



Application

141588 - WIOA Local Service Plan

156799 - Region 10 WIOA CSP

Workforce Innovation and Opportunity Act

Status: Submitted

Submitted Date: 03/09/2016 3:25 PM

Primary Contact

AnA User Id

CARLA.ANDORF1@IOWAID

First Name*

Carla

Ann

Andorf

First Name

Middle Name

Last Name

Title:

Email:

carla.andorf@iwd.iowa.gov

Address:

4444 1st Ave NE

City*

Cedar Rapids

Iowa

52402

City

State/Province

Postal Code/Zip

Phone:*

319-560-6284

Phone

Ext.

Program Area of Interest

Workforce Innovation and Opportunity Act

Fax:

Agency

Organization Information

Organization Name:

WIOA Regional Planning Consortium Region 10

Organization Type:

Regional Planning Commission

DUNS:

Organization Website:

Address:

City State/Province Postal Code/Zip
Iowa

Phone:

Ext.

Fax:

Benefactor

Vendor Number

Board Details

Board Chair Name: Linda Langston

Title: County Supervisor

Provide current business title.

Business Name: Linn County

Provide current business organization name.

Business address: 935 2nd St SW, Cedar Rapids, IA

Provide current business address.

Business phone:* 319-892-5000 extension:

Board Chair business email: linda.langston@linncounty.org

Identify counties served by Region: Benton County, Cedar County, Iowa County, Johnson County, Jones County, Linn County, Washington County

Indicate each county currently served by the proposed plan. Use CTRL to multi-select.

Local Area's Chief Elected Official Chair

Local Area's Chief Elected Official Chair Name: Bob Yoder

Provide current Local Area's Chief Elected Official Chair.

Elected Title: County Supervisor

Provide current title.

Local Government Affiliation: Washington County

Provide local area's chief elected chair current government affiliation.

Address: PO Box 889; Washington, IA 52353

Provide local area elected official's current government affiliation address.

Phone:*

319-653-7711

Provide local area elected official's current government affiliation phone number. extension:

Email:

byoder@co.washington.ia.us

Provide local area elected official's current government affiliation email.

Core Partners

Workforce Development

WIOA (Title I) Director - Adult and Dislocated Worker Services: Carla Andorf
Organization Name: Kirkwood Community College
Address: 6301 Kirkwood Blvd; Cedar Rapids, IA 52404
Phone:* 319-365-9474 31107
extension:
Email: carla.andorf@iwd.iowa.gov

WIOA (Title I) Director - Youth Services:

Organization Name: Kirkwood Community College
Phone:* 319-365-9474 31107
extension:
Email: carla.andorf@iwd.iowa.gov

Wagner-Peyser Manager:

Address: Carlos Vega
4444 1st Ave NE; Cedar Rapids, IA 52404
Phone:* 319-365-9474 31104
extension:
Email: carlos.vega@iwd.iowa.gov

Rehabilitation Services

Vocational Rehabilitation Supervisor: Holly Mateer
Address: 4444 1st Ave NE; Cedar Rapids, IA 52404
Phone:* 319-294-9308
extension:
Email: holly.mateer@iowa.gov

Department for the Blind Supervisor:

Address: Jamie Phipps
524 4th St, Des Moines, IA
Phone:* 515-249-9137
extension:
Email: jamie.phipps@blind.state.ia.us

Adult Education and Literacy

Adult Education and Literacy Services Coordinator: Marcel Kielkucki
Title: Director
Organization: Kirkwood Community College

Address: 6301 Kirkwood Blvd; Cedar Rapids, IA 52404
Phone:* 319-784-1513
extension:
Email: marcel.kielkucki@kirkwood.edu

One-Stop System

One-Stop System Center Name: IowaWORKS
Street Address: 4444 1st Ave NE
City: Cedar Rapids
Zip Code: 52402
Phone: 319-365-9474
Fax: 319-351-4433
Office Hours: 8:30 AM-4:30 PM M-F; except W 9:00 AM open
One-Stop Center Operator
One-Stop Center Operator Name: Kirkwood Community College and IWD
One-Stop Center Operator Title: Director/Manager
One-Stop Center Operator Organization: Kirkwood Community College and IWD
Attach a spreadsheet of all one-stop service locations: Attachment 1 CSP-One Stop Locations.xlsx

Fiscal Agent

Fiscal Agent - responsible for disbursing local area WIOA (Title I) grant funds: Kim Becicka

Provide contact name as the fiscal agent.

Fiscal Agent Title: Vice President

Fiscal Agent Organization: Kirkwood Community College

Provide the name of the associated organization.

Fiscal Agent DUNS: 878047943

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

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

Economic Analysis

Industry Sectors and Occupations

On February 4, 2016, the RWDB reviewed available regional industry cluster, labor market, and workforce data. The regions Workforce Needs Assessment and the Regional Labor shed Analysis provided up-to-date trends. Both reports are attached to this plan. Key findings for the Creative Corridor include:

A third of businesses have current or anticipated job vacancies.

There are 1.7 job openings for each unemployed person.

Employers report more dissatisfaction with hard skills, compared to soft skills; showing a shift from past survey findings.

Attraction and retention are key for the region. 31% of employers are planning to expand. 67% plan to maintain their current workforce level.

Sales training needs is a common theme from businesses.

Wages of \$10.00/hour is the lowest amount unemployed people are willing to accept.

Over 50% of the jobs require education beyond high school.

IowaWORKS website is utilized 11% for job searches.

Top careers by numbers:

Office and administrative support

Management

Education and training

Production

Healthcare

Describe existing in-demand industries and occupations for the region:

Sales

Business finance

Construction

Transportation

Refer to question B-3.

Emerging industries in Region 10 are represented by the five sector boards:

Financial Services, Banking and Customer Services

Health Care

Advanced Manufacturing

Transportation and Logistics

Information Technology

Describe emerging in-demand industries and sectors in the region:

Additional areas of expansion include:

Sales

Food Preparation and serving

Employment within these sectors are on the rise in Region 10. Many industries in Region 10 are also being impacted by retirements in the next 10 years, creating a strong demand for newly trained workers.

Refer to question B-3.

Knowledge and Skills Needed

Employers in Region 10 reported occupational skills as the primary need within the workforce. Almost 40% of employers list occupational skills as lacking. Thirty percent report soft skills as lacking, while 20% report basic skills as lacking. There appears to be a shift back to a need for occupational skills, compared to past assessments where soft skills were the largest identified need. In addition, Manufacturing is especially impacted by retirements.

Region 10 is focusing on targeting two sectors:
Advanced Manufacturing

Insurance Services, Banking and Customer Services

Describe knowledge and skills needed to meet employer needs of identified existing and emerging in-demand industry sectors and occupations:

These industries have developed clear employment and training pathways for the workforce system to focus on.

In-Demand Manufacturing occupational knowledge, credentials and licensures include:

CNC Skills and Certifications

CNC NIMS Credentials

Welding Skills and Certifications

AWS Credentials

OSHA 10 Safety

Forklift Operation

Basic tool knowledge

Measurements

Basic Manufacturing Terminology

In-Demand Insurance Services, Banking and Customer Services occupational knowledge, credentials and licensures include:

Customer Service Skills

Intermediate to Advanced Computer Skills

Basic Reading and Writing Skills

Critical Thinking

Basic Banking and Insurance terminology

Basic Computer networking and Support knowledge

Industries requiring customer service skills vary widely on the type of service they provide, meaning the workforce needs to be prepared with solid computer skills, customer service skills and the ability to read, write and think critically. They will be taught industry specifics upon hire.

Refer to question B-3. With regard to the industry sectors and occupations identified, provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

***OPTIONAL Additional Needs Assessment**

Attach additional documentation for regional needs:

[Creative Corridor Workforce Needs Assessment Attachment.pdf](#)

Upload a single PDF that includes all additional materials required to define regional needs.

Workforce Analysis

Employment and Unemployment

The Cedar Rapids one-stop served 10,832 individuals in calendar year 2015. Of the Region 10 customers seeking services:

10.5% report a disability

10.2% are age 23 or below

14.4% are age 55 and above

10.9% need their high school equivalency diploma

52.5% only have a high school diploma or equivalency

5.5% are veterans

Sixty three percent of customer only have the training required to complete low-skill jobs.

Provide an analysis of current employment and unemployment data and trends in the region:

Unemployment rates have dramatically reduced since the recession of 2008. Current rates for the region are almost below 3.0 with several counties registering rates below 3.0.

Region 10 Unemployment Rates

2008 - 3.8

2009 - 5.6

2010 - 5.4

2011 - 5.1

2012 - 4.6

2013 - 4.4

2014 - 4.1

2015 - 3.1

With low unemployment, and a large workforce shortage approaching, it is important for the workforce system to respond by training low-skilled customers and identify the most at-risk citizens, helping them up skill to address the workforce shortage issue.

Refer to question B-4.

Labor Market Trends

Over 1/3 of businesses in the region have current or anticipated vacancies. Top vacancy areas include:

Health Care and Social Service

Wholesale and retail trade

Manufacturing

Transportation and Warehousing

Construction

Provide an analysis of key labor market trends, including across existing industries and occupations:

Currently in Region 10 there are 1.7 job vacancies for every 1.0 unemployed person. This will only get worse as retirements continue. Five percent of our workforce is age 65 or older. The average age of the workforce is 47.

Future workforce trends reported by businesses show that about two out of three plan to maintain workforce levels (not taking into account attrition due to retirements), about 1/3 plan to expand their workforce. Attracting and retaining workforce is a key priority of the region. The board also discussed the need to link citizens with barriers, and who are often overlooked, with the right skills training to help them fill workforce demands will be critical to moving Region 10 forward.

Refer to question B-4.

Educational Skill Levels of the Workforce

Employers report that 1 in 5 candidates lack basic skills (reading, math).

Of customers served at the Cedar Rapids IowaWORKS office in 2015:

10.9% need their high school equivalency diploma

52.5% only have a high school diploma or equivalency (no additional training)

Provide an analysis of the educational skill levels of the region's workforce, including individuals with barriers to employment:

To help bridge the gap between needed workforce and local openings Region 10 will continue to offer adult basic education and English language acquisition courses to build the basic skills of the unemployed and underemployed individuals within the region. This will create a workforce with the skills needed to enter into in-demand careers or to continue onto advanced training or certification.

Refer to question B-4.

Skill Gaps

Almost 2 out of 5 applicants lack the needed occupational skills according to local employers. This is a growing trend in the region, as past reports did not have lack of occupational skills as the top skill lacking in job candidates. In addition, over half of IowaWORKS customers only have a high school diploma or equivalent with more than 10 percent lacking even a diploma or equivalent. While more than 62% of customers do not have training that prepares them for local middle skill jobs.

Provide an analysis of the skill gaps for the region's workforce, including individuals with barriers to employment:

The regional one-stop partners will continue to link job seekers lacking credentials or degrees with training to meet local industry and sector needs. The board has prioritized training in Financial Services, Banking & Customer Service and Advanced Manufacturing, as well as any in-demand STEM careers. The workforce system will work with employers and training providers to ensure job seekers have access to labor market information and local career training opportunities.

Refer to question B-4.

Activities Analysis

Accomplishments in Past Year

During this past year, Region 10 was given additional resources to provide itinerant services in communities where IWD provided service in the past. As a result, a Workforce Advisor was hired in September and began providing services in the communities starting in November 2015. On October 12th, 2015, Region 10 held an in-service training including all core partners (Wagner Peyser, WIOA contractor, IVRS, and AEL) where staff educated each other about their programs and began the dialogue about further collaborative opportunities.

In the past year, Kirkwood Community College continues to expand service opportunities for individuals in need of AEL services. ESL programming has been expanded to the IowaWORKS office in Cedar Rapids. Intake processes have been revised to provide additional resources to students as they begin their studies in the AEL program. As a result of these changes, student participation in programming has increased.

Provide a brief synopsis of the region's significant workforce development activities during the past year:

This past year the Dislocated Worker team developed a system and program around offering apprenticeship programming for dislocated workers. The team has learned much about apprenticeship opportunities in the area, how to develop those, created linkages with training providers and employers and developed a system to quickly prepare customers for apprenticeship and helper positions. The integration of the business services team has also been a success and is helping the program spread and apprenticeship opportunities grow within the region.

The youth team has developed stronger linkages with agencies serving out of school youth. They

have increased out of school enrollments throughout last year and into this year. The team has also increased employer linkages and is completing more internships and work experiences with students. Development of stronger linkages with the business services team is creating additional opportunities for youth.

Region 10 has five robust sector boards covering Advanced Manufacturing, Health Care, Information Technology, Finance/Insurance, and Transportation. These sector boards work in partnership with local economic development group, sector partners and Workforce Development Board to develop curriculum that is industry recognized, as well as to promote the opportunities within their respective industry to both the current and future workforce.

Region 10 has two Employer Council of Iowa (ECI) groups who meet monthly to discuss issues relevant to the business community and provide seminars featuring local experts to address those topics.

Region 10 also provides industry driven, short term training opportunities as core services to our members within the center. Topics are determined through collaboration with local businesses to ensure training meets their immediate needs.

In Region 10, the core partners have been meeting since August of 2015 in order to foster additional opportunities for collaboration and to provide aligned services to customers of each program. Core partner managers have been meeting on a regular basis to discuss programs and services

each program provides, look for opportunities to work together to lessen duplication and increase collaboration.

On October 12, 2015, staff members from all core partners met in a joint in-service, where representatives from each partner shared with others on their services. Staff members then participated in a modified SWOT analysis, providing the core partner managers with information for additional training and collaboration opportunities.

From that information, work has begun on creation of referral materials to be used by each program, as well as identification for additional training opportunities, as feedback from staff members indicated a desire for additional training opportunities. Staff members from the core partners were again brought together on January 13, 2016, for a joint training with Mr. Greg Newton, WIOA consultant.

The core partner management team in Region 10 has also met to work on the creation of the Region 10 local plan, as well as the formulation of the local memorandum of understanding. Core partner members have also begun to attend meeting of the local workforce development board to present information on core partner programs, and to provide assistance to the board on plan development.

Refer to question B-1 and B-5. Provide an analysis of the region's workforce development activities, including education and training activities of the core partners.

Mandatory and Other Partners

Attach a spreadsheet of all mandatory and other partners for the regional workforce development system:

RegionalOne-StopContactList.docx

Strengths and Weaknesses of Workforce Development Activities

Weaknesses:

Customers unaware of all services

Customers unaware of need for services
(customers do not understand that they may lack skills and/or the high expectations/needs of local employers)

Employers report lack of soft skills. How can we incorporate more soft skills training.

Continuing to strengthen relationships between all programs.

Provide an analysis of the strengths and weaknesses of existing workforce development activities of the core partners:

Strengths:

Relationships with employers through Sector Boards and staff work.

Employer information sessions for career planning and developing short term in house training based upon business needs.

All partners integrating into sector boards to serve more targeted populations. Serving higher need individuals with job placement.

Refer to question E-2.

Current Level of Integration and Alignment

The four core partners meet regularly to discuss strategies to implement WIOA, complete the Customer Service Plan and coordinate services in the region, including coordination of activities around workforce and economic development. Below are a few key examples of how the core partners are aligning services.

Regular meetings with core partner managers help keep joint strategies and services on track. Meetings typically take place every other week, but more often when needed.

The IVRS and IowaWORKS Business Services teams are more aligned in their work with employers.

Describe strategies and services of the core partners used to coordinate workforce development activities with economic development programs and activities:

Adult Basic Education is providing services at the center.

The IowaWORKS office is beginning to provide job search services and referrals at the Adult Basic Education office.

IVRS has a team member who is providing services on the floor and is acting as a resource for other one stop staff members serving individuals with disabilities.

Youth team coordinating with the Business Services team to identify youth work readiness opportunities.

The four core partners are attending sector board

meetings together to better align services with employer needs.

The core partners are meeting together as full teams to participate in joint trainings. As a result several smaller work groups have been identified to work on better coordination of services.

Refer to question B-5.

IVRS maintains formal Memorandums of Understanding with Kirkwood Community College, VA Vocational Rehabilitation and Employment, and Department of Education. By outlining roles and responsibilities, this creates a streamlined approach to providing wraparound supports and services that create learning opportunities to advance skills that will directly impact the areas labor market.

The Wagner-Peyser team supports secondary education with training for NCRC testing.

The IowaWORKS office, Business Services team and youth team work with local schools to offer an annual youth job fair in Cedar Rapids, and is a partner in youth job fairs in Iowa City.

Describe how the region coordinates with area secondary and post-secondary educational institutions to align strategies, enhance services and avoid duplication of core partner services:

The IowaWORKS office provides job search and basic occupational training through workshops offered at the IowaWORKS office but promoted and utilized by K12 students.

Adult Education and Literacy program representatives attend county center and regional center meetings held by Kirkwood Community College. These meetings are held with area high schools that partner with Kirkwood at those locations. AEL staff members provide updates regarding adult education and literacy programming offered at each location.

The Youth team works closely with area High Schools. The team receives referrals for enrollment into the youth program. Strong partnerships also exist with the iJAG programs located within the

Cedar Rapids Community School District and the Iowa City Community School District.

Refer to question B-7.

Regional Strategic Vision and Goals

Regional Vision Statement

Provide a vision statement which demonstrates alignment with the Governor's Future Ready Iowa initiative and Iowa's Unified State Plan.

Region 10 Vision:

Providing a seamless and integrated workforce delivery system for businesses and individuals by:

1. Ensuring accessibility for all individuals
2. Sustaining and strengthen regional economic growth through innovative sector partnerships
3. Creating pathways that connect a pipeline of skilled workers to current and emerging industry

Regional Vision Statement:

Region 10 Mission: Effectively contributing to Iowas Creative Corridors quality of life by connecting businesses and individuals to workforce solutions.

Description of Regional Strategic Vision

Region 10 will develop and deliver a demand driven system that focuses in on business needs, and helps workers align their skills and abilities with the needs of the region. Use of sector board work and career ladders, local economic development groups, and labor market data the system will respond to the regions needs and align services to help workers increase wages, meet business demand and foster growth in the Creative Corridor.

The board is focused on the Advanced Manufacturing and Financial Services, Insurance and Customer Service industry sectors and career opportunities as well as STEM pathways. The need to identify and serve the underserved population such as those with disabilities, criminal backgrounds, poor work history and other barriers will be critical to help fill the workforce demands of sectors.

Describe the regional boards strategic vision and goals and priorities for preparing an educated and skilled workforce including youth and individuals with barriers to employment:

Strategic Priorities and Goals:

Priority #1. Community Awareness of Integrated Workforce System: Design an integrated workforce system that focuses on increased awareness of the workforce system with external customers (businesses) and internal customers (four core partner programs).

Goals:

Develop a Workforce System Orientation for use with Businesses and Customers.

Increase visibility through joint outreach, marketing and awareness campaigns, especially seeking local media outlets.

Provide ongoing staff training, continuously integrate services and evaluate regularly.

Develop a referral process between the four core programs which includes a hand off and follow up process.

Priority #2. Preparation of the Workforce: Design, develop and offer training for individuals to prepare for current and emerging industry workforce skill requirements. Support the regions workforce through pathways that provide advanced, skilled and future ready workers.

Goals:

Design and develop career exploration and training pathways (including basic, soft and hard skills), especially focused on Advanced Manufacturing and Financial Services/Insurance/Customer Service sector board pathways.

Provide training information on STEM and high-demand occupations in the Creative Corridor.

Provide tools, resources, and services to reduce barriers to work and education/training.

Align partner services to training pathways to reduce barriers and ensure customers receive needed support.

Priority #3. Effective Business Engagement: Engage more effectively and widely, and collaborate more extensively with employers in workforce planning. Provide access to individuals with workforce resources aligned to business needs and the regions current and emerging sectors to bolster regional workforce competitiveness.

Goals:

Support all regional sector board work focusing on Advanced Manufacturing, Financial Services/Insurance/Customer Service, and STEM by ensuring alignment to regional workforce needs/demands.

Create workforce system programming aligned to local business demands/needs.

Integrate current apprenticeship career opportunities into career and training pathways and expand apprenticeship opportunities with regional employers.

Develop systems to better prepare and help individuals with barriers to employment to enter into training career opportunities and long-term employment.

Refer to question C-1.

Vision Alignment to State Vision and Goals

Region 10's vision and goals align with the states vision and goals.

The focus for both the state and local vision and strategic priorities centers around accessibility to pathways for workers to enter into current and emerging industries. Through increased accessibility and awareness for individuals and businesses, Region 10 will connect customers into the integrated system in as seamless manner possible.

Priority #1: Community Awareness

This local priority works toward better accessibility and awareness within the community. It also focuses on better integration of services to create a stronger workforce system.

Priority #2: Preparation of the Workforce

This priority focuses on developing and supporting career pathways. It will involved developing a workforce pathway (internal) to link customers to training and career opportunities.

Priority #3: Effective Business Engagement

This priority will target the state focus on sector partnerships, enhancing and growing business partners to respond to business needs and develop a responsive career pathway system.

Describe how the regional board's vision aligns with the States Strategic Vision and Goals in the Unified Plan:

Refer to question B-2.

Regional Strategies

Strategic Alignment of Resources

Taking into account the analyses described in the Regional Strategic Planning section, describe strategies of the core partners to align resources available to the local area to achieve the strategic vision and goals:

The board and core partners will align resources of the core programs through:

Adult Education and Literacy representatives on RWDB

Vocational Rehabilitation, Adult Education and Literacy, Wagner Peyser and Title 1B. attending RWDB meetings and present jointly on services and activities.

RWDB monitors spending, performance measures, processes and referral system of core partners to ensure we are aligned, on track and targeting RWDB priorities as a workforce system.

Refer to question C-2.

Expanded Access

Describe strategies the regional board, working with the core partners will expand access to employment, training, education, and support services for eligible individuals including youth and individuals with barriers to employment:

The board and core partners will provide expanded access of the core programs through:

Co-enrollment in multiple partner programs

Development of referral process, tracking system and follow-up of referrals

Integration and co-location of services

Workforce system orientation

Regional partners coordinate the development of local Memorandum of Understanding

Ongoing staff training and work groups to ensure greater access to services with reduced duplication.

Refer to question C-4.

Facilitate Career Pathways and Co-Enrollment

The board and core partners will facilitate career pathways and co-enrollment through:

Alignment of business outreach activities

Co-enrollment in multiple partner programs

Describe strategies the regional board will facilitate with the core partners in the development of Career Pathways and co-enrollment, as appropriate, to improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate, portable and stackable:

Monitor joint performance metrics

Foster pathways (referrals) between the core programs to prepare individuals for post secondary credentials, and increase basic skills.

Together work with sector boards and businesses to identify career/training pathways., and develop pathways with in the workforce system to link people with these career paths.

Refer to question C-4, Part B.

Additional Regional Board Strategies

Identify any additional regional board's strategies relative to local workforce development, education and training needs not otherwise included:

The RWDB partners with existing training programs including PACE, GAP, Four Oaks PATHS, Goodwill, and Department of Corrections. These partners provided needed soft skills training, work experiences and customers into the workforce system to help us all meet the needs of businesses.

Strategy Alignment to State Strategies

The Community Awareness priority will design an integrated workforce system that focuses on increased awareness of the workforce system with external customers (businesses) and internal customers (four core partner programs). By working collaboratively to increase awareness of all services within the workforce delivery system, we will ensure employers are aware of our services and utilize the workforce system to fill their talent pipeline. This aligns with the state's strategies of accessibility and integrated education and training.

Preparation of the workforce priority will focus on design, development and training for individuals to prepare for current and emerging industry workforce skill requirements. This priority will support the region's workforce through pathways that provide advanced, skilled and future ready workers. Iowans in Region 10 will learn about in-demand careers, be able to start on their training pathway through each of the core partners and gain skill aligned with employer needs in the region. This aligns with the state's strategies of career pathways and integrated education and training.

Describe how the regional board's strategies align with the States Strategies in the Unified Plan:

Effective Business Engagement priority will ensure the workforce system engages more effectively and widely, and collaborate more extensively with employers in workforce planning. The system will provide businesses with access to individuals with workforce skills aligned to business needs, through participation in sector board activities, ECI events, and inclusion of businesses into activities at the center. This aligns with the state strategies of career pathways and sector partnerships.

Performance Goals (Joint Goals across Core Programs)

*****State Joint Performance Goals Pending.*****

How will core partners contribute toward the State's expected level of performance based on primary indicators:

Each core partner's individual performance metrics along with the joint metrics will be monitored regularly by the Regional Workforce Development Board. The core partners will work towards each hitting their individual metrics which will help all achieve the joint metrics.

Through co-enrollments, integrated services, no-wrong-door policy, increased referrals, and better linkage with employers, the four core partners will together meet the Region's joint performance metrics.

Refer to question E-10.

Assessment for Continuous Improvement

Tracking Performance Outcomes and CONTINUOUS IMPROVEMENT

Describe how the regional board will assess the overall effectiveness of the workforce investment system in relation to the strategic vision, goals, and strategies and how it will use the results of this assessment and other feedback to make continuous improvements:

The regional workforce development board is prepared to measure the overall effectiveness of the one-stop system through:

- (1) Review of joint performance metrics
- (2) Review of individual performance metrics
- (3) Review of strategic priorities and goals

Through analysis of these items at each meeting, the board will ensure the system is making progress towards the strategic priorities and goals. The board will increase goals, add goals or re-evaluate goals to meet business needs within the Creative Corridor.

Refer to question C-13.

Implementation of Strategies

Regional Workforce Development Board

In order to meet the requirements of WIOA for cooperation between the programs of Workforce Development, Vocational Rehabilitation, and Department of Education common portal, referred to as the Services Account, collects common demographical information and assigns a state wide Participant Individual Record Layout (PIRL) number. The Services Account uses Open ID to permit users to use their personal email address and password. This portal is owned by Iowa Workforce Development and is currently scheduled to receive upgrades which will make agency cross-use more efficient, reliable and secure.

Describe how the regional board will implement its identified strategies:

Iowa's common data-collection and reporting processes are used for all programs and activities provided by workforce investment funds at Iowa's One-Stop Centers. Iowa's Integrated Service Delivery system uses a common job-seeker registration and enrollment process that also uses the same computer software that generates the participant data base. IWORKS is Iowa's data management system.

Customers access career services throughout their experience with the integrated one stop center. At the first point of entry, customers answer a variety of questions (as part of the "Services Account") pertaining to their educational level, work experience, desired goals, and any known barriers. Customers become members through this process resulting in full access to all WIOA core services. Staff creates an individualized service plan addressing the needs and goals of the member. Throughout the implementation of the

initial service plan, staff utilizes various assessment tools to determine if more intensive services are necessary in meeting the members employment goal. As part of this process, it is imperative that the WIOA partner staff collaborates, utilizing subject matter expertise to determine the best course of action to assist the member rather than simply making a referral.

This will create a shared pool of candidates for the fore core partners to serve together, be measured on together and create a process for stronger referrals and linkages between programs.

Refer to questions D-3 and D-7. Include how the One-Stop centers are using integrated, technology-enabled intake and case management, and how career services are provided.

Core Partners

Region 10 has developed an Action Plan Worksheet serving as a menu of services available to all members. Action steps are tailored to meet the specific goal of the member. At minimum, all customers will complete their work registration; receive labor market information, training information, work readiness assessment opportunities, and referrals to core and one stop partners. Duplication of services will be minimized through the development of teams including both core and system partner staff. These teams will develop processes and procedures regarding appropriate program referrals of customers.

Describe how the regional board will implement its identified strategies with regard to Wagner-Peyser:

Refer to question C-9. Include how improved service delivery and avoidance of duplication of services will be achieved.

Current Adult Education and Literacy (AEL) services are provided locally by Kirkwood Community College. The local AEL director also serves as a voting member on the local board, and has been a member since 2011. This has enhanced Region 10s knowledge and understanding of AEL services, as the board has received training in the past on AEL programming opportunities through the region. As part of the renewal of Kirkwoods local plan extension for the FY2016 cycle, the local board was presented with a summary of Kirkwoods plan and provided a letter of support for its annual renewal. This process will occur again for the FY2017 program year, as the AEL program enhances its collaborative efforts with other local core partners.

Describe how the regional board will implement its identified strategies with regard to **Adult Education and Literacy:**

AEL services are provided locally at the Cedar Rapids one-stop, and customers receive referrals to area programming from the Iowa City office. Core partners have received training as well as referral materials to make appropriate referrals to AEL services. By the start of FY2017, core partners will receive web access to the appointment scheduling system utilized by the Kirkwood AEL program to be able to create appointments for AEL services provided at non one-stop locations.

Members of the Kirkwood Community College AEL team have been collaborating with other core partners on training, education, and identification of potential service enhancements since July of 2015. Staff members have participated in joint trainings and have served on functional work groups convened by the core partner management team. A matrix of core partner services has been developed as a way to identify customers eligible for services

from each core partner to make appropriate referrals. AEL staff members are also collaborating with one-stop partners on providing services such as computer literacy courses and job readiness workshops by hosting these workshops at AEL sites in addition to the one-stop offices. In return, AEL services have been expanded at the Cedar Rapids one-stop location to now also include ESL programming. When appropriate, referrals are made to partner agencies.

Refer to question C-10. Include what efforts are being taken to enhance the provision of services such as cross-training of staff, technical assistance, use and sharing of information, cooperative efforts with employers for improved service delivery and avoidance of duplication.

The Region 10 IowaWorks One-Stop System will utilize expertise provided from Iowa Vocational Rehabilitation Services. IVRS services are based on an eligibility criteria determined by policy upheld by (RSA,) or Rehabilitation Services Administration. Strategic planning and training to board members and System Staff will guide delivery of vocational service to the eligible and potentially eligible Iowan adults and transition aged youth. IVRS utilizes the Continuum of services Model (Attached) to guide need for services. As a core System partner, utilization of System services will be investigated and identified at every point of job candidate engagement. Referrals using a collaborative approach provides linkage to program participants with disabilities.

Describe how the regional board will implement its identified strategies with regard to Vocational Rehabilitation:

IVRS' role on the Regional board links business and industry with support and education in following ADA, Legal Changes and Federal Codes, Section 511 and Section 503. Education on these laws and programs will be provided via regional board meetings and to all partners. Sector Board stake-holders will also have an integral role on the development and implementation of services for adults and transition-aged youth with disabilities to gain access to emerging trades and jobs. IVRS will provide ongoing communication, training, and input to the Region 10 Board and members. A member of IVRS will be present at RWIB meetings to provide advocacy and oversight. Regional Boards will offer feedback and guide priority needs for IVRS initiatives. The Disability Resource Coordinator and IVRS will ensure Regional Board participation in strategic implementation and inclusive access to Career

Pathways, Emerging Sectors, Adult Education, Community Vocational Training, and Disability Services and Transition Programming. VR will provide oversight of programmatic provisions centered on providing inclusive services to all persons with disabilities.

Refer to question C-11. Include what efforts are taking place to enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff technical assistance, use and sharing of information, cooperative efforts with employers and other efforts at cooperation, collaboration and coordination.

Adult and Dislocated Worker services and staff are found in the Cedar Rapids IowaWORKS one-stop office and the Iowa City IowaWORKS office. Staff are integrated with Wagner-Peyser staff at the Cedar Rapids office and work together in the Iowa City office. Career Services and Individualized Career Services are provided in conjunction with center staff. These include workshops, assistance with job search and training in computer labs, assistance with linkage to other programs and services and information on in-demand careers, just to name a few. Staff also provide training services for individuals in need of additional occupational skills training. These individuals are referred from partner programs or identified when receiving Individualized Career Services.

Describe how the regional board will implement its identified strategies with regard to **Adult and Dislocated Worker services:**

Through the work with the local sector boards, continual training and awareness of local economic conditions and reports, Adult and Dislocated Worker staff link individuals with employment and training options that are a fit for the individual and the region, with the goal of family sustaining wages.

Refer to question E-2. Include how services are provided and the capacity to address the identified education and skill needs of the workforce and the employment needs of employers.

The following programs are available through multiple partners within the region and include but not limited to WIOA, Iowa Vocational Rehabilitation, Adult Education and Literacy and other community providers. The youth service provider will ensure these activities are available to all youth, but especially to youth enrolled in the WIOA youth program. A strategic planning around youth services was completed in 2012, and updated in 2016. All 14 required youth elements are being offered where needed.

1. Tutoring, study skills training, dropout prevention strategies (RBS) (SEC)

2. Alternative secondary school services or dropout recovery services (SEC)

3. Experiential Learning Paid and unpaid work experiences that have as a component, academic and occupational education, which may include:

(v) Summer employment opportunities and other employment opportunities available throughout school year (WEP)

(vi) Pre- apprenticeship programs (PRE)

(vii) Internships and job shadowing (INT), (SHW)

(viii) On-the-Job Training (OJT)

4. Institutional/Occupational skill training shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations (OJT) (IST) (CUS) (APP) (ENT)

Describe how the regional board will implement its identified strategies with regard to **Youth services:**

- 5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster (PRE) (APP) (IST)**
- 6. Leadership development opportunities (LDS)**
- 7. Supportive services**
- 8. Adult mentoring for a duration of at least 12 months (MEN)**
- 9. Follow Up Services (PPS)**
- 10. Comprehensive guidance and counseling (G&C)**
- 11. Financial Literacy education (FIN)**
- 12. Entrepreneurial skills training (ENT)**
- 13. Services that provide labor market and employment information about in-demand industry sectors or occupations available within the local area (JSP)**
- 14. Activities that help youth prepare for and transition to postsecondary education and training (WEP), (MEN) (SEC)**

The following is a list of additional activities and services that are available in Region 10 to support the required youth services available:

Entrepreneurial Training (ENT);

Job Search and Placement Activities (JSP);

Pre-Employment Training (PET); and

Skill Upgrading (SUG)

Support Services are those services that are necessary to enable a youth to participate in activities authorized under WIOA. The following types of support services are available in Region 10 or youth.

Clothing (occupationally required or required for interview)

Dependent Care

Miscellaneous services

Residential/Meals support

Stipends (STI) youth only

Transportation

When a support service is not available through WIOA in Region 10, every effort will be made to partner with various service providers in the region and appropriate referrals will be provided to participants with services being delivered jointly.

As services or needs change the youth standing committee of the RWDB will meet to identify solutions to providing the right services to WIOA youth.

Refer to questions E-5 and E-7. Include identification of successful models of such youth workforce activities being used and/or planned, and describe how each of the required fourteen program elements will be made available to youth.

Describe how the regional board will implement its identified strategies with regard to the **Department for the Blind**:

All core partners will collaborate to ensure that participants with vision disabilities have full inclusion and access into programs and services offered throughout the system. Core partners recognize that Iowa Department for the Blind has expertise in serving individuals with vision disabilities. IDB will provide technical expertise and consultation to ensure that services are fully accessible. When an individual with a vision disability requires intensive services from IDB a referral to IDB will be made. IDB will provide cross training to all core partner staff on eligibility and services available through IDB. IDB staff will attend Regional Workforce Development Boards meetings, as available, and provide representation on business services teams. IDB VR staff will make themselves available in the Regional one-stop location to collaborate with partners and clients to provide information and services to meet their needs.

Describe efforts that will enhance the provision of services to individuals with vision disabilities.

Integrated Customer Service

Describe how the partners will coordinate activities and resources to provide comprehensive, high-quality customer-centered services, including supportive services to individuals in the workforce system.

Refer to question D-14.

Attached is the flow chart of services for Region 10.

There is no wrong door into workforce services. The core partners will work together to develop a streamlined, but effective, referral system to ensure customers get to the right services. Those in need of training or support services will be linked with the appropriate programs such as Adult, Dislocated Worker, Youth, Vocational Rehabilitation or TANF. All services are offered at the one-stop. Where possible services may also be offered at other partner offices or within the community to ensure greater access to the workforce system.

Core partners meet regularly to coordinate services and projects. This aligns services, support services and training for customers. Customer outreach for individuals will include identification of target groups for specialized services and contact through direct mail, email and phone calls. Examples of outreach to customers include: Ongoing to worksites (e.g. Proteus); Rapid Response meetings; marketing efforts (newspapers, press releases, social media); targeted email and mailing lists from data

bases, and outreach to schools and social service agencies.

Kirkwood Community College and Iowa Workforce Development Business Team, Economic Development organizations and Iowa Department of Vocational Rehabilitation will notify local businesses about opportunities for training, job development, and job matches with available clients.

Describe how the core partners and regional board connects services to special populations:

Customer outreach also includes direct feedback from the individuals and businesses served.

Surveys will be distributed to both groups for evaluation of provided services. In addition to this direct feedback an annual outreach effort will be made to request feedback about outreach

efforts and ways to improve services and communication. This will be accomplished through a statewide job-seeker satisfaction survey and (for businesses), through the Employers Council of

Iowa (ECI) and surveys the IWD Labor Market Bureau may implement. The coordinating services providers (KCC, IWD, Adult Education

Services (AES) and Vocational Rehabilitation) will also conduct an annual evaluation with one-stop partners to identify areas for improvement they see within the workforce system to better serve clients.

Targeted populations such as youth (especially out of school youth/at-risk), individuals with disabilities, veterans, and individuals with criminal backgrounds, older workers, migrant and seasonal farm workers and other populations are especially targeted for services.

Youth receive information about the services at IowaWORKS through the efforts of the WIOA Creating Futures youth team and Youth Advisory Council activities Partnerships have been developed with schools, foster care services and youth serving agencies. Job Corps also housed at the One-Stop office, serves many at-risk youth.

Veterans are especially targeted through outreach by the Veteran Representatives and WIOA consultants at veteran events and veteran offices in the region.

The Department of Corrections is a workforce partner in the region who refers clients to the center. They also make available workforce training activities to IowaWORKS staff to allow better services to clients.

Older workers are referred between the IowaWORKS integrated team and the AARP program.

Migrant and seasonal farm workers are served through PROTEUS and Iowa Workforce Development with job search and training

activities, as well as many other services. Referrals are also made between workforce partners and PROTEUS.

Goodwill and the Department for the Blind are partners who refer to the one-stop center and receive services from the IowaWORKS office. These groups, as well as the IowaWORKS office are official Ticket to Work providers. The IowaWORKS office can also assist disabled individuals with workforce preparation and training. Email lists of members who claim a disability are used to reach out to this population.

The Directors of Kirkwood Community Colleges county (Benton, Cedar, and Iowa) and regional centers (located in Johnson, Jones, Linn, and Washington counties) help facilitate WIOA outreach efforts for students and local community members of all ages and ethnic backgrounds. The Directors also contact IowaWORKS when they become aware of business hiring and workforce reductions in rural communities. IowaWORKS and the county/regional Directors work together to provide local services as needed in the communities that make up Region 10.

One-stop partners meet 6 times per year to ensure referral systems are working discuss ways to better serve targeted groups and share information about new or ongoing services. Region 10's Workforce Development System is comprised of One-Stop partners and programs that serve as the access points to the Workforce Development System and WIOA core services. Various methods of coordinating services are

utilized. These include co-locating staff and services; cross-referring customers; using a common intake system where applicable and available; cross-training staff; and partner meetings.

Refer to question D-12. Special populations include: persons with disabilities, returning veterans and skilled military retirees, Temporary Assistance to Need Families (PROMISE JOBS) recipients, Trade Adjustment Act and Rapid Response activities, individuals with other barriers to employment (including those that are basic skills deficient), additional specific populations.

Attach the core partner's area flow chart of services to individuals, including service to youth and those with barriers to employment: **Flow Charts.pdf**

Coordination, Alignment and Provision of Services

Employer Focus

The region has developed and implemented summer youth job training programs in the past. With the renewed interest in providing more work readiness to youth, an ongoing youth internship program is in development with targeted outreach and enrollment goals. Through these programs youth are linked with temporary subsidized job opportunities which provide training on soft skills and/or basic occupational skills needed in the workplace. Permanent placement is not expected or a goal, but these opportunities often lead to a part time or full time job.

Apprenticeships and On the Job training are two tools used with dislocated workers and adults. Through both activities the customer is hired by the employer and then participates in on the job training and for apprenticeships, additional classroom training. These opportunities are great for individuals with good basic and soft skills.

Describe the use of initiatives, designed to meet the strategic needs of employers in the region:

Region 10 will align services and outreach to meet needs of businesses through feedback from sector boards. Pathway training programs called Pathways to Academic Career Education and Employment create very formalized systems for customers to move through a career pathway. PACE is a strong partner, linking workforce system customers with basic ABE training in conjunction with occupational skills training as part of a career pathway. This KCC program also provides support services. These pathways are developed based upon Sector Board feedback.

OJT- On the Job Training Program: Provided to

meet business and industry labor market needs. This program serves as a tool to bridge the gap to employment linking individuals with disabilities to specialized training plan that provides and incentive to business. This creates access to the untapped workforce creating new applicant streams.

Project Search- Partnership with Unity Point: 9 month training program offering internships are provided to assist individuals advance within various employment opportunities in a health care setting.

Occupational Skill Training programs- Goodwill Programs (Healthcare, Foodservice, Retail): Labor market driven training programs that offer opportunities in specific areas. Individual support and coaching are core components of this program. Persons with disabilities are trained and prepared to enter fields via a hands-on training program that provides 1:1 instruction, feedback and support.

Skilled Iowa-The skilled Iowa Initiative encourages employers to recognize the Nation Career Readiness Certification to assist them in hiring workers with the right skills for the job.

Home Base Iowa- State wide imitative to provide veterans and transitioning service members and their families with opportunities and benefits for a successful transition in Iowa. Home Base lowas private-public partnership provides a high level of commitment and resources for our veterans, transitioning service members and their families.

Refer to question C-5.Examples: incumbent worker programs, OJTs, customized training programs, sector strategies, career pathways, business services strategies (including integrated business services teams)

Describe how the regional board coordinates and promotes entrepreneurial skills training and micro-enterprise services:

IVRS & IDBs collaboratively offer the Iowa Self Employment Programs to offer specific business consulting and guidance to assist persons with disabilities in investigating and implementing viable entrepreneurial business platforms. The Iowa Self Employment Program assists to create sustainable income with the goal being self-sufficiency.

The workforce system makes referrals to the Small Business Development Centers in the region to help individuals link with resources.

Refer to question C-6.

Apprenticeships within the construction trades and manufacturing are growing within the region. Through a recent DOL grant focused on linking dislocated workers with apprenticeship opportunities, Region 10 has made much progress on developing relationships with JATCs, non-union apprenticeship shops and union contractors. These relationships have allowed for placement of dislocated workers and low-income adults into helper and apprenticeship roles.

Development of new apprenticeships is ramping up as a result of this grant opportunity. Through the work of Wagner Peyser and Title I DW staff, more businesses are learning about apprenticeships and are starting the process of developing their own. The Business Service Representative are completing outreach to registered apprenticeship employers to help fill positions.

Describe how the regional board enhances the use of Registered Apprenticeships to support the regional economy:

Lessons learned are that many workers are not ready for an apprenticeship position, but instead may need to work on basic skills, work readiness and job search skills before placement. They can be referred to the entire system of core providers to build those skills. Workers can become ready through on the job training as a helper. Attached is a pathway map outlining the apprenticeship pathway. Job seekers may enter into the pathway at any point that is right for them.

Refer to question C-7. Include how Registered Apprenticeships will support an individuals career advancement.

Provide a description of how the regional board coordinates workforce activities carried out in the Local Area with statewide rapid response activities:

Local WIOA core partner managers are part of a Rapid Response team. When there is a mass layoff or business closure, the local leadership team provides immediate outreach to the affected workers. First meeting with the business leadership to further understand the circumstances of the layoff or closure and to educate them of the array of services available to workers. The end goal of the management meeting is to schedule worker meetings, on-site if possible, where out-placement services are provided. A summary of all Rapid Response activities is provided at every local Workforce Development Board meeting.

Refer to question C-8.

Education and Training Focus

If gaps in training options for board identified targeted industries, the partners will notify the board and develop a process to identify area providers who may be able to develop training programs to meet local needs.

Describe how the regional board will engage local education and training providers, including community colleges and area career and technical education schools as partners in the workforce development system to create a job-driven education and training system:

Currently local training providers use the following methods to educate customers and workforce staff of educational offerings they provide:

- (1) Utilize center lobby to promote training opportunities with customers.
- (2) Present to workforce staff and partners on training opportunities and services available.
- (3) Make handouts and resources available in the center.

Describe how the regions strategies will enable the board and core partners to leverage other federal, state and local investments that have enhanced access to workforce development programs at the institutions listed above:

Through coordination with Kirkwood Community College's additional workforce training initiative, especially GAP Tuition Assistance and the Pathways to Academic Career Education & Employment (PACE) programs, more individuals can be trained and placed into employment. By co-locating these programs at the one-stop center more WIOA customers can be linked to these funding sources, allowing them to gain needed skills and credentials from a high school diploma up to a two year degree. The GAP and PACE programs only fund opportunities that are listed as high demand by local sector boards or employee advisory committees, or through LMI.

Adult Basic Education services, provided through KCC, are offered on site at the Cedar Rapids IowaWORKS center.

The GAP and PACE programs are also part of the Food Assistance Employment & Training Program. Through this program, any GAP or PACE funds expended on a food assistance recipient will be reimbursed back to the college at 50%. These funds are reinvested into additional training and support needs of students.

Through better coordinating of training funds more individuals can be linked with the training they need, and the support services required for training completion. Currently WIOA (A, DW, Youth, and VR), TANF and GAP/PACE all co-enroll students to provide the most wrap around services possible for success.

Apprenticeships, especially within the construction industry, are on the rise. Currently, Region 10 is administering an apprenticeship grant which links dislocated workers with opportunities at apprenticeship employers. Through this grant, apprenticeship provider and workforce system relationships have grown. Awareness of each others needs and services is leading to more referrals to these employers and an increased used of On the Job Training activity.

Describe how the regions strategies will improve access to activities leading to recognized post-secondary credentials including Registered Apprenticeship certificates:

To prepare individuals for entry level jobs or training the Cedar Rapids one-stop center and Iowa City centers offers basic in-demand training including:

OSHA 10

NCRC

Modern Manufacturing

Prepare to Care (core)

CPR

First Aid

Customer Services

Keyboarding

Microsoft Word

Microsoft Excel

Email& Internet Usage

These workshops pathway into careers or additional training for customers, especially into the high demand fields and certifications listed earlier within Manufacturing and Insurance Services/Banking/Customer Services.

Include a description of credentials that are industry recognized certificates and licenses that are portable and stackable.

Economic Development Focus

Describe how the activities identified will be coordinated with economic development entities, strategies, and activities in the region:

Local economic development groups serve as ex-officio members of the local board. Through these meetings and at other community meetings (such as sector boards) partnerships have been developed to jointly share information and partner on job fairs, outreach events, training needs, and layoff activities.

Regional Workforce Development Board Functions

The current board structure includes 14 members. The RWDB meets six times per year to conduct business, and more often if needed for special projects.

The RWDB has an executive committee the meets between full board meetings to conduct needed business.

Two standing committees complete additional activities of the board.

Describe the regional board's operational structure and decision making process under WIOA to ensure such functions are carried out:

(1) The audit committee reviews program and fiscal monitoring reports, identifies additional operational functions to monitor (such as employee reviews, payroll, AP). They report out to the full board.

(2) The youth standing committee will begin meeting in FY 2017. This committee will include members of the board, along with community partners serving youth. This group will review youth services provided, youth needs and ensure resources are being directed appropriately.

Include any standing committees which are currently in existence or planned which will support this effort.

Chief Elected Official Board Role and Responsibilities

The Region 10 Chief Elected Official (CEO) Board meets at least twice a year in conjunction with the Regional Workforce Development Board. CEO meetings are typically held in May and December.

The roles and responsibilities of the Chief Elected Official (CEO) board include:

Providing input to the Governor, through IWD, on designation of local workforce investment regions.

Securing nominations for RWDB vacancies in accordance with Iowa Administrative Rules 877 Chapter 6, and making final selection for appointment.

Accepting liability for any misuse of WIOA funds expended under the contract.

Serving as Local Grant Recipient under WIOA, including designating an entity to serve as local sub-recipient.

Regional Workforce Investment Board Roles and Responsibilities

The Region 10 Workforce Development Board has 14 voting members representing business, labor, county government, city government and education. Membership is balanced by gender and political affiliation consistent with Iowa Code sections 69.69 and 69.16A. Members also represent counties within Region 10s service district. Five members represent business, five represent labor; one member each represents a

Provide a brief overview of the regional board's oversight and monitoring procedures, include oversight of the One-Stop Center:

school district, a community college, a county elected official, and city elected official. The RWDB meets six times a year typically in September, December, January, March, May and June.

The Roles and Responsibilities of the RWDB include:

Selecting service providers for WIOA adult and dislocated worker intensive services, and youth programs.

Establishing a policy for the regions Workforce Development Center system.

Developing a budget to carry out the duties of the local board, subject to the approval of the CEO board.

Coordinating WIOA youth, adult and dislocated worker employment and training activities with economic development strategies, and developing other business linkages with these activities.

Promoting the participation of private sector businesses in the workforce development system, and ensuring the availability of services to assist such business linkages with these activities.

Certifying eligible training providers

Determining the use of the Strategic Workforce Development Fund including:

Operation and funding of a summer program and/or in-school youth program

Use of the discretionary funds and

Selection of service providers

**Submitting an annual report to the state
workforce development board**

**Establishing cooperative relationships with
other local boards**

**Directing the activities of the Youth Advisory
Council.**

Joint CEO and RWDB Responsibilities

**Negotiating and reaching agreement with IWD
on local performance standards**

Appointing a Youth Advisory Council.

**Determining the role of the Coordinating
Service Provider**

**Designating and certifying the Coordinating
service Provider**

**Developing a Chief Elected Official-Regional
Workforce Investment Board Agreement,
outlining how the two boards will cooperate and
collaborate in establishing and overseeing the
regions Workforce Development Center system.**

**Developing and entering into a Memorandum of
Understanding with the Workforce Development
Center System partners.**

**Conducting oversight of the local WIOA adult,
dislocated worker services and youth programs
and the Workforce Development Center system;
evaluating service delivery to determine if local
needs and priorities are being met, determining
whether regional needs have changed and if so**

,whether a plan modification is necessary ensuring quality improvement is on-going, and ensuring that performance standards are met.

Developing and submitting the Regional Workforce Development Local Service Plan based on the Regional Assessment and Analysis.

Regional Workforce Ex-Officio and Public Input

In addition to 14 voting board members of the RWDB, nine ex-officio members representing economic development, older workers, individuals with disabilities, partner agencies and youth programs.

Public notices announcing these meetings are placed in the Cedar Rapids Gazette, the recognized newspaper for the seven-county region. Meeting agendas are posted at the IowaWORKS office for public access.

CEO and RWDB Oversight

An audit subcommittee of CEO and RWDB members meeting twice a year to review audits, monitoring and review internal controls and processes. Performance is reported at each meeting. State does program/budget monitoring and reports findings to the RWDB. Budget information is also provided and reviewed at each meeting.

In addition to the services provided by both boards to ensure oversight of the center and services, the Adult Dislocated Worker and

Youth provider has established additional monitoring and oversight actions including a secondary review of all initial files, and a review of paperwork each time funds are expended. Quarterly a 10% sample of all new enrollments and contracts are pulled and re-reviewed to ensure everything is correct and that subsequent services were provided and documented correctly. Any errors are corrected and common themes identified are then used as training topics at staff meetings.

Refer to questions F-1 and D-6. Include processes for ensuring quality customer service and frequency of such reviews. Only provide a summary of procedures here as you will need to upload your actual Oversight and Monitoring Policies in a separate attachment.

On February 8, 2016 the board met to review youth services. They determined a youth committee would serve our region. The committee will function like the audit committee with two meeting per year and a report out to the full board. The Youth Committee will include 3 board members and additional community partners that serve youth. The purpose, mission and vision of the committee will be more firmly established upon their first meeting in FY 17. The board felt they should include:

Describe how the regional board will provide services to youth and whether a standing committee or Youth Council will be used to assist with planning, operational, and other issues relating to the provision of services to youth:

(1) Identifying youth needs

(2) Aligning programming to fit our clients' needs

(3) Eliminate barriers

(4) Oversight

Refer to question E-4. Be sure to provide the purpose/vision statement, and any other pertinent information.

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

The Workforce Development board provides insight and direction regarding access to services in remote areas within the region. Virtual access points have been provided in all seven counties within region 10, including libraries, armories, public service agencies, and schools. The decision to provide additional services to an area are based on factors including unemployment rate, labor market information, and various economic development factors, natural disasters, etc. For example, the Workforce Development Board determined that the community of Washington was in need of in-person services, which are now provided weekly as a result.

Refer to question D-8. Include how services are provided to remote areas, how technology is used and describe any other methods used to ensure full access to the entire service area and populations.

The Region 10 IowaWorks One-Stop System will comply with all provisions of the Americans with Disabilities Act of 1990 to ensure the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. The Disability Resource Coordinate and IVRS will ensure compliance with this effort on an ongoing basis. The accessibility is reviewed quarterly and in a more comprehensive manner on an annual basis. An accessibility survey was conducted in 2015 by the Department of Human Rights Iowa Client Assistant Program liaison, Page Easton. Iowa Vocational Rehabilitation provides ongoing training to staff on ADA policy, education, and compliance. As referenced in D-8, Utilization of satellite centers, meeting in community space, and activities using technology are leveraged to provide inclusive services.

Describe how the regional board will work with core partners to ensure compliance with provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities:

The Region 10 One-Stop System Prohibits discrimination against individuals on the basis of age, disability, sex, race, color or national origin. The System promotes accessibility for all customers of the system and program services and is fully compliant with accessibility requirements. The EEO processes are reviewed quarterly, at a minimum, by local management, staff and EEO State staff. Adjustments are made as necessary to ensure compliance.

The data management screens inform and the WIOA application/handbook inform and document through signature that individuals are aware of the EEO policy and process.

Complaint Policy and Procedure

This section contains the procedure to be used to file a WIOA- related complaint in IWD Region 10. Complaints may be filed with the Coordinating Service Provider to resolve alleged violations of the Workforce Innovation Opportunity Act (WIOA), Federal or State regulations, grant agreement, contract or other agreements under the Act.

Filing a Complaint

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

Content of the Complaint

Complaints must be clearly portrayed as such and meet the following requirements:

- 1) Complaints must be legible and signed by the complainant or the complainants authorized representative;**
- 2) Complaints must pertain to a single subject, situation or set of facts and pertain to issues over which the State has authority (unless appealed from the local level);**
- 3) The name, address and phone number (or TDD number) must be clearly indicated. If the complainant is represented by an attorney or other representative of the complainant's choice, the name, address and phone number of the representative must also appear in the complaint;**
- 4) Complaints must state the name of the party or parties complained against and, if known to the complainant, the address and telephone number of the party or parties complained against;**

5) Complaints must contain a clear and concise statement of the facts, including pertinent dates, constituting the alleged violations;

6) Complaints must cite the provisions of WIOA regulations, grant agreements, or other agreements under WIOA believed to have been violated, if applicable. Complaints alleging a program violation not covered under the WIOA will be referred to the appropriate organization;

7) Complaints must state the relief or remedial action(s) sought; and

8) Copies of documents supporting or referred to in the complaint must be attached to the complaint; and

**9) Complaints must be addressed to:
Coordinating Service Provider**

**Iowa Workforce Development
IowaWORKS**

4444 1st Ave, NE -Suite 436

Cedar Rapids, Iowa 52402

Refer to questions' D-13 and F-3. Be sure to include information on how the center will ensure that Iowans are not discriminated against on the basis of age, sexual orientation, gender, disability, sex, race, color, national origin or religion.

Regional Workforce Development Board Policies

Describe how the regional board will ensure the continuous improvement of eligible training providers and ensure that such providers meet the employment needs of local employers, workers, and job seekers:

Refer to question F-2.

Attach the regional board's process to meet priority of service requirements:

Refer to question F-9.

Provide the regional board's definition of self-sufficiency. Describe the process used to define self-sufficiency:

Refer to question F-10.

Attach the regional board's Individual Training Account Policy:

Attach the regional board's policy(ies) on supportive services for core partners:

Refer to question F-5.

The RWDB will review joint performance metrics of the core partners at each meeting. They also review budget information for the Title 1B programs and direct spending. The board has established an audit subcommittee which meets twice a year to review monitoring reports, audits, and internal processes and controls. This group reports out to the larger RWDB, providing recommendations and observations.

Through ongoing presentations, Q&A and report outs of the core providers the RWDB will be able to assess and guide the direction and work of the WIOA core providers. The board also includes businesses, labor and economic development representatives who help provide information and guidance on local conditions to ensure WIOA resources are being targeted appropriately.

Priority of Services - Adult Veteran.docx

Employment self-sufficiency has been defined locally in Region 10 as individual or family income annualized at or above 150% of LLSIL.

Attachment ITA.xlsx

Attachment Support Services.docx

Regional Workforce Development Board Fiscal Policies

Describe the regional board's process for awarding service provider contracts for activities carried out under WIOA Title I:

The board developed an RFP released to the public and distributed to interested parties on March 1, 2016. The RFP notice were also available in the IowaWORKS office upon request. The RFP applications were due April 8, 2016. The board reviewed all applicants and made it's selection at the April 28, 2016 board meeting.

Refer to question C-12. Include the notice of availability, where and for how long notice is published, the evaluation methodology for selection and what specific considerations were used for making awards. Include process for contract review.

Region 10 is focused on serving youth with the most barriers to success. While continuing to serve in school youth through either enrollment or referrals to other service providers, Region 10 has been increasing out of school enrollments over the past 2 years. Increased linkage and partnerships with agencies serving out of school youth has begun and will continue. The Region 10 youth team increased spending on out of school youth in FY 15 to 65% and are on track to spend out at 75% in FY 16. Through additional partnership with the PROMISE JOBS program, young adults using the center, Department of Corrections programs, Iowa Vocational Rehabilitation Services, foster care programs and other service agencies, out of school enrollments are increasing.

Provide the regional board's plan to meet the required 75% minimum youth expenditures for out-of-school youth, as well as the plan to meet the required 20% minimum for work experience:

Work readiness experiences are a powerful tool for youth, helping them develop the basic skills needed to be successful in the workplace and life, as well as providing the reward of a paycheck. Increasing access to these opportunities is important for the success of our youth adults. The youth team is focusing on stacking work experiences with classroom training opportunities, has set goals to increase the number of businesses signed up to provide work experiences and internships. A stronger partnership with the business service team is also linking more young adults with appropriate employers in the region. A summer youth job program may be an ongoing option to continue to help youth connect with employment.

Refer to question E-6.

The board approves the A/DW/Y budget each year. They receive updates at each meeting on spending progress.


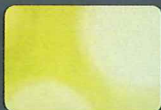
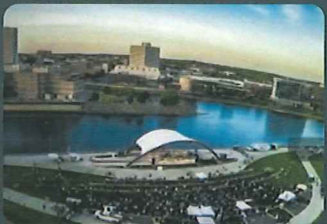
Provide a brief overview of the regional board's fiscal oversight and monitoring procedures:

The board audit subcommittee typically meets twice per year to review program and fiscal monitoring reports. These are then shared with the full board. The audit committee also selects 1 or 2 additional areas of focus such as travel policy and payments, PCards, 10% sample policy and procedure, and annual evaluations to help the board understand and monitor our internal processes.

Refer to question F-1.

Iowa's creative corridor

2016



regional
laborshed
analysis
a study of workforce characteristics

CREATIVE CORRIDOR LABORSHED ANALYSIS

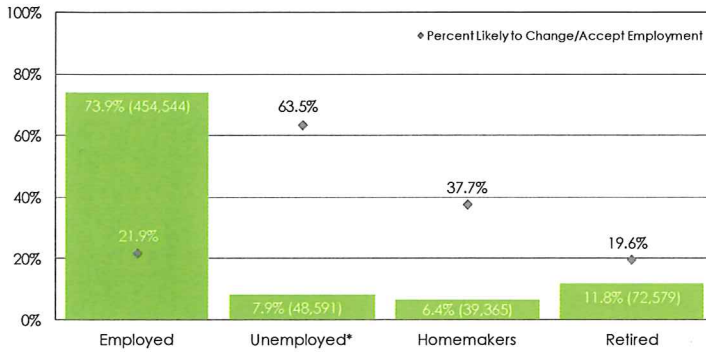
A Laborshed is defined as the area or region from which an employment center draws its commuting workers. To determine the approximate boundaries of a Laborshed area, local employers supply the residential ZIP codes of each of their employees. This regional analysis is based on aggregate data from the Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington county Laborshed studies (2,024 total completed surveys).

OCCUPATIONS AND EMPLOYMENT STATUS IN THE CREATIVE CORRIDOR



Survey respondents from the Creative Corridor were asked to identify their current job title and the industry in which they are currently working. The largest concentration of workers are employed within the office and administrative support; management; or education, training & library occupational categories. The top industries are education; healthcare/social services; manufacturing; and wholesale & retail trade.

The chart below shows the percentage of respondents by employment status within the Creative Corridor commuting area.



TOTAL POTENTIAL LABOR FORCE: 617,155
(ENTIRE REGIONAL COMMUTING AREA)

UNDEREMPLOYMENT



Category	% Underemployed
Inadequate Hours	1.4%
Mismatch of Skills	1.4%
Low Income	0.7%
†Total Underemployment	3.1%

†Individuals may be underemployed for more than one reason but are counted only once for total estimated underemployment.

Occupations	% within Region
Office & Administrative Support	15.6%
Management	14.6%
Education, Training & Library	8.9%
Production	7.7%
Healthcare Practitioner & Technical	6.5%
Sales & Related	6.0%
Business & Financial Operations	5.6%
Construction & Extraction	4.3%
Installation, Maintenance & Repair	4.3%
Transportation & Material Moving	3.8%
Food Preparation & Serving Related	2.8%
Personal Care & Service	2.8%
Architecture & Engineering	2.7%
Computer & Mathematical Science	2.4%
Community & Social Services	2.2%
Healthcare Support	2.2%
Building/Grounds Cleaning & Maintenance	1.9%
Life, Physical & Social Science	1.6%
Arts, Design, Entertainment, Sports & Related	1.5%
Legal	1.2%
Protective Service	1.0%
Farming, Fishing & Forestry	0.3%
Military Specific	0.1%

The underemployed are individuals who are working fewer than 35 hours per week but desire more hours; are working in positions that do not meet their skill or education level, or have worked for higher wages at previous employment; or are working at wages equal to or less than the national poverty level and are working 35 or more hours per week.

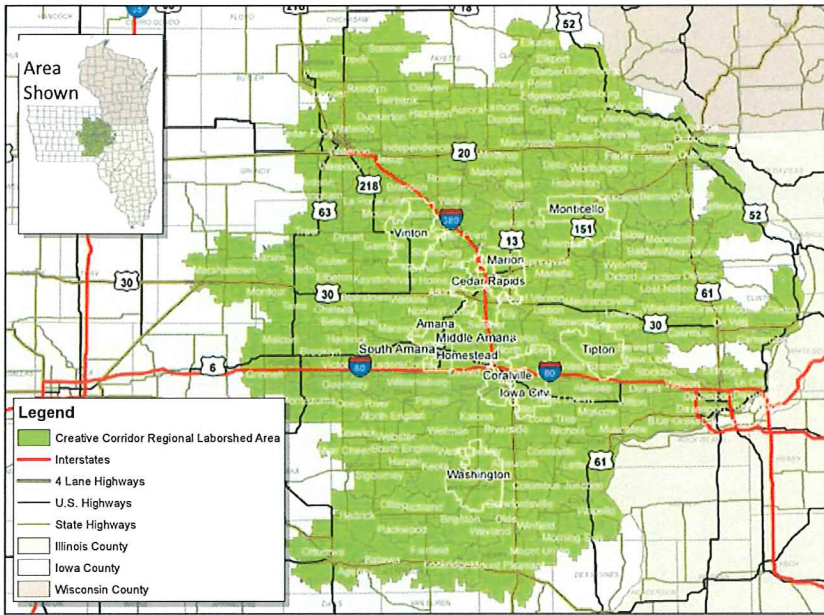
EMPLOYMENT LEVELS AND STATUS BY INDUSTRY



Industry	% of Laborshed	# of Employed	% Employed	% Likely to Change Employment	% Unemployed*
Education	17.2%	78,182	77.3%	18.9%	2.3%
Healthcare & Social Services	15.1%	68,636	74.1%	24.9%	5.7%
Manufacturing	13.4%	60,909	68.6%	24.7%	10.3%
Wholesale & Retail Trade	13.1%	59,545	70.7%	30.1%	11.6%
Professional Services	7.7%	35,000	83.6%	19.6%	7.0%
Transportation, Communication & Utilities	6.3%	28,636	74.4%	20.7%	10.3%
Finance, Insurance & Real Estate	6.1%	27,727	74.3%	17.9%	6.2%
Public Administration & Government	6.0%	27,273	68.0%	20.5%	5.7%
Construction	4.8%	21,818	76.7%	24.2%	11.6%
Personal Services	4.5%	20,454	77.5%	12.9%	8.8%
Agriculture	3.7%	16,818	91.2%	9.6%	1.8%
Other (Non-profit, Religious, Military, etc.)	1.1%	5,000	**	**	**
Entertainment & Recreation	1.0%	4,545	63.6%	14.3%	9.1%

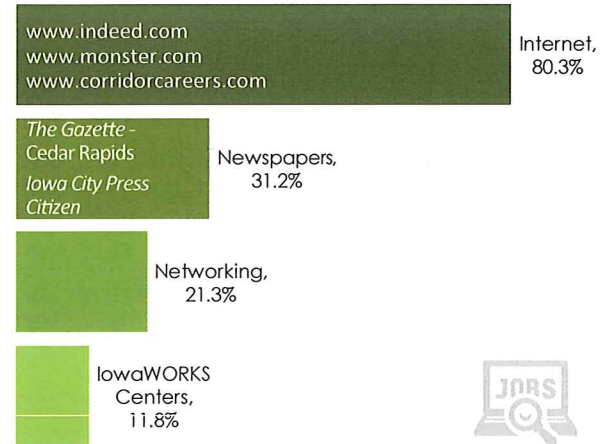
**Insufficient survey data/refused

CREATIVE CORRIDOR REGIONAL LABORSHED



EMPLOYED - LIKELY TO CHANGE EMPLOYMENT

- 21.9% are likely to change employment
- 15.1% are working multiple jobs
- Currently working an average of 41 hours per week
- Average age is 47 years old
- 29.5% currently working in the professional, paraprofessional & technical occupational category, followed by 24.2% in the production, construction & material handling occupational category
- Most frequently identified job search resources:

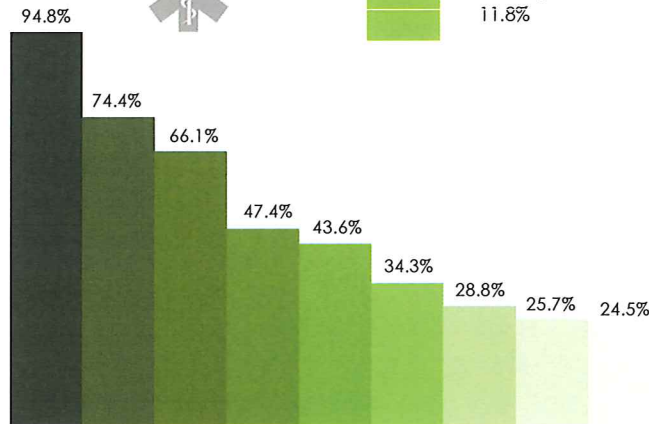


Those who are employed likely to change employment in the Creative Corridor Laborshed area are willing to commute an average of 25 miles one-way for employment opportunities.

TOP BENEFITS OF FULL-TIME EMPLOYED



The survey provides respondents an opportunity to identify employment benefits they are currently offered. The chart at right shows the percentage of those who are employed full-time that receive each benefit.



The majority (77.7%) of full-time employed respondents state they are currently sharing the cost of health insurance premiums with their employer while 14.9 percent indicate their employer covers the entire cost.

EDUCATION LEVELS AND MEDIAN WAGES BY INDUSTRY

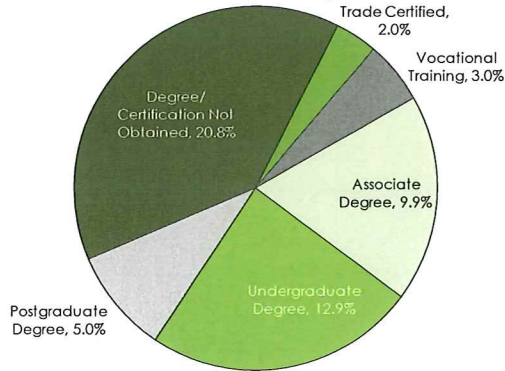


	Education				Median Wages	
	Some Level Beyond High School	Associate Degree	Undergraduate Degree	Post graduate Degree	Salary Wage	Hourly Wage
Agriculture, Forestry & Mining	73.6%	21.1%	26.3%	3.5%	\$45,000	\$14.00
Construction	59.3%	7.0%	14.0%	**	\$50,000	\$21.75
Education	88.3%	5.5%	29.5%	38.6%	\$58,000	\$15.00
Entertainment & Recreation	91.8%	18.2%	31.8%	4.5%	**	\$11.33
Finance, Insurance, & Real Estate	77.0%	8.0%	43.4%	4.4%	\$61,250	\$15.25
Healthcare & Social Services	86.5%	21.3%	27.0%	14.2%	\$56,500	\$14.68
Manufacturing	64.2%	13.3%	19.5%	6.6%	\$75,000	\$18.30
Personal Services	75.0%	12.5%	22.5%	7.5%	\$46,000	\$10.50
Professional Services	78.1%	14.8%	22.7%	17.2%	\$56,000	\$13.75
Public Administration & Government	71.3%	16.4%	22.1%	9.0%	\$64,000	\$21.64
Transportation, Communication & Utilities	65.0%	3.4%	24.8%	8.5%	\$77,500	\$17.00
Wholesale & Retail Trade	63.7%	12.7%	19.3%	3.9%	\$60,000	\$11.00

This table includes all respondents without consideration of employment status, willingness to change/enter employment, or occupation
**Insufficient survey data/refused

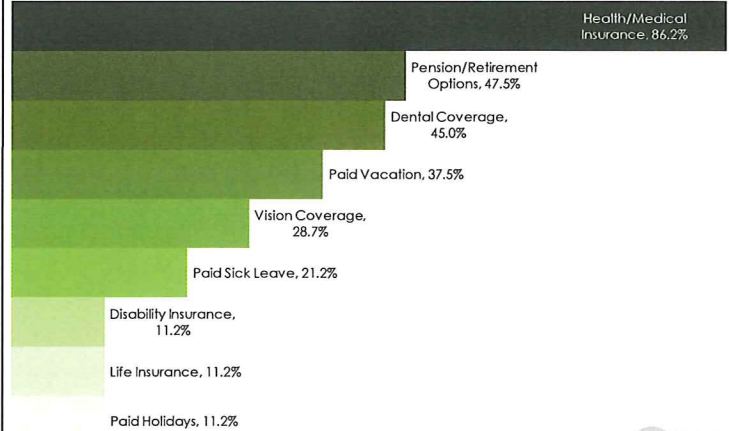
UNEMPLOYED - LIKELY TO ACCEPT EMPLOYMENT

- 7.9% of the region are unemployed*
- 57.6% have become unemployed within the last year
- 63.5% are likely to accept employment
- Average age is 47 years old
- 59.4% are male and 40.6% are female
- **Education:**
 - 53.6% have some post high school education



- **Wages:**
 - \$13.00/hr - to attract 66% of applicants
 - \$15.00/hr - to attract 75% of applicants
 - \$10.00/hr - lowest median wage willing to accept
- Willing to commute an average of 26 miles one way for the right opportunity
- 61.4% expressed interest in seasonal and 67.3% in temporary employment opportunities
- 54.5% expressed interest in working varied shifts

DESIRED BENEFITS



TOP UNEMPLOYED JOB SEARCH RESOURCES



*Employment status is self-identified by the survey respondent. The unemployment percentage does not reflect the unemployment rate published by the U.S. Bureau of Labor Statistics, which applies a stricter definition.

SPONSORED IN PARTNERSHIP WITH:



Community partner



FOR MORE INFORMATION REGARDING THE CREATIVE CORRIDOR REGIONAL LABORSHED STUDY, CONTACT:

Cedar Rapids Metro Alliance
 501 First Street SE
 Cedar Rapids, IA 52401
 (319) 730-1425
 Email: Brian Crowe, bcrowe@cedarrapids.org

Iowa City Area Development Group
 316 E Court Street
 Iowa City, IA 52240
 (319) 354-3939
 Email: DaLayne Williamson, dwilliamson@icadgroup.com
 Email: Mark Nolte, mnolte@icadgroup.com

www.iowascreativecorridor.com



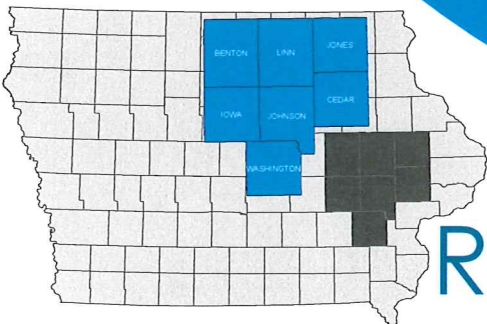
Data compiled and analyzed by:
 Iowa Workforce Development
 Labor Market Information Division
 1000 E. Grand Avenue, Des Moines, Iowa 50319
 Phone: (515) 281-7505 | Email: Laborshed.Studies@iwd.iowa.gov
 www.iowalmi.gov | www.iowaworkforcedevelopment.gov

WORKFORCE NEEDS ASSESSMENT

EXECUTIVE SUMMARY

RELEASED

20
15



REGIONAL ANALYSIS

BENTON, CEDAR, IOWA, JOHNSON, JONES, LINN
AND WASHINGTON COUNTIES

WORKFORCE NEEDS ASSESSMENT: REGIONAL ANALYSIS

The Workforce Needs Assessment Survey is conducted annually by Iowa Workforce Development. Employers provide information regarding both their current level of employment and their current and expected job vacancies. Starting in July 2014, 5,741 employers in the region were contacted. By the close of the survey, 1,305 completed surveys were received by IWD for a response rate of 22.7%. This regional analysis includes aggregate data for the following counties: Benton, Cedar, Iowa, Johnson, Jones, Linn and Washington.

CURRENT VACANCIES BY OCCUPATIONAL CATEGORY

	Percent of Total Vacancies	Average Vacancies per Day
Building & Grounds Cleaning & Maintenance	18.6%	969
Office & Administrative Support	11.1%	579
Sales & Related	11.1%	577
Transportation & Material Moving	7.1%	368
Healthcare Practitioner & Technical	6.4%	333
Computer & Mathematical Science	5.8%	301
Food Preparation & Serving Related	5.5%	289
Management	4.4%	230
Production	4.2%	220
Business & Financial Operations	3.3%	169
Architecture & Engineering	3.2%	165
Construction & Extraction	2.8%	148
Installation, Maintenance & Repair	2.7%	138
Education, Training & Library	2.5%	128
Farming, Fishing & Forestry	2.3%	122
Community & Social Services	2.2%	113
Healthcare Support	1.8%	93
Life, Physical & Social Science	1.7%	91
Protective Service	1.5%	77
Arts, Design, Entertainment, Sports & Related	1.2%	63
Personal Care & Service	0.5%	26
Legal	0.1%	8
Military Specific	0.0%	2
Total	100%	5,209

Iowa Workforce Development's Job Bank
Totals may vary due to rounding methods

OVERALL VACANCY DATA

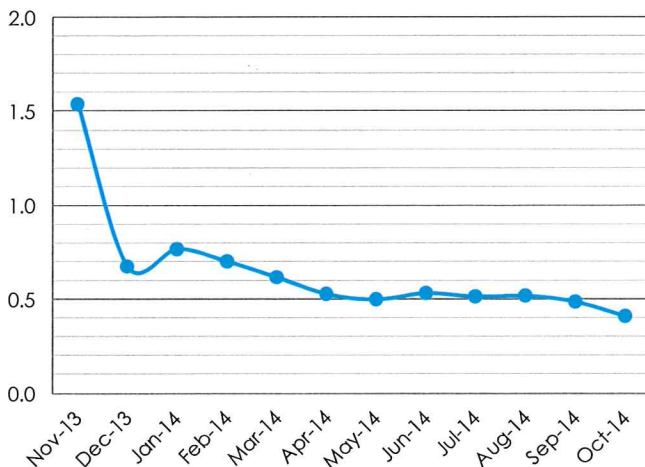
- 32.4% of respondents within the region reported current or anticipated job vacancies
- 68,462 estimated vacancies reported per Iowa Workforce Development's job bank (November 2013 - October 2014)
- Healthcare & social services (20.9%); Wholesale & retail trade (15.4%); manufacturing (10.5%); and accommodation & food services (10.0%) industries reported the highest volume of current vacancies
- 18.6% of current vacancies are within the building & grounds cleaning & maintenance occupational category followed by 11.1% within the office & administrative support occupational category and 11.1% within the sales and related occupational category
- Large employers (100+ employees) accounted for 6.6% of survey responses and 40.9% of the total job vacancies in the region

WORKFORCE DEMAND

UNEMPLOYED PER JOB VACANCY

(approximately 1.7 job vacancies for every unemployed person)

- 18,493 Estimated Average Monthly Job Vacancies¹
- 10,896 Estimated Unemployed Persons² Per Month



¹Iowa Workforce Development Job Bank

²Bureau of Labor Statistics, Local Area Unemployment Statistics

VACANCY RATE BY INDUSTRY

	Regional Employment	Vacancy Rate
Management	1,461	5.4%
Public Administration	7,770	4.0%
Professional & Technical Services	7,034	3.9%
Construction	10,658	3.5%
Healthcare & Social Services	34,575	3.5%
Transportation & Warehousing	12,690	3.4%
Accommodation & Food Services	18,439	3.2%
Personal Services	5,964	3.0%
Wholesale & Retail Trade	34,379	2.6%
Administrative & Waste Services	12,792	2.5%
Manufacturing	33,290	1.8%
Agriculture & Mining	1,258	1.7%
Information	7,708	1.7%
Arts, Entertainment & Recreation	2,396	1.1%
Finance, Insurance & Real Estate	14,175	1.1%
Educational Services	30,679	0.7%
Utilities	1,671	0.2%

Annual 20 H total regional employment data from IWD
Totals may vary due to rounding methods

PERCENTAGE OF EMPLOYERS THAT PERCEIVE A LACK OF SKILLS AMONG APPLICANTS

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Applicants fulfill all necessary requirements for the job	6.5%	25.4%	34.7%	26.6%	6.8%
Applicants possess the basic skills required for the job	3.1%	17.7%	30.3%	33.9%	15.0%
Applicants possess the soft skills required for the job	7.2%	23.4%	36.1%	27.3%	6.0%
Applicants possess the occupational skills required for the job	9.4%	28.8%	32.5%	22.3%	7.0%
Applicants are often disqualified due to controlled substance testing	46.6%	18.0%	27.3%	5.4%	2.7%
Applicants are often disqualified for failure to pass a background check	34.8%	20.4%	24.6%	14.6%	5.6%



20.8%
BASIC SKILLS

(Includes: literacy, numeracy, basic computer skills and organization)



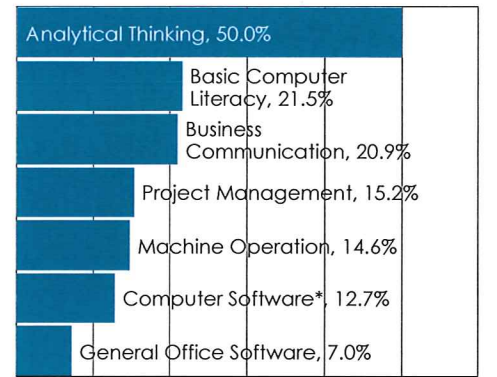
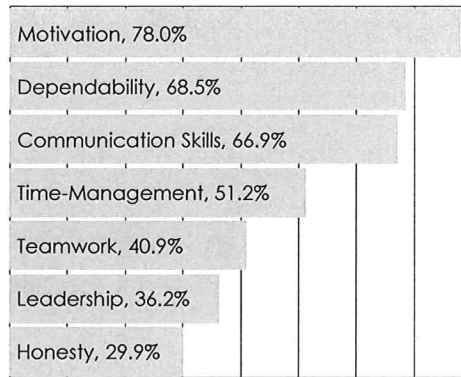
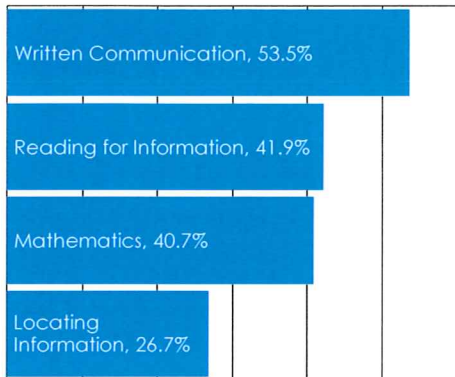
30.6%
SOFT SKILLS

(Includes: timeliness, responsibility, teamwork, integrity and self-esteem)



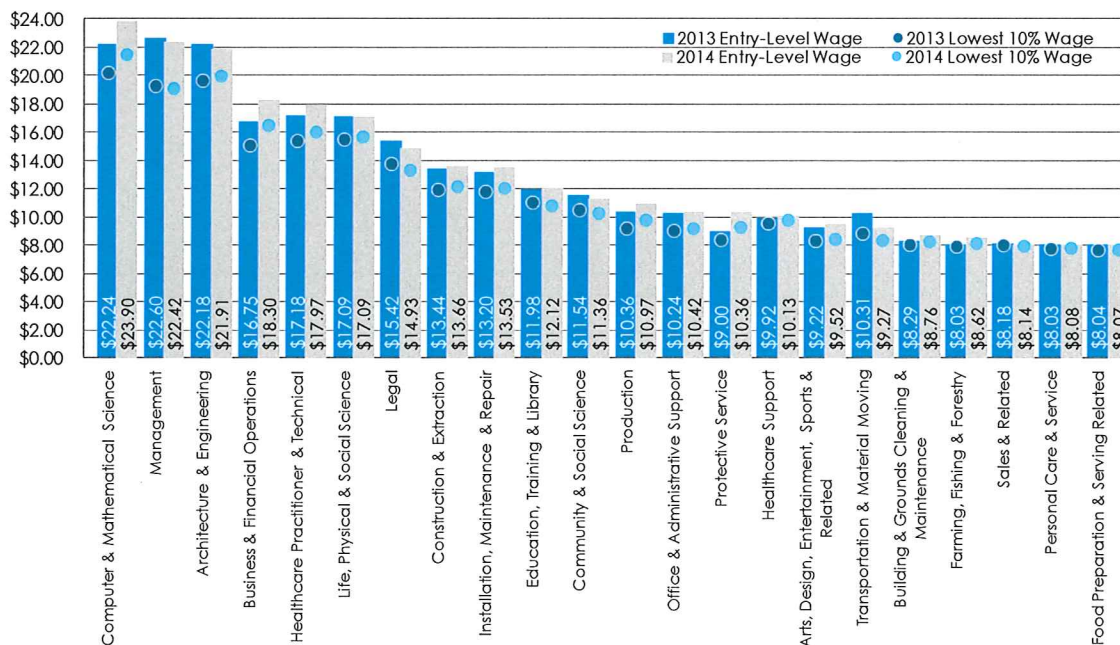
38.2%
HARD SKILLS

(Includes: analytical skills, physical ability, knowledge and experience)



*Job specific

HOURLY WAGES BY OCCUPATIONAL CATEGORY



Iowa Wage Survey estimates

FUTURE WORKFORCE PLANS

MAINTAIN

- 67.1% of employers plan to maintain their workforce

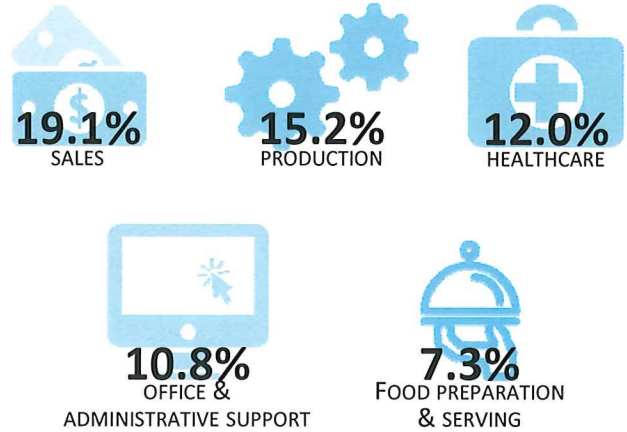
EXPAND

- 31.5% of employers plan to expand their workforce
 - 83.8% plan on expanding within 12 months
 - 10.3% plan on expanding in one to two years
 - Top reasons for payroll expansion include: to meet current market demands; increase share of existing market; and to enter into new markets

REDUCE

- 1.4% of employers plan to reduce their workforce
 - 60.0% plan on reducing within 12 months
 - 40.0% plan on reducing in one to two years
 - Top reasons for payroll reduction include: business sale or closure; closing of an existing location; and changes in tax or regulatory burdens

TOP OCCUPATIONAL CATEGORIES BY PLANNED PAYROLL EXPANSION

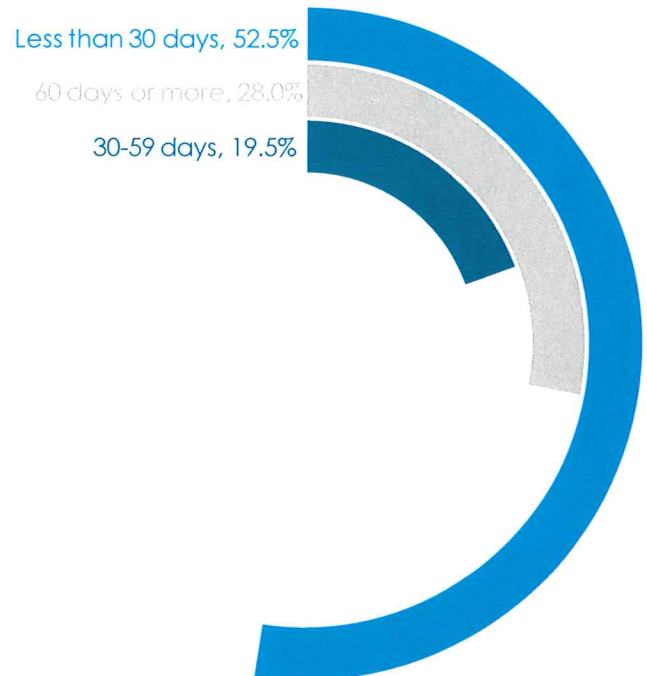


PLANNED PAYROLL EXPANSION BY INDUSTRY

	Percent of Each Industry	Percent of Total Expansions
Professional & Technical Services	21.6%	18.2%
Wholesale & Retail Trade	9.5%	18.2%
Healthcare & Social Services	10.8%	12.9%
Manufacturing	15.6%	11.3%
Administrative & Waste Services	22.7%	7.6%
Construction	8.3%	7.6%
Accommodation & Food Services	7.3%	6.1%
Transportation & Warehousing	14.6%	4.5%
Finance, Insurance & Real Estate	4.9%	3.8%
Personal Services	4.8%	3.0%
Educational Services	6.1%	2.3%
Information	9.7%	2.3%
Management	16.7%	1.5%
Public Administration	2.3%	0.8%
Agriculture & Mining	0.0%	0.0%
Arts, Entertainment & Recreation	0.0%	0.0%
Utilities	0.0%	0.0%

*Insufficient data reported

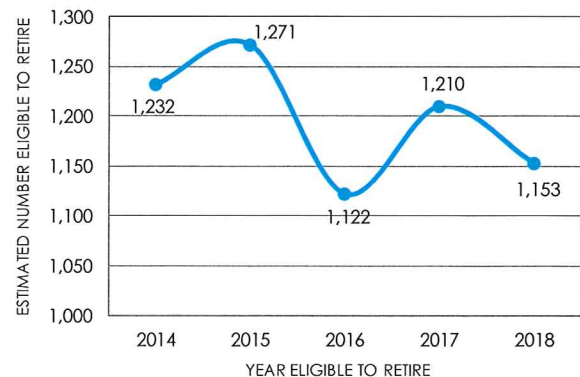
RECRUITMENT PERIOD FOR JOB OPENINGS



RETIREMENTS

- 11,724 employees in the region are currently over the age of 64
 - Representing 4.9% of the total regional workforce
- 51.7% are male and 48.3% are female
- Of those retiring in the next five years, 26.6% are within the manufacturing industry; followed by 21.5% within the healthcare & social services industry and 7.9% within the wholesale & retail trade industry

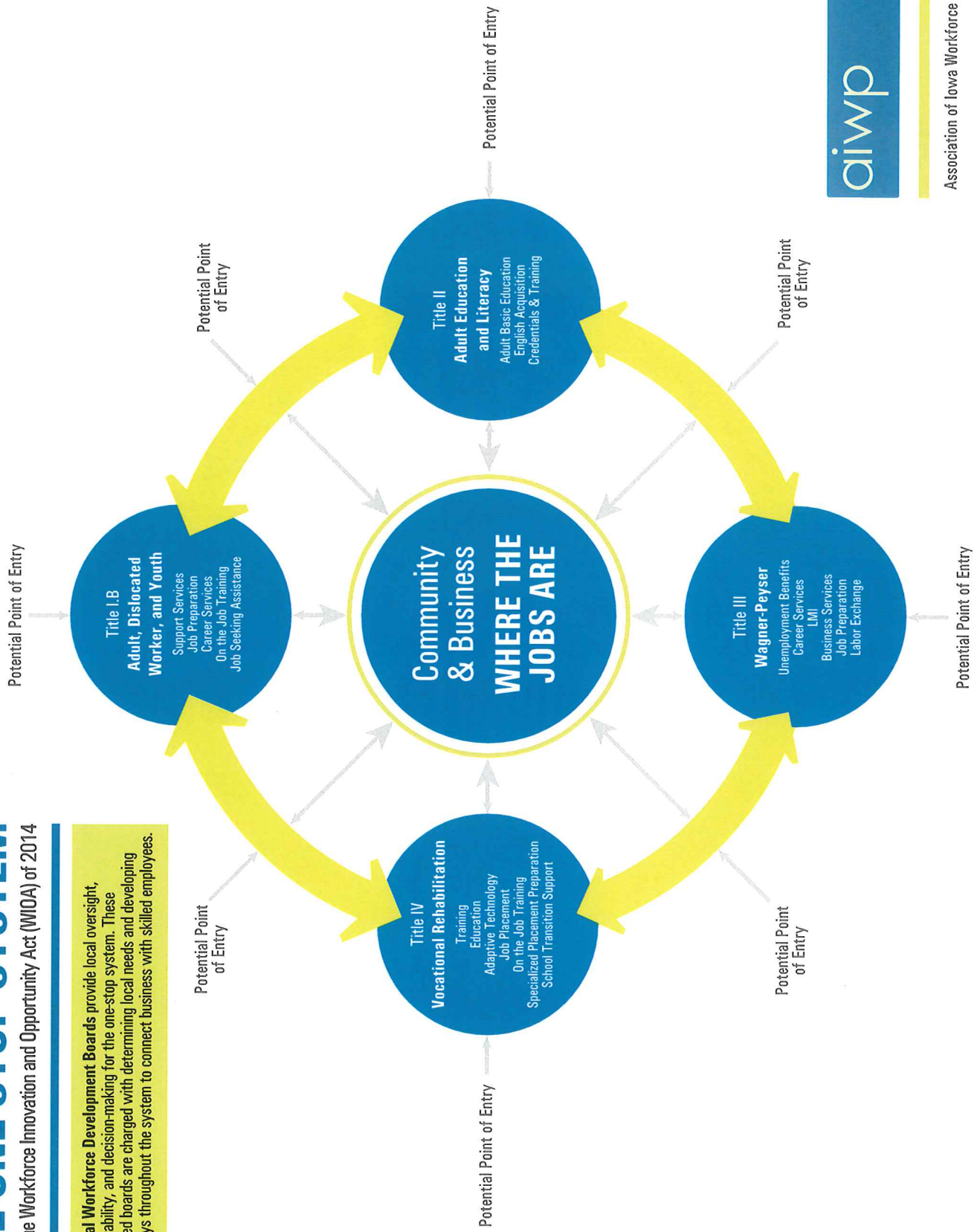
ESTIMATE OF NEWLY ELIGIBLE TO RETIRE



THE ONE-STOP SYSTEM

Under the Workforce Innovation and Opportunity Act (WIOA) of 2014

Regional Workforce Development Boards provide local oversight, accountability, and decision-making for the one-stop system. These appointed boards are charged with determining local needs and developing pathways throughout the system to connect business with skilled employees.



Association of Iowa Workforce Partners
2016

IVRS Integration Plan

