awarded to a local area start at the USDOL, flow to the state workforce agency, then to the grant sub-recipient. The CEO is the grant sub-recipient. The CLEO may designate an entity to serve as a local fiscal agent. If a fiscal agent is not designated, the CLEO's unit of government shall fulfill the role. Designation of a fiscal agent does not relieve the CEOs of liability for misuse of grant funds.

Once the CLEO has determined an entity to serve as the fiscal agent, a written agreement outlining the roles and responsibilities of the fiscal agent, CLEO, and the LWDB must be established. It should be noted within the Fiscal Agent Agreement that the LWDB provides direction to the fiscal agent.

### Functions of a Fiscal Agent<sup>37</sup>

- Receive funds
- Ensure sustained fiscal integrity and accountability for expenditures of funds in accordance with Office of Management and Budget (OMB) circulars, WIOA, and IWD policies
- Respond to audit financial findings
- Maintain proper accounting records and adequate documentation
- Prepare financial reports
- Provide technical assistance to contractors regarding fiscal issues
- At the direction of the LWDB, the fiscal agent may also-
  - Procure contracts or obtain written agreements
  - Conduct financial monitoring on service providers, and
  - Ensure independent audit of all employment and training program

### Considerations when designating a fiscal agent

- If no organization is designated, the CLEO's unit of government shall fulfill the role
- To be a fiscal agent, the organization must be able to
  - receive federal dollars
  - fulfill all required functions listed below and any functions that may be added
- While the CLEO designates the fiscal agent, it is the LWDB that will guide the functions of the fiscal agent. The fiscal agent only has authority to do what it is contracted to do. The fiscal agent does not oversee the local workforce development board or the board staff.

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<sup>37</sup> [IWD Policy 1.3.1.0 Local Fiscal Agent Required Functions](#)

Firewalls<sup>38</sup>

To ensure conflict of interest is minimized, the organization or entity designated to serve as Fiscal Agent may not serve in any other selected or designated role within the local workforce system: LWDB staff, Service Provider, or One Stop Operator.

Anytime there is a change in the Fiscal Agent, the CLEO must submit the following information to [wioagovernance@iwd.iowa.gov](mailto:wioagovernance@iwd.iowa.gov) as soon as possible-

Name of Fiscal Agent

Contact Person, Title, email address, phone number; or

Confirmation that the CLEO will serve this role

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<sup>38</sup> [IWD Policy 1.4.6.1 Firewalls](#)

## V. Select the One Stop Operator



The primary responsibility of the One Stop Operator<sup>39</sup> is to coordinate all activities and functions performed by the various one stop partners and to ensure that services provided are fully integrated and of the highest quality. Generally, these functions include-

- Job search, placement, recruitment, and labor exchange services
- Local, regional and national labor market information
- Training services
- Employment and training activities
- Employer/business services

Additionally, the One Stop Operator is responsible for coordinating system related functions and activities, such as-

- Providing performance and cost information for training per program per provider
- Sharing information about local workforce area performance and One-Stop system performance
- Overseeing information, referral, and coordination of activities with other programs and services that may be within or outside of the One-Stop system
- Regularly evaluating the One-Stop system to identify opportunities for innovation and improvement
- Bringing One-Stop partners together to develop new strategies and solutions
- Sharing data and best practices to drive system performance
- Developing and implementing operational policies and procedures for the One-Stop system

The One-Stop Operator must be procured competitively at least every four years.<sup>40</sup>

### Tasks which the One-Stop Operator is not permitted to perform

- Convene stakeholders to assist in the development, preparation, and submission of the local WIOA plan
- Prepare, develop and/ or submit local plans or budgets
- Be responsible for oversight of itself
- Manage or significantly participate in the competitive selection process for one stop operators
- Select or terminate one stop operators, career services providers, and/ or youth providers
- Negotiate local performance measures

<sup>39</sup> [IWD Policy 1.4.7.1 Role of the One Stop Operator](#)

<sup>40</sup> [IWD Policy 1.4.7.3 Allowable Methods for Competitive Procurement of the One Stop Operator](#)

### Entities that can serve as One Stop Operator<sup>41</sup>

- ▶ A public, private, nonprofit entity or a consortium of entities in the local workforce development area. A consortium must include at least three of the required one stop partners.
- ▶ The entity selected is a sub-recipient of a federal award and, therefore, must follow the Uniform Guidance.

### Firewalls<sup>42</sup>

To minimize conflict of interest, the entity selected through competitive procurement to serve as the One Stop Operator is limited on other roles it can fulfill within the local workforce system. The One Stop Operator shall not serve as the fiscal agent or staff to the Local Workforce Development Board. The only other roles permitted for the entity selected as One Stop Operator include provider of career services and/ or youth provider.

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<sup>41</sup> [IWD Policy 1.4.7.2 One Stop Operator Eligible Entities](#)

<sup>42</sup> [IWD Policy 1.4.6.1 Firewalls](#)

## Review and Approve Functions

The functions within the Review and Approve category relate to tasks that other entities will perform that will need your approval to proceed. For some tasks, the role of the CEO is simply to provide comment. For other tasks, your perspective regarding services will be critical to the LWDB's success. It should be noted, as well, that within the Review and Approve category, there are tasks that involve how funds are spent by the LWDB. Note that CEOs share liability for the use of funds; therefore, your approval is critical in these decisions.

### I. Approve LWDB Budget



The LWDB must develop a budget based on needs of the workforce system customers (both business and individual) in the local area. The budget must be consistent with the local plan, which is the document that outlines what services will be provided and how. The budget must, also, include Infrastructure Funding Agreements (IFAs) for the local system. The IFAs outline how partners will share costs within the local system, such as rent, utilities, or equipment within one-stop centers.

Annually, the CEOs will collaborate with the LWDB to approve the budget. All funds awarded to the LWDB must be budgeted and allocated. While a fiscal agent may be designated to receive the funds, it is the CEOs and LWDB who have the responsibility for determining how the funds will be used to meet the needs of the customers in the local area.

- The budget must be consistent with the local plan.
  - The local plan is the document which outlines what services will be provided.
- The budget must include the Infrastructure Agreements (IFA) for the one stop centers.
  - IFAs outline how the partner agencies share costs within each center and local system.

## II. Approve of Non-Mandatory One Stop Partners



The One Stop partners list referenced earlier are federally mandated to participate in the one stop. However, other entities with a similar mission could also be a part of the system and participate fully as do the mandated partners. Such inclusion of additional, or non-mandatory, partners is based on approval of the LWDB and the CEOs. It is expected that you know your community best and know if an organization would be an asset to the vision of the one stop system. A non-mandatory partner organization may express interest in joining the system or you may reach out to an organization based on an identified need or lack of existing resources.

Should a non-mandatory organization seek to join the one stop system, the organization must comply with the same requirements as the mandatory partners:

- 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
- Sign the Memorandum of Understanding (MOU) with the LWDB
- Participate in the operation of the system
- Provide representation on the LWDB, as required, and participate on committees of the LWDB, as needed



### III. Comment on State Plan



Under WIOA, a state must create a plan, every four years with intermittent modifications, that describes its overall strategy for workforce development and how it will be implemented to meet the skill needs of workers, jobseekers and employers. States should use their plans to explain how WIOA's core programs, along with other state and federal programs, will work together to support the mission and vision of WIOA – beyond minimal compliance but with innovation in addressing skill gaps and meeting the needs of job seekers and employers. States must provide opportunities for authentic input from a broad variety of stakeholders to ensure the plan is informed by those who will implement it and by those intended to benefit from it.

The purpose of the State Plan is to provide the framework for how the state will outline a strategic vision and goals for the workforce development system which

- Strategically aligns programs within the workforce system
  - Unified Plan focuses on six core programs
  - Combined Plan focuses on six core programs plus other partners
- Directs investments in economic development, education, and workforce programs
- Applies strategies for job-driven training consistently across federal programs
- Enables economic, education, and workforce partners to build a skilled workforce through innovation and program alignment

The state must provide opportunity for public comment on and input into the development of the State Plan prior to its submission. Opportunity for input must be given to

- |  |                                    |
|--|------------------------------------|
| ➤ Representatives of LWDBs and CEOs      | ➤ Institutions of higher education |
| ➤ Businesses                             | ➤ Other stakeholders               |
| ➤ Representatives of labor organizations | ➤ General public                   |
| ➤ Community-based organizations          | ➤                                  |
| ➤ Adult education providers              |                                    |

## IV. Negotiate Performance Measures



Performance measures are the way USDOL reports to Congress on how well the system is performing. Meeting performance measures is important for LWDBs but should not be used to drive decisions regarding service delivery. In other words, it is important to consider how the way services are delivered will contribute to positive performance outcomes, but the attainment of positive performance outcomes should not drive

service delivery.

The minimum required performance measures are listed below. Performance is tracked quarterly within the state agency’s reporting system and should be reported to the LWDB quarterly (or the frequency determined by the LWDB). Failure to meet performance measures can result in intervention by the state agency and lead to decertification of a local workforce development board. Additionally, successful performance is a factor in the Governor’s decisions regarding continued designation of local workforce development areas.

The state agency, IWD, negotiates the performance measures with the US Department of Labor for the WIOA Adult, Dislocated Worker, and Youth funding streams. Subsequently, the state agency negotiates with each of the local workforce development areas in the state.

	Primary Indicators of Performance	Description
<b>1</b>	Employment Rate	Percentage of participants in unsubsidized employment during the second quarter after exit from the program.  Youth may substitute unsubsidized employment with participation in education or training activities.
<b>2</b>	Employment Rate	Percentage of participants in unsubsidized employment during the fourth quarter after exit from the program.  Youth may substitute unsubsidized employment with participation in education or training activities.
<b>3</b>	Median Earnings	The median earnings of participants in unsubsidized employment the second quarter after exit.
<b>4</b>	Credential Attainment Rate	Percentage of participants who obtain a post-secondary credential, high school diploma or recognized equivalent, or GED during the participation in or within one year after exit.
<b>5</b>	Measurable Skills Gain	Percentage of participants in an education or training program leading to a post-secondary credential or employment AND who are achieving measurable skills gains toward such a credential or employment.
<b>6</b>	Effectiveness in serving employers	Retention with same employer, repeat business customer, employer penetration rate

## V. Approve Memorandum of Understanding and Infrastructure Funding Agreement



The MOU is an agreement developed through local discussion and negotiation and executed between the LWDB and the one-stop partners, with the agreement of the Chief Elected Official. The MOU addresses the operation of the one-stop delivery system in the local area and must include:

- A description of services provided through the one-stop system, including the manner in which services will be coordinated and delivered
- Agreement on funding the costs of the system, including funding for infrastructure costs
- Methods for referring individuals between partner programs
- Methods to ensure the needs of job seekers, youth, and individuals with disabilities are addressed by the system
- Duration of the MOU and procedures for amending it. Reasons for amendment include changes in infrastructure cost contributions, changes in CEO, LWDB, and one-stop partner signatories
- Assurance the MOU will be reviewed at least once every three years
- Signatures from LWDB, one-stop partners, and CLEO

### ***Infrastructure Funding Agreement***

The Infrastructure Funding Agreement (IFA) is the financial plan to fund the services and operating costs of the one-stop delivery system. Joint funding is an essential foundation for an integrated service delivery system and necessary to develop and maintain high standards of service.

Infrastructure costs of one-stop centers are non-personnel costs that are necessary for the general population of the one-stop center including-

- Rental of the facilities
- Utilities and maintenance
- Equipment (including assessment-related products and assistive technology for individuals with disabilities) and
- Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities

## VI. May Approve LWDB to be the One Stop Operator

LWDBs, with the approval of the CLEO and the Governor, may be selected as the One Stop Operator through either a competitive procurement or a sole source determination (when consistent with state policy)<sup>43</sup>. Regardless of the procurement process utilized, LWDBs must prepare written documentation outlining the process<sup>44</sup>. The possibility of a LWDB serving as the One Stop Operator does not waive the requirement for competitive procurement.

<sup>43</sup> 20 CFR 678.610

<sup>44</sup> 20 CFR 678.605(d)

If the LWDB plans to compete for the role of One-Stop Operator, the LWDB must have appropriate firewalls and conflict of interest policies and procedures in place.<sup>45</sup> The best practice is to have an independent and separate entity run the entire procurement process. This could be done via a contract (this is an allowable expense) or the SWDB or state agency could conduct the procurement process.<sup>46</sup>

## VII. May Approve LWDB to be the Adult/ Dislocated Worker Career Services Provider

With the approval of the CLEO and the Governor, LWDBs may be selected as the career services provider for adults and dislocated workers.<sup>47</sup> As mentioned above, when an entity has been selected to perform more than one role at the local level, sufficient firewalls must be in place to ensure that entity can perform all responsibilities free of conflict of interest.

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<sup>45</sup> [20 CFR 678.615\(a\)](#)

<sup>46</sup> [Training and Employment Guidance Letter 15-16](#)

<sup>47</sup> [20 CFR 679.410\(b\)](#)

## High Level Oversight Role

High Level Oversight refers to the tasks of management and governance which you will perform, along with the Local Workforce Development Board, to ensure the system operates efficiently and correctly. High level indicates that your role is not to be in the day to day operations of running an IowaWORKS center or a WIOA funded program.

### I. CEO Shared Liability Agreement

If the LWDA is multi-jurisdictional, a written agreement is required to apportion financial liability. In Iowa, this CEO Shared Liability Agreement<sup>48</sup> not only outlines how CEOs will apportion liability in the event program costs are determined as disallowed and require repayment to USDOL or the state agency, but also outlines processes for how CEOs will execute on key WIOA related tasks. An agreement template is available in [Appendix V](#) of this document. While you are not required to use the template, each items listed on the template must be addressed in your agreement.

Possible methods for apportioning costs-

- Equal distribution based on number of counties
- Population-based formula – the more populated counties would provide a greater share of the financial costs
- Expenditures – the percentage of WIOA funds that have been expended to the benefit of residents per county. The county with the individuals who have accessed more services from the workforce system would share more of the cost.

#### *Sections of the Agreement*

##### **1. Process to designate the CLEO**

Determine and outline how the CLEO will be chosen. The CLEO will serve as the main point of communication from Iowa Workforce Development to the broader group of CEOs. The CLEO will represent the LWDA in discussions with IWD as well as with the LWDB.

#### Best Practices to Consider

- This can be done through a vote or rotation schedule.
- Avoid “always” scenarios such as “it is always the CEO from X county because it is the largest.”
- Term recommended to be not less than one year
- Decisions CLEO can make without a vote of the CEOs
- Steps taken to avoid conflict of interest between the CEOs, LWDB, fiscal agent, or administrative entity
- Provide assurance CLEO will not serve as the highest-ranking officer on any board which governs the fiscal agent or direct services provider

<sup>48</sup> [IWD Policy 1.2.3.0 CEO Shared Liability Agreement](#)

- Describe communication plan between CLEO and CEOs
- 2. LWDB Member nomination, appointment<sup>49</sup>, removal<sup>50</sup> and reappointment process<sup>51</sup>**
- Considerations for nomination process
  - Business representative (51%) and workforce representative (20%) are non-negotiable and minimum standards. However, CEOs may elect to make these requirements higher for their LWDB.
  - Examine labor market information to understand which industries are in-demand in your local area.
  - View the board as jointly owned by each CEO and avoid assigning each county a business representative.
  - Consider adding attendance requirements to the board by-laws and failure to attend can include dismissal from the board.
  - Use the LWDB Job Description provided in Appendix 3 when talking with individuals about serving on the LWDB.
  - Adhere to [Iowa Code 84A](#) requirements regarding gender and political affiliation equal distribution

### 3. Process to Designate Fiscal Agent

- Considerations for designation process
  - Competitive procurement is not required but could be beneficial with this process.
  - The selected entity must have the ability to receive federal funds and be familiar with Generally Accepted Accounting Principles.
  - Remember – any entity selected to serve as fiscal agent may not serve in any other designated or selected role within the local workforce system.<sup>52</sup>

### 4. Method for sharing liability of funds<sup>53</sup>

The purpose of this section is to outline how local governments will share in the liability of a disallowed cost regarding WIOA funds. It is key that consensus exist regarding this issue.

- Possible methods for apportioning costs
  - Equal distribution based on number of counties
  - Population based formula – the more populated counties would share more of the financial burden
  - Expenditures – the percentage of WIOA funds that have been expended to the benefit of residents per county. The county with the individuals who have accessed more services from the workforce system would share more of the burden.

<sup>49</sup> [IWD Policy 1.2.1.1 Appointment of Local Board Members](#)

<sup>50</sup> [IWD Policy 1.4.1.7 Local Workforce Development Board Member Removal](#)

<sup>51</sup> [IWD Policy 1.4.1.3 Reappointments](#)

<sup>52</sup> [IWD Policy 1.4.6.1 Firewalls](#)

<sup>53</sup> [WIOA §107\(d\)\(12\)\(B\)\(i\)\(I\)](#)

- ▶ Detail the process for reconciling disallowed costs. In most cases, liability for costs which are recommended for disallowance and which are not resolved, rest with the entity responsible for incurring the cost. In the event the entity responsible cannot or will not assume the liability, this CEO Shared Liability Agreement must provide the process for how funds will be reimbursed.
  - For an expenditure (or group of expenditures) to be deemed “disallowed,” an audit process or compliance monitoring process has occurred. In both situations, there are steps designed to resolve the issue prior to repayment occurring.
  - Should repayment be necessary, it must be done with non-federal dollars. Repayment would be made to the State of Iowa or US Department of Labor.
  - It is critical that contracts issued by the LWDB or on behalf of the LWDB using WIOA funds include strong language regarding disallowed costs and include clear delineation of roles and responsibilities regarding the contract activities/services.

## 5. Process for making significant governance and oversight decisions<sup>54</sup>

### a. Develop and submit the local plan

- Per WIOA, the LWDB must create a plan that describes its overall strategy for workforce development and how it will be implemented to meet the skill needs of workers, jobseekers and employers at the local level. Local plans must align with state plans. Plans explain how WIOA’s core programs, along with other state and federal programs, will work together to support the mission and vision of WIOA- beyond minimal compliance but with innovation in addressing skill gaps and meeting the needs of job seekers and employers. The local plan must align with the local budget.



### b. Provide WIOA program oversight

- CEOs and LWDBs must establish clear and open communication channels to ensure they are aligned with the vision of the local system.

### c. Select the One Stop Operator

- Considerations
  - Who will coordinate the procurement process?
  - Are staff needed for this effort?
  - How will we evaluate potential bidders?

### d. Approve the LWDB budget

- Ensure it is a comprehensive process and that neither party is performing as a “rubber stamp.”
- Must align with the local plan

### e. Agree on the Memorandum of Understanding

<sup>54</sup> [WIOA §107\(d\)](#)

- The Memorandum of Understanding (MOU) is the document which outlines the roles and responsibilities of each partner agency within the system. The MOU, also, outlines how services will be delivered within the system both to the job seeking customer and the business customer.
- f. **Criteria by which the CLEO shall agree to the LWDB's request to provide career services or serve as a one stop operator**<sup>55</sup>
- The board may be interested in serving as the provider of career services or as the one stop operator. In either of those cases, approval from CLEO is needed. Then the request must be made to IWD.
  - Review policies regarding Firewalls<sup>56</sup> and the One Stop Operator Procurement<sup>57</sup> to aid in decision-making.

## 6. Name and contact information of each CEO

### 7. Dispute Resolution process

- Considerations for decision making
  - Local issues should be decided locally. While these issues may be difficult, building a transparent and accountable governance structure for the local workforce system is critical to achieving and sustaining compliance with provisions and principles of WIOA.
  - Draw from your experience as a local official when disputes arise.
  - Will decisions be made by vote or consensus?

### 8. Annual budget review and approval process

- This section is similar to 5d above; however, the difference here is the review and approval process specifically by the CEOs.
  - As CEOs you will decide your method/process for approval. All CEOs could review or you could have a smaller work group of the CEOs that reviews and makes recommendation to the CLEO.

### 9. New CLEO acknowledgement

- When a new CLEO is selected, per the process outlined within this document, the new CLEO must agree in writing to the CEO Agreement and its stipulations. Additionally, IWD must be notified of the new CLEO.

### 10. New CEO acknowledgement

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<sup>55</sup> [20 CFR 679.410\(b\)](#)

<sup>56</sup> [IWD Policy 1.4.6.1 Firewalls](#)

<sup>57</sup> [IWD Policy 1.4.8.2 Allowable Methods for Competitive Procurement of Services Providers](#) and [IWD Policy 1.4.7.6 Avoiding One Stop Operator Conflicts of Interest](#)



- For any reason that there is a new CEO, the LWDB is responsible for notifying the new CEO of her/ his responsibilities as well as the need to review and update any written agreements about the CEOs.<sup>58</sup> Additionally, IWD must be notified of the new CEO.

CEO Shared Liability Agreement may require ratification by local governments. If so, those processes must be included in your timeframe to meet the deadline.

Send fully executed agreement to [WIOAgovernance@iwd.iowa.gov](mailto:WIOAgovernance@iwd.iowa.gov)

IWD will file with Secretary of State's Office

## II. Conduct Oversight of Local One Stop System and Adult, Dislocated Worker, and Youth Programs

### *One Stop System Oversight*



In partnership with the LWDB, the CEOs are tasked with providing oversight of the entire one-stop delivery system in the local area. Joint oversight between the two groups ensures the system is accomplishing the vision set forth by WIOA and its corresponding regulations.

The vision cast by the LWDB is expected to be a wide net encompassing all partner programs within the system. While each program is unique and must fulfill its regulatory requirements, all programs work toward the same vision set forth by the LWDB.

It may be necessary to set policy for the one-stop delivery system as it relates to things such as (not intended to be an exhaustive list):

- Targeted sectors or occupations
- Customer service and customer flow within the one-stop centers
- Unified business services teams

#### Business Services

The provision of business services is mandatory within the one-stop delivery system to ensure that the needs of the businesses in the local area are met. Applicable one-stop partners must develop, offer, and deliver quality business services that assist business and industry in overcoming the challenges of

<sup>58</sup> [20 CFR 683.710\(b\)\(3\)](#)

recruiting, retaining, and developing talent for the regional economy. To support business and industry effectively, one-stop center staff must:

- Have a clear understanding of industry skill needs
- Identify appropriate strategies for assisting employers and coordinate business service activities across partner programs, as appropriate; and
- Develop an integrated and aligned business services strategy across partners to present a unified voice for the system's communications with employers

Career services which must be available to local employers<sup>59</sup>-

- Labor exchange activities (the process of posting an available job and referring qualified candidates to the employer)
- Labor market information

LWDAs must establish and develop relationships and networks with large and small employers and their intermediaries as well as develop and convene sector partnerships.

Customized services may also be developed for employers or groups of employers. Customized services are tailored specifically based on need. Examples of customized services include, but are not limited to,

- Customized screening and referral of qualified participants in career and training services
- Writing/reviewing job descriptions and employee handbooks
- Coordinating hiring events
- Brokering incumbent worker training or other customized training

### ***Adult, Dislocated Worker, and Youth Programs Oversight***



Additionally, in partnership with the LWDB, CEOs have specific oversight for the WIOA Adult, Dislocated Worker, and Youth funding streams and must determine the appropriate mix of adult and dislocated worker services to provide<sup>60</sup>. The oversight the LWDB provides for these specific programs should align with the oversight and guidance given to the overall one-stop system. As such, it is necessary for the LWDB and CEOs to establish policies specific to the adult, dislocated worker, and youth funding streams. Some policies the LWDB must develop are listed below; however, additional policies established at the state level, as well as those addressing LWDB-specific goals, should also be documented. A few policies required by WIOA include-

- Determine documentation requirements for providing training services without first providing career services
- Determine when follow-up services must be provided to adults and dislocated workers
- Develop a policy on self-sufficiency wage for use with On the Job Training (OJT) contracts for eligible employed workers
- Determine criteria for an OJT contracts

<sup>59</sup> 20 CFR 678.430 (a) (4)(ii) and (a)(6), 34 CFR 361.430 (a)(4)(ii) and ((a)(6), 34 CFR 463.430 (a)(4)(ii) and (a)(6)

<sup>60</sup> 20 CFR 680.140 (a)

- Determine criteria for an employer to be eligible to receive local incumbent worker training
- May establish limits on the provision of supportive services

### Youth Services

Just as there are career services for adults and dislocated workers, WIOA provides services for youth in two categories- in school and out of school. Of the youth allocation received by a LWDA, 75% must be spent on out of school youth services.

Youth service providers must be competitively procured unless the local board has determined that there are insufficient or only under-performing providers available in the local area. These circumstances would justify a sole-source procurement of a youth provider. Requests for proposals (RFPs) should specify that proposed program services must support attainment of a high school diploma or its equivalent, entry into post-secondary education, and career readiness.

### ***Additional Considerations in providing Oversight***

CEOs provide oversight, management and governance to the system. A few ways to do this include-

- Develop robust procurement processes for each workforce system contract awarded
- Execute contracts with clear performance metrics and outcomes expectations
- Ensure fiscal agent establishes proper fiscal controls and auditing procedures
- Ensure LWDB staff effectively monitor all contracts issued regularly
- Do not use service providers who produce subpar results
- Make decisions based on the best interest of the system
  - Use data when making decisions
- Be engaged
  - Ask questions
  - Read materials
  - Attend meetings
- It is expected that the funds awarded to the local area per year will be spent timely and accurately

### Establish and review policies

- Support policy that create opportunities for innovative services and that policies support the collective CEO vision for the local workforce system
- Ensure that your involvement is at a governance and oversight level; avoid getting involved in the operations or “the weeds” of the day to day work
- Be aware of the local economy and what is occurring
  - Use data to guide decision making about strategies, services, and providers
- WIOA funds can be used to proactively address talent pipeline needs and respond to skills shortages within industries

### III. State Workforce Development Board

The purpose of the SWDB is develop and continuously improve the state workforce system. The SWDB establishes the vision for the system and oversees implementation of that vision. The SWDB is appointed by the Governor and has mandated membership similar to that of a LWDB. There are two required seats for CEOs from the state and Iowa Code has expanded those seats to a total of four. As a CEO, you may be appointed to the SWDB to represent the CEO perspective on the board.

### IV. Request LWDA designation<sup>61</sup>

#### ***Request Initial Designation***

Through Program Year 2017 (July 1, 2017-June 30, 2018), CEOs and LWDBs could request initial designation of a local area. The Governor had to approve the request if the following applied:

- It was a local workforce area under WIA
- The local area performed successfully AND sustained fiscal integrity.

After initial designation, the CEO and LWDB may submit a request for subsequent designation. The Governor must approve the request if, for the two most recent program years, the following occurred:

- LWDA performed successfully (Indicators of Performance)
- LWDA sustained fiscal integrity
- LWDA met regional planning requirements, if applicable.

A request for subsequent designation is a passive request, which means it is implied unless otherwise stated.

#### ***Voluntary Redesignation<sup>62</sup>***

At any time, a CEO and LWDB may submit a request for designation as a local workforce development area. The SWDB must make a recommendation to the Governor based on the Governor's local area designation policy. The Governor approves or denies the request based on established policy.



#### ***Consultation***

Governors must develop a local area designation policy that includes-

- Consultation<sup>63</sup> with the SWDB, CEOs, and LWDBs
- Public comment period
- Must consider the extent to which the requested local area
  - Is consistent with local labor market areas
  - Has a common economic development area

<sup>61</sup> [IWD Policy 1.1.1.2 Designation of Local Areas](#)

<sup>62</sup> [Training and Employment Guidance Letter \(TEGL\) 27-14, change 1](#)

<sup>63</sup> WIOA sec 106(b)(1)(A-B)

- Has sufficient federal and non-federal resources for education and training

The SWDB must also develop an appeals process for local governments who request designation but are denied.

## V. Transfer Funds between Programs



CEOs are given the opportunity to have input in every significant financial decision made by the LWDB due to CEOs having financial liability for the funds. Up to 100% of funds may be transferred between Adult and Dislocated Worker funding streams.<sup>64</sup> For a LWDB to transfer funds between the Adult and Dislocated Worker funding streams, the CEOs must approve the request. If such a request is approved by the CEOs, the LWDB must notify IWD. The transfer must occur within IWD's Financial Management system in addition to the accounting system of the Fiscal Agent.

## VI. LWDB Reorganization Process

### ***LWDB Certification***<sup>65</sup>



The Governor is required to certify one LWDB for each LWDA in the state every two years. Certification is based on

- Compliance with LWDB membership requirements
- The extent to which the LWDB has provided workforce activities that enable the LWDA to
  - Meet performance indicators AND
  - Achieve sustained fiscal integrity

Failure to achieve certification shall result in appointment of a new LWDB by the CLEO.

### ***LWDB De-certification***<sup>66</sup>

There are three circumstances in which an LWDB could be de-certified by the Governor:

- Fraud and abuse
- Failure to carry out LWDB functions
- Non- performance

Regarding fraud, abuse, or failure to carry out LWDB functions, the Governor may decertify an LDWB at any time, but must first provide notice and provide an opportunity to comment.

<sup>64</sup> WIOA §129(4)(A-B)

<sup>65</sup> [IWD Policy 1.4.4.1 Certification](#)

<sup>66</sup> [IWD Policy 1.4.4.2 Decertification](#)

Regarding nonperformance, the Governor may decertify if a local area fails to meet specific performance measures for two consecutive program years.

### ***Re-organization Plan***<sup>67</sup>



If the Governor decertifies a local board, the Governor may develop a Reorganization Plan, which may require the appointment of a new LWDB. If a Reorganization Plan is developed, it must be done in consultation with the CEOs. If a new LWDB must be appointed, the CLEO would make the appointments and it must adhere to the specified membership and certification requirements.

## VII. Allocation Formulas for In State Adult and Youth Funds



Governors, or the state workforce agency on behalf of the Governor, must allocate WIOA formula funds to the designated local workforce areas based on formulas outlined in WIOA sections 128 and 133. Additionally, the SWDB must assist the Governor in the development of any youth or adult discretionary formulas. Discretionary funding would be beyond the formula-funded allocation. The CEOs and LWDBs must be consulted in this process.

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<sup>67</sup> WIOA 107 (c)(3)(C)

## Strategic Planning Functions



Strategic planning is where you will be intentional and purposeful in planning workforce and economic goals for your local workforce development area. You and the board will set a vision for the local workforce system. What does the local system need to do, for example, to produce more skilled workers or meet the demands of a growing industry? What are the growing industry sectors for the LWDA? You and the board ask and answer these questions as well as other questions to determine the vision for the local system.

### I. Develop, Implement, and Modify the Local Plan

Every four years, the LWDB, in partnership with the CEOs, must develop a Local Plan which outlines how the LWDB will develop, align, and integrate service delivery strategies across programs. Broadly, the local plan must:

- Identify and describe policies, procedures, and local activities to be carried out
- Direct investments in economic development, education, and workforce programs
- Apply job-driven strategies in the one stop delivery system
- Enable partners to build a skilled and ready workforce through innovation and alignment across programs
- Be incorporated into a regional plan, if applicable
- Be consistent with the State Plan

On a more detailed level, the Local Plan must outline how the LWDB will ensure that the core programs<sup>68</sup> will

- Expand access to employment, training, education, and support services
- Facilitate the development of career pathways and co-enrollment, as appropriate
- Improve access for individuals to obtain industry-recognized post-secondary credentials that are portable and stackable
  - The plan must also include strategies to ensure the local workforce system meets the needs of businesses in the local area and that business has the opportunity to engage with the system in meaningful ways.

The process to develop the Local Plan must include the partners and must be led by the LWDB. The state agency is required to issue guidance regarding content of the plan to ensure LWDBs are aligning their service strategies with that of the SWDB's vision and statewide plan. Additionally, the local plan must align with the LWDB budget.

<sup>68</sup> 20 CFR 679.560

## II. Conduct Regional Planning, if applicable

A Regional Plan is required if the State assigns two or more LWDAs to a region. Local planning requirements still apply, but each Local Plan in the region must be incorporated into the Regional Plan.

A Regional Plan is a four-year action plan to develop, align and integrate service delivery strategies and resources among the multiple LWDAs in a given region. Regions are identified by the State to align workforce development activities and resources with larger regional economic development areas and available resources. The Regional Plan must be consistent with the vision and goals of the State Plan.

At this time, there are no WIOA defined regions within Iowa. Therefore, no LWDBs or CEOs must meet this requirement.



## Appendix I- Basic and Individualized Career Services

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### *Basic Career Services*

- Orientation to one-stop services
- Outreach, intake, referrals to other services (based on need)
- Job search assistance and referrals to available jobs/placement
- Assistance filing unemployment insurance claim
- Provide labor market information including but not limited to- current hiring trends, in demand jobs and industries, wages, skills and education needed for specific jobs, information on non-traditional employment
- Assessment of career interest, aptitude, basic education, English proficiency, need for supportive services
- Eligibility determination for programs with specific criteria
- Connection to other programs including, but not limited to, Medicaid, CHIP, SNAP, TANF, and transportation services
- Assistance with completing financial aid applications
- Training provider outcomes data (graduation rates, employment after graduation) and cost of training per provider
- Outcomes measurement/performance information on one-stop centers and programs at the one-stop center
- Workshops regarding skills needed to find a keep a job
- Veteran services

### *Individualized Career Services*

- Comprehensive and specialized assessments and discussions on the results
- Development of an individualized employment plan
- Individual and group counseling
- Career planning
- Short-term soft skills and career readiness services and other workforce preparation activities
- Internships and work experience opportunities
- Assistance with completing financial aid documents and basic budget management tips
- Training for individuals with limited English proficiency

## Appendix II- Youth Program

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### *In school youth criteria*

- Attending school
- Between ages 14 and 21
- Low income and one or more of the following:
  - Basic skills deficient
  - English language learner
  - Offender
  - Homeless
  - Foster care
    - Currently in
    - Aged out
    - Age 16 and left foster care for kinship guardianship or adoption
  - Pregnant or parenting
  - Has a disability
  - Requires additional assistance to complete an educational program or to obtain or maintain employment

### *Out of school youth criteria*

- Not attending school
- Between the ages of 16 and 24 (at time of enrollment)
- One or more of the following:
  - Withdrew from school before obtaining a diploma or high school equivalency
  - Within the age of compulsory attendance but has not attended for the past six months
  - Has a secondary school diploma or equivalent, and
    - Is low income and
      - Basic skills deficient or
      - English language learner
  - Offender
  - Homeless or runaway
  - Foster care
    - Currently in
    - Aged out
    - Age 16 and left foster care for kinship guardianship or adoption
  - Pregnant or parenting
  - Has a disability
  - Low income and requires additional assistance to enter or complete an educational program or to obtain or maintain employment

## Appendix III- LWDB Member Nomination Form

### Local Workforce Development Board Member Nomination Form

**Nominee (Applicant Information):**

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

Local Workforce Development Area Representing: \_\_\_\_\_

Position/Title: \_\_\_\_\_

Address: \_\_\_\_\_ City/Zip Code: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Gender:  Male  Female

Local Workforce Development Board category the nominee represents (check only one):

Business  Labor Organization  Adult Education and Literacy  Higher Education

Organization Representing: \_\_\_\_\_

Please describe briefly why you would like to serve on the Local Workforce Development Board:

\_\_\_\_\_  
\_\_\_\_\_

**Nominating Organization Information:**

Organization: \_\_\_\_\_

Number of Employees: \_\_\_\_\_

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

Position/Title: \_\_\_\_\_

Address: \_\_\_\_\_ City/Zip Code: \_\_\_\_\_

Phone Number: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

*I hereby recommend and nominate the above-named person for membership on the Local Workforce Development Board.*

\_\_\_\_\_  
Nominator's Signature Date

**Action by the Chief Lead Elected Official**

Subject to certification required by Section 107 of the Workforce Innovation and Opportunity Act of 2014 and Policy 1.4.1.1 Submission of Nominations, the person nominated herein has been duly appointed to the Local Workforce Development Board by the Chief Lead Elected Official.

Political Affiliation: \_\_\_\_\_

Term of Appointment: From \_\_\_\_\_ To \_\_\_\_\_

\_\_\_\_\_  
Signature of Chief Lead Elected Official Date

**Action by Iowa Workforce Development**

Appointment is:  Affirmed  Denied

Signature of IWD Representative/Date

## Appendix IV- LWDB Member Conflict of Interest Attestation Form

### Local Workforce Development Board Member Conflict of Interest Attestation Form Instructions

Local Workforce Development Board (WDB) members must ensure that their individual interests do not conflict or interfere with their duties while serving in their appointed positions. An actual or apparent conflict of interest can arise at any time and must be addressed immediately. The Local WDBs and their members must adhere to both federal and state conflict of interest requirements.

A conflict of interest is a circumstance in which the Local WDB member's individual interest impairs (or gives the appearance that it could impair) the ability to make an unbiased decision or provide an unbiased public service.

All Local WDB members must complete and sign the Conflict of Interest Attestation Form upon appointment to the Local WDB. The Form shall be submitted to Iowa Workforce Development upon completion, and again as required as part of the certification process no later than June 1st of the certification year.

After the Local WDB is certified or recertified, each Local WDB member shall sign a Local WDB Conflict of Interest Attestation Form annually. The annual requirement shall begin the year following certification or recertification and Forms shall be submitted to Iowa Workforce Development no later than January 31st.

**Local Workforce Development Board Member Conflict of Interest Attestation Form**

Local Workforce Development Area: \_\_\_\_\_

I, the undersigned, have read Section 107(h) of the Workforce Innovation and Opportunity Act, and do hereby attest that a conflict of interest does not exist between my individual interests and my ability to make unbiased decisions while serving as a member of the Local Workforce Development Board.

If a conflict of interest arises between my individual interests and duties as a member of the Local Workforce Development Board, I will immediately acknowledge, disclose and act according to Local Workforce Development Board By-Laws for such conflicts.

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Local Workforce Development Board Member's Printed Name

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Local Workforce Development Board Member's Signature Date

## Appendix V- CEO Shared Liability Agreement Template

# CHIEF ELECTED OFFICIAL (CEO) SHARED LIABILITY AGREEMENT

As noted in WIOA Section 107(c)(1)(B), when a Local Workforce Development Area (LWDA) includes more than one unit of government, the Chief Elected Official (CEO) of each unit may execute a written agreement that specifies the responsibilities of the Chief Lead Elected Official (CLEO) and the individual CEOs.

Iowa Workforce Development policy 1.2.3.0 CEO Shared Liability Agreement requires the establishment of a written agreement which determines how financial liability will be shared between the CEOs and outlines how the CEOs will collaboratively fulfill their roles and responsibilities regarding the Workforce Innovation & Opportunity Act (WIOA).

CEOs must enter into an agreement with each other that, at a minimum, include the following sections:

1. Describe the process and the method the CEOs will use to determine the Chief Lead Elected Official (CLEO). The CLEO is required by WIOA to approve or provide guidance on a number of LWDB activities. Therefore, the state requires CEOs to select a CLEO who will act on behalf of the other CEOs and to include the following information in the CEO Shared Liability Agreement.
  - a. State the following information for the appointed CLEO:
    - i. Name, title, and contact information: *Click or tap here to enter text.*
    - ii. Term of CLEO: *Click or tap here to enter text.*
    - iii. Decisions CLEO may carry out on behalf of CEOs: *Click or tap here to enter text.*
    - iv. Describe the steps taken to ensure CLEO's duties will not create or be perceived to create a conflict of interest between the board of CEOs, LWDB, fiscal agent or administrative entity: *Click or tap here to enter text.*
    - v. Provide assurance the CLEO will not, for the term as CLEO, serve as the highest-ranking officer on any Board or other entity that governs the fiscal agent or a direct service provider: *Click or tap here to enter text.*
    - vi. Describe the process the CLEO will utilize to keep the CEOs informed regarding LWDB activities. Determine how many times a year the CEOs will meet and how often a joint meeting with the LWDB will be held: *Click or tap here to enter text.*
2. Describe the process and method CEOs will use for the nomination, appointment, removal or reappointment of members to the Local Workforce Development Board (LWDB), including each individual CEO's role in the appointment process and how appointments will be distributed between or among CEOs in the local workforce development area. Outline the process by which the CLEO will appoint members to the local board from the individuals nominated or recommended to be such members in accordance with the criteria established under *WIOA Section 107(b), 20 CFR 679.320-360; IWD policy 1.4.2.1 Local board Membership Requirements; IWD Policy 1.4.1.1 Local Workforce Development Board Submission of Nominations*





### Chief Elected Official (CEO) Shared Liability Agreement

- a. Outline how CEOs will ensure LWDB representation is fair and equitable across the LWDA and in accordance with *IWD Policy 1.4.2.1 Local Board Membership Guidelines*: Click or tap here to enter text.
  - b. Describe the process to determine the terms of office for Board members: Click or tap here to enter text.
3. Outline the process to be used to designate an entity to serve as the local fiscal agent. Such designation shall not relieve the CLEO of the primary liability for any misuse of grant funds. *IWD policy 1.2.1.0 CEO Roles and Responsibilities, IWD policy 1.3.1.0 Fiscal Agent Functions*
  - a. Name of fiscal agent: Click or tap here to enter text.
  - b. Contact person name and contact information: Click or tap here to enter text.
  - c. Effective date of fiscal agent designation and length of designation: Click or tap here to enter text.
4. Describe the method, formula or other basis on which each unit of local government's liability for misspent funds or disallowed costs will be determined, including acknowledging that any required repayment of funds must be made from non-federal fund sources. The CLEO's liability may be apportioned among all of the CEOs in the CEO Shared Liability Agreement. *IWD policy 1.2.3.0*
  - a. The CEO Shared Liability Agreement must indicate the CLEO's acknowledgement of financial liability as noted in WIOA 107(d)(12)(B)(i)(I) and outline the process for determining each CEO's share of responsibility. This determination could be based on allocation, population, expenditures, or other criteria determined by the CEOs: Click or tap here to enter text.
  - b. Outline the detailed process for reconciling disallowed costs. In most cases, liability for costs which are recommended for disallowance and which are not resolved, rest with the entity responsible for incurring the cost. In the event the entity responsible cannot or will not assume the liability, the CEO Agreement must provide the process on how funds will be reimbursed: Click or tap here to enter text.
5. Describe the process and method the CEOs will utilize to make all other significant decisions pursuant to the responsibilities of CEOs under the Workforce Innovation and Opportunity Act and its regulations, as well as *IWD policy 1.2.1.0 CEO Roles and Responsibilities*. Describe how the CEOs will fulfill their responsibilities to partner with the Local Workforce Development Board to
  - (1) Develop and submit the local plan- WIOA section 107 (d)(1): Click or tap here to enter text.
  - (2) Provide WIOA program oversight- WIOA section 107(d)(8): Click or tap here to enter text.
  - (3) Select the one stop operator- WIOA section 107(d)(10): Click or tap here to enter text.
  - (4) Approve the Local Workforce Development Board budget- WIOA section 107(d)(12):
  - (5) Agree on the Memorandum of Understanding 20 CFR 678.420(c): Click or tap here to enter text.
  - (6) Outline the criteria by which the CLEO shall agree to a local board's request to provide career services or service as a one-stop operator: Click or tap here to enter text.
6. State the name, representation, contact information and signature of each CEO in the local area: Click or tap here to enter text.

Chief Elected Official (CEO) Shared Liability Agreement

7. State how disputes among CEOs will be resolved regarding responsibilities under WIOA: Click or tap here to enter text.
8. Describe the process for reviewing and approving the LWDB annual budget by the CLEO. *WIOA Section 107(d)(12)(A). IWD policy 1.2.1.0 CEO Roles & Responsibilities*: Click or tap here to enter text.
9. Describe the process to be used when an amendment or change is needed to the CEO Agreement.: Click or tap here to enter text.
10. When a new CLEO is selected in accordance with the CEO Agreement, the newly selected CLEO must submit to the LWDB and IWD a written statement acknowledging that he/she:
  - a. Has read, understands and will comply with the current CEO Agreement; and: Click or tap here to enter text.
  - b. Apprises Iowa Workforce Development (IWD) of the change in CLEO designation: Click or tap here to enter text.
11. When a new CEO is elected within the LWDA, the newly elected official must submit to the LWDB a written statement acknowledging that he or she:
  - a. Has read, understands, and will comply with the current CEO Agreement; Click or tap here to enter text. and
  - b. Reserves the option to request negotiations to amend the CEO Agreement at any time during the official's tenure as a CEO: Click or tap here to enter text..

This CEO Agreement is accepted by the parties this Enter text. [Day] of Enter text. [Month] Enter text. [Year]:

Signature: Click or tap here to enter text.	Signature: Click or tap here to enter text.
Signature: Click or tap here to enter text.	Signature: Click or tap here to enter text.
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## Appendix VI: Definitions of Adult, Dislocated Worker and Youth

- **Adult**- anyone 18 or older
- **Dislocated worker**- an individual who
  - has been terminated or laid off, or who has received a notice of termination or layoff
  - is eligible to receive or has exhausted Unemployment Insurance Benefits or is not eligible to receive based on a reason other than significant attachment to the workforce
  - is employed at a facility in which the employer has made a general announcement of closure within 180 days
  - self-employed but is unemployed due to general economic conditions or natural disaster
  - displaced homemaker
  - spouse of an active duty Armed Forces member and who has lost a job due to a relocation due to change in duty station
- **Youth**-
  - **Out of School Youth**- an individual not attending any school, age 16-24 and who meets one or more of the following:
    - Withdrew from school without completing or graduating
    - Within the age of compulsory school attendance but has not attended for the most recent quarter
    - Has received a high school diploma or its equivalent but who is low income and is
      - Basic skills deficient
      - An English language learner
      - Connected to the justice system
      - Homeless
      - Pregnant or parenting
      - Has a disability
      - Low income and requires additional assistance to complete an educational program or obtain/ maintain employment
  - **In School Youth**- an individual who is age 14-21 and is attending school is low income and one or more of the following:
    - Basic skills deficient
    - English language learner
    - Connected to the justice system
    - Homeless
    - Pregnant or parenting
    - Has a disability
      - Requires additional assistance to complete an educational program or to obtain/ maintain employment