



Application

141588 - WIOA Local Service Plan

155309 - Region 5 WIOA Local Service Plan

Workforce Innovation and Opportunity Act

Status: Submitted

Submitted Date: 03/09/2016 4:23 PM

Primary Contact

AnA User Id SARA.MESSERLY@IOWAID

First Name* Sara Jane Messerly
First Name Middle Name Last Name

Title:

Email: sara.messerly@iwd.iowa.gov

Address: IowaWorks
 3 Triton Circle

City* Fort Dodge Iowa 50501
City State/Province Postal Code/Zip

Phone:* 515-269-3505
Phone Ext.

Program Area of Interest Workforce Innovation and Opportunity Act

Fax:

Agency

Organization Information

Organization Name: WIOA Regional Planning Consortium Region 05

Organization Type: Regional Planning Commission

DUNS:

Organization Website:

Address:

	Iowa	
City	State/Province	Postal Code/Zip

Phone:

515-573-2193
Ext.

Fax:

Benefactor

Vendor Number

Board Details

Board Chair Name:

Larry McBain

Title:

Retired

Provide current business title.

Business Name:

Retired

Provide current business organization name.

Business address:

207 Country Club Drive

Provide current business address.

Business phone:*

641-444-4341
extension:

Board Chair business email:

bainer1@frontiernet.net

Identify counties served by Region:

Calhoun County, Hamilton County, Humboldt County,
Pocahontas County, Webster County, Wright 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:

Carl Mattes

Provide current Local Area's Chief Elected Official Chair.

Elected Title:

Humboldt County Supervisor

Provide current title.

Local Government Affiliation:

Humboldt County

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

Address:

1106 10th Avenue SW

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

Phone:*

515-332-5562

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

Email:

jcmattes@msn.com

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

Core Partners

Workforce Development

WIOA (Title I) Director - Adult and Dislocated Worker Services: Sara Messerly

Organization Name: Iowa Workforce Development

Address: Three Triton Circle, Fort Dodge, IA 50501

Phone:* 515-576-3131 47236
extension:

Email: sara.messerly@iwd.iowa.gov

WIOA (Title I) Director - Youth Services: Patricia Cirks

Organization Name: Children & Families of Iowa

Phone:* 515-573-2193
extension:

Email: patc@cfiowa.org

Wagner-Peyser Manager: Sara Messerly

Address: Three Triton Circle, Fort Dodge, IA 50501

Phone:* 515-576-3131 47236
extension:

Email: sara.messerly@iwd.iowa.gov

Rehabilitation Services

Vocational Rehabilitation Supervisor: Lori Kolbeck

Address: Two Triton Circle, Fort Dodge, IA 50501

Phone:* 515-573-8175
extension:

Email: lori.kolbeck@iowa.gov

Department for the Blind Supervisor: Richard Sorey

Address: 524 Fourth Street, Des Moines, IA 50309

Phone:* 515-281-1333
extension:

Email: richard.sorey@blind.state.ia.us

Adult Education and Literacy

Adult Education and Literacy Services Coordinator: Ann Waynar

Title: Adult Education and Literacy Coordinator

Organization: Iowa Central Community College

Address: One Triton Circle, Fort Dodge, IA 50501
Phone:* 515-574-1959
extension:
Email: waynar@iowacentral.edu

One-Stop System

One-Stop System Center Name: Iowa Works North Central Iowa
Street Address: Three Triton Circle
City: Fort Dodge
Zip Code: 50501
Phone: 515-576-3131
Fax: 515-955-1420
Office Hours: 8:30 A.M. to 4:30 P.M. Monday, Tuesday, Thursday, Friday.
9:00 A.M. to 4:30 P.M. Wednesday

One-Stop Center Operator

One-Stop Center Operator Name: Sara Messerly
One-Stop Center Operator Title: Operations Manager
One-Stop Center Operator Organization: Iowa Workforce Development
Attach a spreadsheet of all one-stop service locations: ServiceLocationOne-StopSystems(Jan2016).xlsx

Fiscal Agent

Fiscal Agent - responsible for disbursing local area WIOA (Title I) grant funds: Kelly R. Taylor

Provide contact name as the fiscal agent.

Fiscal Agent Title: Bureau Chief, Financial Management

Fiscal Agent Organization: Iowa Workforce Development

Provide the name of the associated organization.

Fiscal Agent DUNS: 89734235

By providing the Data Universal Numbering System (DUNS), the agency is assuring that the 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

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

According to the 2015 annual report developed by Iowa Workforce Development, Region 5's largest private industry was manufacturing representing 18.5 percent of the region's total covered employment of 39,836. The report is included as an attachment. A graph showing current industries where people are employed shows government, manufacturing, trade, and education and healthcare as being the industries with the most currently employed. The major industry employers were in the areas of health services (Unity Point, Iowa Specialty Hospital, and Friendship Haven), Manufacturing (Hagie, Eaton, and Zoetis Animal Health). Hot Jobs identified several occupations as being in demand. Positions in the healthcare field include Registered Nurses (Annual Growth Rate (AGR) 1.7%) and Licensed Practical Nurses (AGR 2.3%). Industrial Machine Machinery Mechanics has an annual growth rate of 2.5%. Positions in construction and trade include Carpenters (AGR 3.0%), Construction Laborers (AGR 2.5%), and Electricians (AGR 1.9%).

Refer to question B-3.

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

The 2015 annual report also identified Top Growing Industries with estimated growth between 2012 and 2022. Several fields emerged as growing industries represented by a high number or projected jobs and a higher percent change in growth. These industries include Healthcare related fields, Transportation and Warehouse/ Storage, and Food Manufacturing. Construction and Specialty Trade Contractors were also identified. This aligns with the three identified sector fields in Region 5, healthcare, manufacturing, and transportation and logistics. The 2015 Workforce Needs Assessment (attached) shows that 76.0 percent of the employers surveyed plan to maintain employment and 21.3 percent plan to expand. Identified areas for expansion were production, sales, food service, healthcare, and transportation.

Refer to question B-3.

Knowledge and Skills Needed

Employers have continually identified needing workers with both soft skills and technical skills.

The knowledge and skills needed to meet employer needs of healthcare are social perceptiveness, active listening, coordination, speaking, critical thinking, reading comprehension, and service orientation.

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

The knowledge and skills needed for manufacturing and for transportation are very similar. The knowledge and skills needed to meet employer needs of manufacturing and transportation/logistics are equipment maintenance, function and repair, operations monitoring, troubleshooting and control analysis, listening, and critical thinking.

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:

[Region 5 Workforce Information.pdf](#)

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

Workforce Analysis

Employment and Unemployment

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

Total employment in Region 5 in 2014 was 39,836. The region's total employment increased by .30 since 2013. Average weekly earnings are \$733 for 2014, which is an increase of 2.5 percent. Webster County showed the highest wages at \$775 per week. Workers age 55 and older account for nearly one fourth of employees.

The population of the region is primarily White, non Hispanic. However, in the past year the population of those identifying as Hispanic has grown by 3 percent.

In Region 5, unemployment averaged 4.6 percent in 2014. Webster County, the largest and most populated county in the region, had an unemployment rate of 5 percent. Region 5 average unemployment was higher than the state average of 4.3 percent.

Refer to question B-4.

Labor Market Trends

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

Trends continue to be consistent in the Region, showing manufacturing, health care, transportation and logistics along with construction and trades as growing industries. Three of these industries, healthcare, transportation and logistics and manufacturing have been targeted for sector boards in the past and continue to be areas of focus in the region. The region's unemployment rate is above the state average.

Refer to question B-4.

Educational Skill Levels of the Workforce

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

Ten percent of the 2015 population does not have a high school diploma or equivalent. This is around 6000 people. Thirty six percent have a high school diploma. Twenty three percent have some college, with only 13% having completed an Associates Degree and 13% having completed a Bachelors Degree. Completion and attainment of a degree or credential will be an important focus in Region 5. Broken down by race/ethnicity 8.4% of White, non Hispanic have less than a high school diploma compared to 25% for African American, non Hispanic and Asian, non Hispanic. For those identifying as Hispanic, nearly 43% do not have a high school diploma. The rates without a high school diploma between males and females are nearly the same at 11% and 9%, respectively.

Refer to question B-4.

Skill Gaps

The 2015 Workforce Needs Assessment regional analysis identified areas that employers perceive applicants lack skills in. The identified skill gaps for the regions workforce include:

On average, 28.0% of employers perceive a lack of basic skills among applicants. Basic skills are defined as literacy, numeracy, basic computer skills and organization.

On average, 35.5% of employers perceive a lack of soft skills among applicants. Soft skills are defined as timeliness, responsibility, teamwork, integrity and self-esteem.

On average, 41.3% of employers perceive a lack of hard skills among applicants. Hard skills are defined as analytical skills, physical ability, knowledge and experience.

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

This is consistent with information obtained from a strategic workforce planning session held in September 2012 in which information was gathered to address the long-range needs of businesses in the area. Information gathered indicated that job seekers lack the soft skills needed to be successful in finding and keeping employment. Business identified that job seekers lack the technical skills to fill projected demand. The session also identified a need for a common vision and collaboration between education, business, workforce partners and economic development. Strategies identified in this session included a need to increase workshops and enrollment in workshops that address soft skills, an increase in short term training programs and enrollment in these programs, increase in participants taking the NCRC, and increased collaboration amongst all parties through ongoing meetings to address barriers.

The need for workers with both soft and technical

skills has long been identified as a need as has the need for collaboration between entities. WIOA legislation and the collaboration occurring in the region now will focus on these concerns.

Refer to question B-4.

Activities Analysis

Accomplishments in Past Year

The Region 5 core partner managers began meeting and planning together in fall of 2015 to create a seamless workforce system in the region. Partners include Wagner-Peyser, WIOA and Youth Employment Program, Adult Education and Literacy Program, and Vocational Rehabilitation Services. All partners share a common vision of a system that links workforce needs of employers in the region to programs and services that develop skills of targeted populations to meet those needs. Ongoing discussions are occurring that focus on meeting customer needs by creating a common intake service, program referral procedures, potential areas of collaboration, reduction in duplication of services, and mapping of regional partner services.

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

Region 5 board members and core partners have attended several trainings focusing on WIOA including:

Statewide Board and Core Partner training May 2015

COABE sponsored AEL Conference participation in Greg Newton training

Statewide Core Partner Greg Newton training October 2015

Regional Board Training with Maryann Lawrence December 2015

Region 5 Core Partner and staff training with Greg Newton January 2016

Statewide Core partner training for local planning and iowagrants.gov in February 2016

Region 5 Core partner staff cross training in-service in February 2016

Core partners are leading development of the Memorandum of Understanding process. Core partners lead quarterly meetings with all required partners. Additional partners providing workforce services also attend. Through the MOU process, partner services will be identified and mapped to avoid duplication.

Region 5 is moving toward a WIOA Compliant Regional Workforce Board.

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

Core program partner managers have developed a solid working relationship with a good understanding of each core program and have a shared vision of the future of workforce activities. Training with partner staff has occurred with ongoing training planned. Iowa Central Community College staff have participated in core partner meetings and staff training. This includes representatives from PACE, GAP, and the SP-NEG coordinator. These staff bring a wealth of knowledge regarding career pathways, sector strategies, and training and credentials that will be used to enhance workforce activities and services. Training opportunities can be developed so that all staff are using consistent information.

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

Core program staff also have a wealth of experience and knowledge and staff recognize the expertise that each can provide. IWD offers many classes to assist job seekers and meet needs of area employers, including resume and interviewing skills workshops and workshops that address positive thinking in an employment search. Bring Your A Game to Work curriculum has been used. A novice computer class is offered and IWD partners with Iowa Central Community College to offer a Basic Computer Skills class. A financial literacy class is offered.

Co-training has led to the development of committees with representatives from all core partner program and ICCC staff. These teams will focus on partnerships in Business Services, Career Services (ensuring that services are aligned and meet the needs of businesses) and Case Management (focusing on the experience of the participant, the referral process, orientation, and co-enrollment). There is great interest from staff on improving the system. This will enhance the experience for the job seeker, employers, and create a more seamless system that avoids

duplication.

The One Stop Center (housing Wagner Peyser, Adult and Dislocated Worker, Unemployment Insurance, Promise Jobs, Veterans, Trade Act, and Experience Works) is located on Iowa Central Community College campus. IVRS is located within the One Stop Center building. Conversations have occurred centering around bringing more ICCC staff from PACE and GAP and the newly hired staff through the NEG grant, including the coordinator and the three career navigators, into the center. Staff from the youth program will also have a presence within the center. While not all are co-located, the close proximity is an advantage. A challenge for Region 5 will be ensuring that participants in rural areas have equal access to all services. Core program partners do have staff that travel to rural areas. IVRS and the youth program have staff that regularly travel into the surrounding counties to provide services. IWD has a satellite office in Webster City with a staff person that travels to the surrounding counties. This individual is also bilingual, which assists with the growing Hispanic population in the area. The newly hired NEG Career Navigators will be focused on outreach to rural areas and engagement of potential participants. Conversations will occur on how to partner in these rural areas on services to maximize resources and increase efficiency. Potential participants, particularly those with barriers to employment, may not be aware of all of the services that workforce partners offer within the region. Coordinated efforts will be made to enhance orientation and outreach. Transportation in rural areas is an issue and connections will need to be made to address this. Technological options will also be considered.

Both Iowa Central Community College and IVRS have strong connections with high schools. IVRS has a presence in every high school and provides

services to students with disabilities. IWD has presented to high school students on career readiness and the NCRC has been given to high school students. The WIOA youth program has a history of working with high schools and is now building services to out of school youth due to the requirement to serve 75% out of school youth. Region 5 partners have great interest in working with high schools and youth and will need to work to collaborate and align services provided, within the core partners and beyond.

Conversations between IWD, NEG and Iowa Central staff, Mid Iowa Growth Partnership, and Economic Development professionals in the region have occurred to discuss sector strategies and the importance of alignment between programs. Partners are beginning to map what the system might look like and are working on strengthening the relationships.

Refer to question E-2.

Current Level of Integration and Alignment

Region 5 has been an active participant in both local and regional economic development groups for many years. This partnership has helped to promote shared initiatives such as determining and meeting the workforce needs of business, recruiting new business to this area, and planning ways to meet current and future workforce issues such as the lack of available workers in this rural region, and the skills gap of those workers who are already here in our current and future labor pool.

Additionally, the Pocahontas County Economic Development Director sits on the WDB for Region 5. Core partners, community and business leaders, and economic developers participated in a Region 5 Needs Assessment in the Fall of 2012 to assist in future planning for workforce services.

Region 5 will maintain an ongoing relationship with Mid Iowa Growth Partnership, the regional economic development group:

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

- o IWD Manager/WIOA Director is a Supporting Agency Non-Voting Member and attends the monthly board meetings

- o Participate in discussions and serve as a liaison for business retention and expansion efforts by providing LMI data, other information and services of the System and Center as needed or requested

- o Partner for the promotion and implementation of Skilled Iowa Metrics and Home Base Iowa throughout the region

- o Participate in regional activities, including the MIGP Workforce Committee

- o Newly hired Workforce Advisor staff position to provide services to job seekers and employers in rural parts of the region. Staff person coordinates service delivery, and maintains contact with local economic developers to help meet the workforce

needs of rural businesses.

- o Receive referrals from MIGP economic developers regarding needs of businesses in their counties that we can assist with

- o Coordinate and include county economic developers at Rapid Response meetings in their counties

Region 5 will maintain ongoing relationships with Greater Fort Dodge Growth Alliance:

- o Partner with GFDGA on business round tables and other events to listen to workforce issues businesses are facing especially with recruitment and retention of a skilled workforce

- o GFDGA economic development department provides training to frontline Center staff periodically at In-Service Days

- o Partner for promotion and implementation of Skilled Iowa Metrics and Home Base Iowa locally

- o Include economic developer in Rapid Response meetings with companies and workers

- o Attend Vision 2030 meetings to look at whole economic development issues including recreation, housing, riverfront development plans, transportation, and childcare issues

- o Participation on the GFDGA Workforce Committee for collaborative efforts between Economic Development, businesses, civic organizations, K-12, Post-secondary education and other agencies so we can work towards common goals of meeting the workforce needs of employers through talent pipelines and career pathways, employment, growth and expansion

- o Participation on the GFDGA Future Workforce

Committee as a subcommittee of the above named GFDGA Workforce Committee as a collaborative effort to better prepare students from middle school and high school to be better prepared to enter a career path and the world of work. WIOA Youth Program Director also sits on this committee. Activities include career exploration through career day held at the community college, job shadowing, classroom speakers, business tours, and the Career on Wheels event. At times multiple school districts participate for the high school events.

Region 5 also sees entrepreneurship as a part of economic development. The Center participates in the annual Entrepreneur Exposition Career Fair by manning a booth supplying business services information including how to hire employees, and tax/UI account information from our IWD Field Auditors. We also maintain a good working relationship with North Central Iowa Small Business Development Center. Referrals are reciprocated between the Center and SBDC. They come to the Center periodically to give training at In-Service Days. The Center also includes them in Rapid Response activities.

Refer to question B-5.

Region 5 has a documented history of secondary and post-secondary quality engagement. The education providers in the region have been an integral part of Region 5s workforce development delivery system for years.

The Region 5 core partners are represented on the Future Workforce Committee led by Iowa Central Community Colleges Intermediary Specialist in partnership with the Fort Dodge Growth Alliance. The Core Partners participate in the planning and implementation of services designed to help prepare students to be successful as they transition into the workforce by connecting them to local businesses to explore an assortment of fulfilling career options through job shadows, internships, classroom speakers, worksite tours, mock interview, National Career Readiness Certification, and career exploration events.

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:

With the inclusion of Adult Education and Literacy as a core partner, Region 5 will be aligning and expanding the coordination and integration of those services within the core partner system to reach customers in need of Adult Basic Education, High School Equivalency Diploma, and English Language Acquisition classes.

The region 5 one-stop center is located on the community college campus, providing greater access through referrals between the one-stop and community college. Plans to further improve the quality of engagement with the community college includes having community college career PACE navigators co-located at the one stop center.

Region 5 Core Partners can better address the many barriers to career advancement through education and training by leveraging the additional tuition and support services provided by the PACE

and GAP programs through co-enrollment of eligible participants. PACE navigators counsel participants about educational pathways which lead to gainful employment, and assist in the enrollment of post-secondary training. The community college is expanding its program offerings in short-term pathway training programs to match the regional occupational demand from employers.

Region 5 is working with its workforce system partners to develop a common intake form, service directory and map, and referral process which will create a seamless customer-focused service delivery network. Duplication of services will be addressed and where possible eliminated through this process of network mapping and alignment of service offerings.

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.

Regional Vision Statement:

Strategic Vision Statement: Region 5 workforce system will contribute to lowas economic growth by being a proactive labor exchange where business and job-seekers receive integrated, comprehensive, seamless and professional employment and training services that provide businesses with the skilled workforce they need to grow or sustain their business and where economic growth opportunities exist. The Region 5 workforce system will deliver a demand-driven system that focuses on building a workforce of skilled individuals for higher wage jobs that will enable the employers of our region to remain competitive in a global environment. This will be accomplished through the employment and training services offered by the One Stop system that provides a comprehensive, integrated service delivery that is responsive to the needs of businesses and customers we serve. We will incorporate the products and services of our partners in order to assure that customer needs are met without duplicating services, also ensuring that services are delivered efficiently and cost effectively. Region 5 will support the State of lowas vision by building workforce delivery systems that will collaborate to build a Future Ready Iowa a pipeline of skilled workers who are prepared to meet the workforce needs of lowas current and emerging industries. In alignment with the National Governors Association Talent Pipeline vision and goals, Region 5 will ensure individuals are prepared for dynamic careers through an emphasis on lifelong learning while meeting the needs of employers. Region 5 workforce delivery system will assist more lowans to become Future Ready by attaining the new minimum of high-quality education, training, and work readiness by bringing together education, rehabilitation, workforce, and economic development resources and ensuring that all lowans have access to an integrated and efficient workforce delivery system. Future Ready lowans

will be ready to meet the employment challenges of today and into the future so that ALL lowans work in competitive, integrated employment settings.

Description of Regional Strategic Vision

Region 5 RWDB has set the following goals:

Goals

Goal I: Region 5's employers will have access to advanced, skilled, diverse and Future Ready workers.

Goal II: Region 5 lowans will be provided access to a continuum of high quality education, training, and career opportunities in the nation.

Goal III: Region 5's workforce delivery system will align all programs and services in an accessible, seamless and integrated manner.

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:

Refer to question C-1.

Vision Alignment to State Vision and Goals

The regional boards vision aligns with the strategic vision and goals of the unified plan in the following ways:

Identify and meet employer needs by focusing on sector strategies, career pathways and better aligning state and federal programs and initiatives, including public-private partnerships, to support high-skill, high-demand jobs.

Communicate high-demand career pathways to students, parents, teachers, counselors, workers and community leaders through career planning, including an interactive portal of career opportunities and required credentials and experience.

Improve college and career readiness, increase interest and achievement in science, technology, engineering and math (STEM) study and careers.

Minimize education-related debt.

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

The following strategies will be utilized:

1. Identify and quantify employers education, training, and employment needs and capture those needs in a talent supply and demand interactive portal to be driven by a public-private collaborative, leveraging and institutionalizing the sector strategies and career pathway methodologies.
2. Improve degree and credential completion and target resources to support attainment of high-demand credentials, degrees, and certifications valued by employers, including for those individuals with barriers to employment.
3. Cultivate, develop and align work-based learning

opportunities including, but not limited to STEM school-business partnerships, student internships, teacher externships and apprenticeships for individuals through public-private partnerships

4. Create a system of coordinated resources to engage, assist, and reinforce Future Ready career guidance for parents, students, educators and adults.

5. Ensure secondary students have access to high quality career and technical educational programs aligned with labor market needs.

6. Ensure all Iowa students meet high state academic standards, including being literate by the end of the third grade and achieving STEM disciplines.

7. Increase rigorous concurrent post-secondary enrollment opportunities in high demand career pathways, including STEM disciplines.

8. Institutionalize the college-going process within secondary schools statewide (College Application Campaign, FAFSA completion, assessing college fit, etc.)

9. Elevate and operationalize promising financial literacy models that impact student borrowing.

10. Nurture entrepreneurial connectivity and skills development.

Regional Strategies

Strategic Alignment of Resources

All career services offered through the IowaWORKS center are designed to meet the strategic vision and goals of the Regional Workforce Development Board. These services are reviewed regularly by the IowaWORKS management and the RWDB to ensure they are aligned with the goal and vision of the board. The RWDB provides oversight to ensure the following career services are available at the center:

Eligibility for services

Outreach, intake, orientation

Initial assessment

Labor exchange services

Referrals to programs

Labor market information

Performance, cost information

Supportive services information

UI information and assistance

Financial aid information

Follow-up services

Comprehensive assessment

Individual employment plan

Career planning, counseling

Short-term prevocational services

Internships, work experiences

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:

Out-of-area job search

Foreign language acquisition

Workforce preparation

Iowa Vocational Rehabilitation provides career services that align with the strategic plan in the following ways:-

IVRS staff are assigned to every high school and provide pre employment transition services to all students with disabilities, including career counseling on employment and training opportunities, training on work readiness and employer expectations, and on self-advocacy. IVRS assists students in making connections with employers to learn about careers. Career pathway information is provided to teachers, parents, counselors, and youth.

IVRS staff, in collaboration with partner agencies, provides career counseling to individuals with disabilities to help them make informed career decisions. Information on in demand careers and career pathways is utilized. Assistance with training is provided that leads to recognized degrees and credentials is supported. Information on financial literacy is provided to reduce college debt. Benefits planning is provided to assist participants that receive Social Security and other benefits to achieve self sufficiency.

IVRS provides consultation to partner agencies to ensure programs and areas are accessible to all. Consultation is provided to employers on disability needs to assist with recruitment and hiring of qualified individuals with disabilities and retaining valued employees.

The Adult Education/Literacy (AEL) Program at Iowa Central Community College serves Calhoun,

Hamilton, Humboldt, Pocahontas, Webster, and Wright counties. The AEL program provides services that focus on the following outcomes:

Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;

Assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family;

Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways; and

Assist immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English; mathematics skills; and acquiring an understanding of the American system of Government, individual freedom, and the responsibilities of citizenship.

AEL serves English Language Learners, those lacking a High School Equivalency Diploma, and those in need of basic reading and math skills. These services are offered in locations that are accessible to Workforce clients.

The Workforce, Vocational Rehabilitation, and Youth Employment intake process collects educational needs of clients. Students are referred to Adult Literacy classes on a regular basis. Workforce provides funding for educational barriers including daycare, transportation, and testing fees.

The Adult Education/Literacy program provides student progress and completion information to

Workforce and Promise Job staff.

The Adult Education/Literacy Services assesses student barriers and refers students to Region 5 Workforce classes, Youth Employment services, and Vocational Rehabilitation services.

Career Ready 101 online study is offered to Adult Literacy students in preparation for the National Career Readiness Certificate assessment. The assessment is at no cost to students who are enrolled in Region 5 IowaWorks and is administered at the Region 5 IowaWorks One-Stop.

HSED and ESL students are referred to PACE and participate in classes such as Forklift/OSHA training.

Refer to question C-2.

Expanded Access

The Workforce Development System can be accessed through any core partner program within the region.

Multiple points of access continue to be established, both physical and through electronic means, throughout the region. Multi-partner referral and verification forms will assist to document access to services, with an emphasis on follow up to ensure all services eligible for are accessed. Orientation sessions that describe the workforce development system will be developed and available at any partner location within the region. All core partners are focused on ensuring services are delivered and available to all eligible individuals, including eligible individuals with barriers to employment. Partnerships will be expanded, and will focus on career pathways and co-enrollments into multiple programs, especially for those with barriers to employment. Partnerships will also include close working relationships with programs administered through Iowa Central Community College, including GAP, PACE, and their new Sector Partnership Grant for Dislocated Workers. Cross training of staff has already begun so that all staff are knowledgeable about resources and partner services to help individuals with barriers access all employment and training programs for which they are eligible. Veterans will also continue to be assessed for significant barriers to employment, with the assessment tool available at all core partner locations.

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:

Refer to question C-4.

Facilitate Career Pathways and Co-Enrollment

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:

Establishment of region-wide sector boards under the leadership of Iowa Central Community College that will coordinate the development of career pathways based on industry need. With the Sector Partner NEG Grant, sector boards will be established for the three primary areas of focus: Advanced Manufacturing, Healthcare, and Transportation and Logistics. Short term courses that build on the skill levels of each course will be established in these three main areas, including both hard and soft skills as directed by the sector boards, with the ability to continue on the pathway as far as the participant desires. This will allow them to continue on, improving their skills and income base as they progress along the career pathway. Core partners participating on regional sector boards will ensure a consistent message as to employer needs within the region. Co-enrollment opportunities are continually developed and will be expanded amongst all partners within the region whenever feasible. Core partner staff is integrating services both within the physical center and throughout the region. Core partners seek input from employers within the region on an ongoing basis to develop opportunities for job seekers to achieve industry recognized certifications. This will include the continuous use of the National Career Readiness Certificate (NCRC).

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:

n/a

Strategy Alignment to State Strategies

Region 5's strategies are aligned with state strategies:

Accessibility

Region 5 core partners are working to expand accessibility to all. We are working to expand opportunities for those with barriers to employment and are proactive in reducing barriers through partnerships with other programs and partners.

Career Pathways

Region 5 supports the development of career pathways. The region is working with Iowa Central Community college and economic development to establish sector boards. Information will guide development of career pathways and workforce activities. Core partners will communicate information on in demand careers to all participants, including youth, parents, teachers, and secondary education. Careers in STEM fields will be emphasized.

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

Integration

Core program partners are working to integrate services within the region. This is accomplished through close relationships with all partners within the region.

Integrated Education and Training

Through sector partnerships, the region will be able to identify education and training opportunities for job seekers that meet employers needs.

Performance Goals (Joint Goals across Core Programs)

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

Required performance measures are primarily focused on job seeker customers. Region 5 Core Partners are committed to achieve our negotiated performance indicators.

The Core Partners will provide the RWDB and the CEO boards with performance data on a quarterly basis and as requested. The boards will use that information to evaluate performance and to determine the need for continuous improvement activities. This information will be compared to the State's expected level of performance to ensure the region is making progress in meeting the expected level of performance.

Core Partners will utilize performance tracking documents that will help to ensure that the region will meet the negotiated performance standards. In addition, Core Partners will provide ongoing in-house training for respective staff relative to WIOA performance. Region 5 works collaboratively with various partners within the region. Ongoing regional partner meetings will be held with core providers where current performance will be reviewed. With this review and oversight, the region is more likely to meet performance goals.

Region 5 will implement changes as part of the statewide data management system restructuring. The information received through this statewide system will be reviewed and tracked by the Region 5 Core Partners and the RWDB.

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

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 WIOA Service Provider will provide the RWDB and the CEO boards with performance and fiscal data on a quarterly basis and as requested. The boards will use that information and public comment to evaluate performance and to determine the need for continuous improvement activities. WIOA Service Provider will provide quarterly reports to the CEO and RWDB, updating the boards on the regions performance and progress towards meeting performance standards. The RWDB and CEO boards will evaluate the performance and, if necessary, determine actions to be taken to improve performance. If a significant problem with WIOA performance is identified, the RWDB/CEO will conduct an evaluation of the service provider. The RWDB and CEO will review and if appropriate make comment on all federal and state monitoring reports as provided by those monitoring/auditing entities.

The WIOA Service Provider staff has developed and implemented performance tracking documents that help to ensure that the region will meet the negotiated performance standards. In addition, WIOA Service Provider conducts ongoing in-house training for staff relative to good enrollment decisions and WIOA performance. Service Provider staff regularly runs performance reports to monitor progress toward meeting the negotiated standards. Region 5 works collaboratively with various partners within the region. Ongoing partner meetings have been held with multiple providers to determine what services are currently being offered through various programs and identify gaps within the current service structure. In this way, partners are able to maximize services and funding levels and the participants benefit by having a more complete, comprehensive service plan to reach self-

sufficiency. In turn, the region is more likely to meet performance goals.

Region 5 will implement changes as part of the statewide data management system restructuring. The information received through this statewide system will be reviewed and tracked by the region.

Refer to question C-13.

Implementation of Strategies

Regional Workforce Development Board

Technology is being utilized to develop the Customer Profile application, now referred to as the Customer Service Account, which IWD has determined to be a viable application that can be scaled to use by the state at each of the core partners. The application is currently being designed and will go into production in the near future.

The Service Account will include the Participant Information Record Layout (PIRL) distributed by USDOL. Each core partner will need to create a link to the Service Account. The unique PIRL Identifier will be the common shared data element used to link participants. The Service Account will populate each of the agency specific data bases.

Next decisions for the PIRL include whether the participant, staff, or an agency batch process will complete specific data elements.

Identification of allowable locations needs to be determined.

IWD secured funding for the initial project to move forward. A project plan and scope need to be developed with a clear timeframe.

Sustainable costs are not included.

Modifications to agency specific applications are also not included.

A comprehensive list of data elements dependent on partners will be compiled to help develop the state data sharing MOU. This state level template will focus on measures and reporting requirements to be used for regional MOUs.

The Service Account will store information about the participants post-program success and Unemployment Insurance Wage record data. Reporting performance outcomes, including the details of who, when, and how this information is to be shared are yet to be determined. The Service Account application includes identity authentication steps as a

Describe how the regional board will implement its identified strategies:

means to verify individuals and maintain privacy.

Case management will be more of a multi-partner services management system, with core partners having access to the IWORKS system. Co-enrollment will create a more holistic service management system, involving more collaboration of partners in overcoming the barriers to employment. This team approach will ensure that all partners coordinate the services being provided, and have access to the progress and outcomes being made by the participant. The team approach also lends more support to the participant, and therefore, a greater chance for success.

At a minimum, the following career services will be provided through Region 5 workforce system partners:

Eligibility for services

Outreach, intake, system orientation

Initial assessment

Labor exchange services

Referrals to programs and services of partner agencies

Labor market information

6 Steps to Success workshops

Supportive services information

UI information and assistance

Financial aid information

Follow-up services

Comprehensive assessment

Individual employment plan

Career planning, counseling

Short-term prevocational services

Internships, work experiences

Apprenticeships

Out-of-area job search

Training opportunities through Career Pathways

Foreign language acquisition

Workforce preparation

Financial Literacy workshops

Digital Literacy workshops

As part of the Region 5 Memorandum of Understanding (MOU) development, the partners to the Region 5 MOU will identify which of the above listed career services are provided through their agency/organization.

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

Services provided in Region 5 under the Wagner-Peyser Act are available to all partner participants in the One-Stop system. All partner program participants will be encouraged to use the services of the Center for job readiness activities, workshops, and accessibility to jobs through the DOL labor exchange system under Wagner-Peyser.

Through an Integrated Service Delivery System, Wagner-Peyser and partner staff work together to create a seamless service experience for all Center customers.

In the integrated center in Region 5 the customer flow will be as listed below:

Greet/Identify Purpose of Visit

Determine Registration Status and/or

Conduct Service Triage

Recommend Services

Registration

Self-attestation

Co-enrollment evaluation

Introduce to Career Services Process and/or

Provide Appropriate Partner Referrals and/or

Determine eligibility for additional individualized career services and/or training services

Integrated Customer Flow Based on an initial basic assessment, customers will progress through services in a unified, standard flow

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

organized by function rather than program. Customers start with registration services (stream-lined program enrollment and initial triage); advance to career services (to build occupational and job seeking skills), and then either referral to recruitment and placement services (with connections to hiring employers) or referral to more individualized career services and, if warranted, training services.

All Integrated Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within IowaWORKS. When eligibility permits, every customer must be co-enrolled into all qualifying programs for basic career services.

Within this flow, services will continue to be customized to meet individual customer needs.

Career services comprise a hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the IowaWORKS system: that all individuals have the opportunity to know their skills, grow their skills and get the best job possible with their skills. To that end, an assessment of skills is a universal service delivered. The outcome of service delivery in the career services area is a relevant pool of talent with skills in demand and job-search know-how.

When customers have completed career services, have the tools and knowledge for an effective job search, and meet specific criteria, they are referred to employers to be matched to

available job openings.

If additional services are identified as needed, the career services team will make the appropriate referrals to participate in more individualized career services and/or training services.

Services have been expanded and improved in many ways. Through technology, Wagner-Peyser services are also offered 24/7 through online through the www.iowaworkforcedevelopment.gov website. Virtual access points exist across the region at many libraries and partner locations. Region 5 also has the Webster City satellite office, and a staff position dedicated to providing Wagner-Peyser services in the rural parts of the region. Wagner-Peyser services are also provided by Region 5 IWD staff to offenders at the North Central Correctional Facility in Rockwell City.

Through the fully integrated process which includes co-enrollment, duplication of services will be avoided as partners work together to provide service management for customers. Every effort will be made to blend and braid services and funding on behalf of the customer. In this way, partners are able to maximize services and funding levels and the participants benefit by having a more complete, comprehensive service plan to reach self-sufficiency. In turn, the region is also more likely to meet performance goals.

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

The Adult Education and Literacy Program (AEL) has a long history of inclusion in Workforce, Vocational Rehabilitation, and Youth Employment services. AEL is incorporated from many perspectives including cross training, intake procedures, and referrals, and tracking of student progress. The AEL program is an entry point for Career Pathway and PACE programs.

In Program Year 2016 AEL staff has been included in the WIOA Region 5 Local Plan/MOU development bimonthly meetings and cross training. AEL staff participated in joint staff training with Greg Newton and follow-up cross training of all agency staff. Core partner managers shared current intake procedures and functions of each core partner agency as part of the local plan development process. AEL staff will continue to attend WIOA training opportunities at the regional and state level.

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

Iowa Works, Vocational Rehabilitation, and the AEL program are all located on the Iowa Central Community College campus in Fort Dodge. Referrals are part of intake and services provided. A common referral form has been developed. Iowa Works, Promise Jobs, Youth Employment Program, and Vocational Rehabilitation all routinely refer clients to AEL. PACE navigators and IowaWorks staff assist students in each five week session to register and enroll in Workforce membership as well as sign up for monthly IowaWorks digital and job preparation classes. Youth Employment Program staff talk to AEL students each five week session to determine and enroll eligible students for this program. These referrals are tracked by AEL staff.

The AEL Programs eligibility for enrollment includes persons that are at least 16 years of age and not enrolled or required to be enrolled in a secondary school under Iowa Code chapter 299.1A; and meet one of the following:

lack sufficient mastery of basic educational skills to enable them to function effectively in society;
do not have a secondary school diploma or a recognized equivalent, and have not achieved an equivalent level of education; or
are unable to speak, read, or write the English language.

Through instruction in adult basic education (ABE), adult secondary education (ASE) and English as a Second Language (ESL), programs help learners to:

gain employment or better their current employment;
obtain a high school equivalency diploma by passing the state approved assessment;
attain skills necessary to enter postsecondary education and training;
exit public welfare and become self-sufficient;
learn to speak, to read, and to write the English language;
master basic academic skills to help their children succeed in school;
become U.S. citizens and participate in a democratic society;
gain self-esteem, personal confidence, and a sense of personal and civic responsibility.

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.

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

All core partners will collaborate to ensure that participants with disabilities have full inclusion and access into programs and services offered, as it is recognized that all programs do have participants with disabilities. Core partners will receive cross training from IVRS on IVRS eligibility, the IVRS Integration Plan, and services available. IVRS will provide consultation and technical expertise, when needed, to all partners and the system to ensure that programs are physically and programmatically accessible to participants with disabilities. Core partner program staff will develop knowledge and increase awareness in working with participants with disabilities. This will assist in ongoing efforts to partner on services and avoid duplication. When a participant with a disability requires more intensive, one on one, assistance than partner programs can offer through general services, the individual will be recruited into IVRS caseload.

IVRS has a strong presence in the area high schools and will collaborate with partners to deliver pre- employment transition services to all high school youth with disabilities, such as job readiness skills, career exploration, and connections with businesses for work experiences and employment. High school students and youth will be referred and connected to partner agencies and IVRS will assist partners to make additional connections in the high schools. IVRS will partner and assist with NCRC preparation and assessment for students with disabilities who may need more individualized supports. IVRS will lead efforts for competitive and integrated employment opportunities for students and adults with the most significant disabilities. This will involve collaboration among multiple partners and

organizations.

Core partners recognize that IVRS staff have knowledge and expertise in providing services to individuals with disabilities. IVRS supervisor attends Region 5 Workforce Development board meetings and will become a board member when the board moves to the new WIOA compliant structure. IVRS staff will participate on business services teams and sector board teams to provide expertise on disability issues and best practices for employing people with disabilities for partner agencies, the Regional Workforce Development Board, employers, and other entities.

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.

Integrated Service Delivery Products and Services Available:

Through an Integrated Service Delivery System, WIOA Adult and Dislocated Worker staff, along with partner staff work together to create a seamless service experience for all Center customers.

In the integrated center in Region 5 the customer flow including will be as listed below:

Greet/Identify Purpose of Visit

Determine Registration Status and/or

Conduct Service Triage

Recommend Services

Registration

Self-attestation

Co-enrollment evaluation

Introduce to Career Services Process and/or

Provide Appropriate Partner Referrals and/or

Determine eligibility for additional individualized career services and/or training services

Integrated Customer Flow Based on an initial basic assessment, customers will progress through services in a unified, standard flow organized by function rather than program. Customers start with registration services (stream-lined program enrollment and initial triage); advance to career services (to build occupational and job seeking skills), and then either referral to recruitment and placement

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

services (with connections to hiring employers) or referral to more individualized career services and, if warranted, training services.

All Integrated Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within IowaWORKS. When eligibility permits, every customer must be co-enrolled into all qualifying programs for basic career services.

Within this flow, services will continue to be customized to meet individual customer needs.

Career services comprise a hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the IowaWORKS system: that all individuals have the opportunity to know their skills, grow their skills and get the best job possible with their skills. To that end, an assessment of skills is a universal service delivered. The outcome of service delivery in the career services area is a relevant pool of talent with skills in demand and job-search know-how.

When customers have completed career services, have the tools and knowledge for an effective job search, and meet specific criteria, they are referred to employers to be matched to available job openings.

If additional services are identified as needed, the career services team will make the appropriate referrals to participate in more individualized career services and/or training

services.

Basic Career Services offered in region 5 include:

Determination of eligibility for WIOA Title I Programs

Outreach, intake and orientation to the information and services available through the Workforce Development Center System

Initial assessment of skill levels, aptitudes, abilities, and supportive service needs

Job search and placement assistance, and where appropriate, career counseling

Provision of employment statistics information, including job vacancy listings, the skills necessary to obtain those jobs, and information relating to local occupations in demand and the earnings and skill requirements for those occupations

Performance information and program cost information on eligible providers of training services

Information on how the region is performing on the WIOA performance measures, and the overall Workforce Development Center system measures

Provision of accurate information relating to the availability of support services, including child care and transportation available in the local

region and referral to such services as appropriate;

Delivery system performance information;

Information on other IowaWORKS One-Stop System Partner services and support services;

Assistance regarding filing claims for unemployment compensation

Assistance in establishing eligibility for programs of financial aid assistance for training and education programs

Job referrals (informational, referrals in non-exclusive hiring arrangements, short-term or seasonal placements);

Internet browsing (job information and training searches);

Internet accounts;

Follow-up services, including counseling regarding the workplace, for participants who are placed in unsubsidized employment

Region 5 has a fully integrated One-Stop center located in Fort Dodge, Iowa.

In integrated Centers, all eligible (through self-attestation and verification of age) members will have the opportunity to participate in service strategies developed using basic career services.

Individualized Career Services offered at the One-Stop center and on an itinerant basis in each county as needed include the following:

Staff-assisted job search and placement assistance, including career counseling (JSP), (G&C);

Screened job referrals (such as testing and background checks) (SJR);

Staff assisted job development (working with an employer and job seeker) (SJD); and

Staff assisted workshops, pre-employment training and job clubs (PET, JBC).

National Career Readiness testing and certification (NCRC)

Comprehensive and specialized assessments of skill levels and service needs, including diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;

Leadership Development

Individual counseling and career planning

Service management for participants seeking training services

Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized

employment or training

Short Term Skill Upgrading

Internships

Work-Based Learning Opportunities

**Training services offered at the listed center
and on an itinerant and as needed basis:**

**Occupational skills training, including training
for nontraditional employment;
Programs that combine workplace training with
related instruction, which may include
cooperative education programs;**

**Training programs operated by the private
sector;**

Retraining;

Entrepreneurial training;

Customized training; and

**Adult education and literacy activities are
provided in combination with other allowable
training services.**

**Following is the list of training services offered
within the region:**

Customized Training (CUS);

Entrepreneurial Training (ENT);

Institutional Skill Training (IST);

On-the-Job Training (OJT);

Remedial and Basic Skill Training (RBS); and

Secondary Education Certificate (SEC).

Additional services which may be offered within the region include:

Enhanced resume development

Job Description development

Extensive employee/potential employee testing

Workshops for employers (such as employee retention)

Work site employee development programs (such as team building)

Expanded employee workshops for individual employers

All IowaWORKS One-Stop system partners agree to utilize a common method to refer customers among the partners. The common intake/service management system will be used by those partners providing services under the Workforce Innovation and Opportunity Act. If the common intake/service management system cannot be used, referrals will be made between partners in a timely manner and a follow-up contact will be made with the customer to ensure service was provided. The WIOA Core Partners are responsible for conducting the overall service management to

ensure that all customers referred for services are receiving needed services.

Customers, including employers, may be served by any IowaWORKS staff and through internet services. Those services include:

Job search and placement services for job seekers, including counseling, testing, occupational and labor market information, assessment, and referral to employers.

Appropriate recruitment services and special technical services for employers.

Providing services for workers who have received notice of permanent layoff or impending layoff.

Labor market and occupational information.

Workforce Development Needs of Employers

A concern of the employers has been the recruitment of people to live and work in the area as well as the readiness of the available labor force to enter employment. The Region 5 labor force population is decreasing and local employers cannot find enough skilled workers to fill open positions. Basic skills which include literacy, numeracy, basic computer skills and organization skills, in addition to many of the soft skills necessary to be successful, are described by employers as lacking. Included in these soft skills needs, employers identified social skills such basic work ethic, dependability and retention as necessary skills. Also noted by employers were a lack occupational skills including, specific

occupational knowledge and experience in particular middle-skill occupations in the areas of healthcare, welding, information technology, advanced manufacturing, industrial maintenance, transportation/logistics and skilled trades.

Strategies to address the workforce needs of area employers and address gaps in services:

- 1. Work in partnership with economic developers from the counties and cities in Region 5 to expand the knowledge of training opportunities available to new and expanding businesses.**
- 2. Enhance the relationship between training providers and business employers in the region.**
- 3. Identify and expand means to share information about training opportunities to entry-level workers - especially in tune with the preparation for under-utilized populations such as veterans, ex-offenders, disabled, non-English speaking minorities, older workers, youth and families on Temporary Assistance (TANF) in the region.**
- 4. Increase the knowledge of employers in services that can prepare them in employing people in under-utilized populations.**
- 5. Increase the availability of workers trained in soft skills.**
- 6. Increase the availability of workers trained and certified in technical areas, including healthcare, welding, information technology, education, advanced manufacturing, industrial maintenance, transportation/logistics and**

skilled trades.

7. Encourage and expand ways to identify businesses that can be assisted by the workforce system.

Workforce Development Needs of Job Seekers

Many job seekers are not aware of the products and services of workforce partners within their region. Jobseekers may need additional services beyond what they are able to access themselves to qualify for and fill the jobs available in the region.

Strategies to address the workforce needs of area job seekers and address gaps in services:

- 1. Continue to expand marketing of available workforce products and services throughout the communities in the region. Adding access through Core partner sites within the region will be an important part of this connectivity.**
- 2. Make a variety of IowaWORKS partner services and information available throughout the region in all partner locations.**
- 3. Continue to work with communities to find ways to address the needs of an ever growing diversity of workforce, including veterans, ex-offenders, disabled, non-English speaking minorities, older workers, those on Temporary Assistance, and youth.**
- 4. Make HSED/English Language Learner training information more readily available.**

5. Make information on citizenship training and the Future Ready Iowa Initiative more readily available to the jobseeker.

6. Continue to work to develop and market a greater variety and number of skill upgrade and short term training programs to jobseekers.

7. Promote the use of the National Career Readiness Certificate as an assessment to better define job employment skills levels to the employer.

8. Promote skilled Iowa workers to current and future jobs.

Workforce Development Needs of Low-Income Adults and Dislocated Workers

In today's increasingly competitive, fast paced economy, economic growth and prosperity depend on the education and skills of the local workforce. The number of people who receive training and attain a degree or certificate through the Workforce Innovation & Opportunity Act (WIOA) Adult and Dislocated Programs, National Emergency Grants (NEG), Trade Adjustment Assistance (TAA) and other Department of Labor program initiatives must report the number of program participants with credentials. The goal of these programs shows continued emphasis on job training and attainment of industry-recognized credentials as a strategy for both enhancing earnings and employment for participants in the public workforce system to meet the economy's need for more skilled workers.

Recommendations to address the workforce

needs of area low-income Adult and

Dislocated Workers and address gaps in services:

- 1. Increase the number of participants in programs that result in a credential.**
- 2. Increase credential attainment of these participants.**
- 3. Develop and refer targeted populations to more retraining opportunities in an effort that will allow them to reenter the workforce.**
- 4. Encourage the creation of industry-recognized training programs by local approved training providers which lead to credentials.**
- 5. Build the capacity of frontline workforce staff to help customers seeking training to invest their time in programs that will lead to industry-recognized credentials for jobs in demand in the regional labor force.**
- 6. Continue linkages among WIOA, Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy and Promise Jobs, TAA and Ticket to Work to facilitate access to workforce services and educational programs.**

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 Region 5 RWDB selected the following agency as the Service Provider for Youth Services:

Children & Families of Iowa (Youth Employment Program)

Patricia Cirks, Regional Supervisor

Teresa Larson-White, Program Manager

111 Ave O W

Fort Dodge, IA 50501

515-573-2193

patc@cfiowa.org

teresal@cfiowa.org

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

Counties Served: Calhoun, Hamilton, Humboldt, Pocahontas, Webster & Wright

The following programs are made available to youth within Region 5:

- 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:**

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

(ii) Pre- apprenticeship programs (PRE)

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

(iv) 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)

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 5 to support the required youth services available:

Entrepreneurial Training (ENT);

Job Search and Placement Activities (JSP);

Pre-Employment Training (PET); and

Skill Upgrading (SUG)

The above-referenced programs are available through partners within the region including WIOA, Wagner-Peyser, Iowa Vocational Rehabilitation, Adult Education and Literacy and other community providers and partners.

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 5 for youth.

Clothing (occupationally required or required for interview)

Dependent Care

Miscellaneous services

Residential/Meals support

Stipends (STI) youth only

Transportation

Given limited WIOA funding, not all support services allowable through the Workforce Innovation and Opportunity Act will be made available regionally. When a support service is not available through WIOA in Region 5, 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.

The RWDB has identified the following issues faced by employers and youth entering the workforce within the region:

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

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

Co-enrollment of eligible youth with partner programs including IVRS, Adult Education & Literacy and Promise Jobs can have a substantial impact on the success of the youth participant by providing additional services needed to overcome barriers and coordinated case management.

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

*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

The Partners shall collaborate to develop policies, procedures, and best practices to facilitate the organization and integration of workforce services by function (rather than by program) when permitted by a programs authorizing statute and as appropriate. This will include coordinating staff communication, capacity building, and training efforts. Functional alignment includes having one-stop center staff that perform similar tasks serve on relevant functional teams (e.g. Skills Development Team, Business Services Team). Service integration shall focus on serving all customers seamlessly (including targeted populations) by providing a full range of services staffed by cross-functional teams, consistent with the purpose, scope, and requirements of each program.

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.

The Partners strive to achieve an integrated partnership that seamlessly incorporates services of the core partners and other system partners. The Partners shall collaborate to develop and implement operational policies, procedures, and best practices that reflect an integrated system of performance, communication, and case management, and use technology to achieve integration and expanded service offerings.

The Partners will collaborate to develop policies and guidance with respect to best practices to increase and maximize access to services for individuals, particularly those with barriers to employment. The Partners have begun and will continue to meet regularly to analyze and continuously improve the following areas of focus:

Reduce duplication, identify barriers to collaboration, and increase collaboration of all

partners at the one-stops.

Focus on workforce training beyond entry-level skills and achieving postsecondary awards/credentials.

Identify barriers to participant referrals or access to appropriate service providers within the one-stop system.

Identify integration opportunities and data sharing on assessment information among workforce partners.

Reduce duplication of services among various partners.

Develop knowledge of all partners regarding roles and responsibilities.

Region 5 Partner strategies for improvement in these areas align with the Unified State Plan through the following goals:

Incorporate middle skills training and learn-and-earn models into system;

Develop a common intake and referral process for all partners;

Develop a system for universal assessment and sharing results among agencies;

Provide professional development to program staff on integration within a one-stop system;

Co-enroll common customers in appropriate educational programs;

Develop data-sharing capability among all agencies;

Develop a data-sharing system that contains a common eligible training provider list;

Braid funds to better utilize resources efficiently.

WIOA planning efforts by the WIOA core partners have served to solidify key relationships, provide a context in which to enhance ongoing partnerships and have served as a roadmap for establishing new and

**innovative connections within lowas workforce
delivery system.**

Refer to question D-14.

The goal of the integrated service delivery system is to enable all customers, including special populations, to be able to access all needed services of the system and center. Accessibility is accomplished through brick and mortar locations, referrals connecting customers to partner services, and through electronic technology. All special populations are encouraged to become members of the One-Stop center, and therefore be connected to, and co-enrolled in, all services and programs for which they are eligible.

System service partners also meet quarterly for the purpose of ensuring that we can best meet the needs of our customers through collaboration and referrals. The service providers all serve individuals with barriers to employment. Through collaboration, we can provide the most efficient and effective methods of serving these individuals, without duplicating services. System partners not located in the center are encouraged to come to the center and use our facilities for working with their participants for additional one-on-one services.

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

Serving Special Populations at the One-Stop Center and connecting with the One-Stop System Partners:

When a customer enters the One-Stop system, staff welcome the individual and learn about the needs and desires for employment. As staffs learn about the customers needs, referrals and connections with other programs can be made. A team approach will be used to ensure that barriers to employment are addressed by the system, creating a more seamless system of support. All partner staff involved with that

customer will work together identifying what services and resources are available to the individual and who will be able to provide that service.

All special populations are offered the same menu of services from the One-Stop system. Recommendations and job referrals are made to employers based on skills and abilities as well as ability to learn the job without regard to these demographics. Employers are made aware of the Work Opportunity Tax Credit (WOTC) that many special populations are covered under. Partners who also serve these populations are referral sources for the One-Stop.

Individuals with Disabilities:

During the Welcoming and orientation process in the system, customers can self-attest to a disability, or they may share that they have a disability at any time during their interaction with staff. Signs notifying customers about accommodations and additional assistance upon request are posted throughout the office and meeting rooms in the One-Stop Center. All partner staff will have been trained on the IVRS continuum of service. Additional training will be on-going regarding ADA and working with participants with disabilities. By gathering information, partner staff can determine if a customer has intensive needs and is referred to IVRS or IDB. Partner staff can also utilize IVRS staff for consultation on reasonable accommodations so that the individual with a disability can access all partner programs and services. Individuals with a vision impairment that is creating a barrier to employment will be connected to services with the Iowa Department

for the Blind. In turn, IVRS and IDB will refer and connect individuals with disabilities to other partner services as needed.

Outreach efforts to Individuals with Disabilities include:

Outreach to all high schools in the region is on-going with partnerships with special education teachers and guidance counselors being an important piece in outreach to students with disabilities

IVRS refers individuals with disabilities to core partners for needed services and individuals who require intensive VR services are referred to IVRS

Core partners work with community colleges and disability services coordinators to identify students with disabilities that may require additional services and supports

Core partners develop partnerships with businesses to identify their hiring needs and support hiring individuals with disabilities. Core partners provide consultation to assist employers in retaining employees with disability related needs.

IDB VR staff will make themselves available in the Regional One-Stop center to collaborate with partners and clients to provide information and services to meet their needs

IDB collaborates with assistive technology vendors and local service providers at the Vision Loss Resource Fair designed to reach out to lowans in the region who are experiencing vision loss and blindness.

In addition, the core partners collaborate with

additional service providers who provide services to individuals with the most significant disabilities.

Ticket-to-Work is part of One-Stop programming. Region 5 currently has an agreement with Goodwill of the Great Plains, who provides a staff person to assist with the Ticket to Work program at the One-Stop center. This provides additional services to individuals with disabilities who are receiving Social Security benefits. IVRS also has staff knowledgeable about TTW and benefits planning.

Veterans:

All staff in the IowaWORKS center serves veterans and their families. Staff uses a screening tool to see if veterans have Significant Barriers to Employment (SBEs). If eligible, they are referred to the DVOP. The DVOP in Region 3-4 also serves Region 5 on a part time basis. The DVOP service manages veterans with SBEs and eligible family members for more individualized and intensive career services. The Home-Based Iowa initiative is reaching out to returning veterans and encouraging those veterans and families to locate to north central Iowa.

Priority of Service to Veterans for DOL and WIOA programs

Assessment to for identifying Veterans with Significant Barriers to Employment (SBE)

Case Management services and co-enrollment for Veterans with SBEs

Partnership with community entities for special events such as Veterans Day Open House

Relationship with the Employers Support of the Guard and Reserve (ESGR) so recruiting efforts include Guard members

Relationship with the Employers Support of the Guard and Reserve (ESGR) and employers to hold special events such as Hire Our Heroes

Relationship with businesses to promote hiring veterans

Continued support for the Home Base Iowa Initiative

Veterans with disabilities and service connected disabilities are connected to IVRS and Veterans Administration Vocational Rehabilitation and Employment program.

Low-Income population:

A majority of the adults receiving services in the Adult program are low-income by WIOA definition

Assessment of low income individuals occurs in the One-Stop center so referrals and co-enrollments to other services and partner programs can be recommended as needed, such as ABE.

Many low income adults have learning disabilities, resulting in low skills. Staff assess skill levels, and refer to any remedial services to assist with up skilling in basic educational and technical skills

Partnership with PROMISE JOBS to co-enroll eligible participants in the Adult WIOA Program

English Language Learners (ELL):

. Two staff in Region 5 are bi-lingual (Spanish/English). One is housed in the center in Fort Dodge, and the other is housed in the Webster city satellite office. In addition, that staff person also travels to the rural parts of the region providing services

One staff member serving Migrant Seasonal Farm Workers in northwest Iowa is bi-lingual (Spanish/English)

Language Link is available for translation services

Certain labor law posters and service applications are available in Spanish

ELL and HSED classes are held through Iowa Central Community College at several locations in Region 5 and referrals are made to those services from all core partners

Partnership with Proteus, Inc. to serve eligible migrant and seasonal farmworkers, and/or their dependents. Referrals are made to the local Proteus office in Fort Dodge.

Customers at the One-Stop center that are identified as basic skills deficient are referred to those programs for upskilling and career pathway opportunities.

ELL students become members of the center and are co-enrolled in all eligible services.

ELL students are encouraged to take all

workshops and classes offered at the center to improve job readiness and job seeking skills.

When job ready, center staff assist ELL and ABE students with job leads, referrals, and work-based learning opportunities.

Older Workers:

Older workers including SCSEP participants become members of the Center and are co-enrolled into all eligible programs.

Offer digital literacy training to older workers to update their skills and make them more job ready.

Attend workshops and classes at the center in order to improve and update skills used in job readiness and job search activities.

Refer older workers to ABE classes as needed at Iowa Central Community College to improve basic educational skills, including high school equivalency.

Partnerships with Experience Works, Inc., Elderbridge, and AARP. Experience Works operates SCSEP in region 5 and is co-located in the center to serve older workers in Region 5. The center also serves as a training site for their WEP program.

TANF recipients:

PROMISE JOBS participants who participate in job readiness and job search activities become members of the One-Stop so they can take advantage of all services provided to help them become employed and reach self-sufficiency.

The full menu of services and workshops are offered to PROMISE JOBS participants so that they are able to learn alongside other job seekers which in itself can be a learning experience.

PROMISE JOBS participants are referred to the WIOA Program, Adult Education & Literacy, and Iowa Vocational Rehabilitation Service when appropriate to provide additional job training assistance.

Disconnected and Disadvantaged Youth:

The service provider for WIOA Youth in Region 5 is Children & Families of Iowa - Youth Employment Program

Youth who are identified in Membership and by Core Partners as potentially eligible for the WIOA youth program are referred directly to the Youth Employment Program Manager.

Youth including those enrolled in the WIOA youth program become members of the Center and may be co-enrolled into other eligible programs.

Attend workshops and classes at the center in order to improve and update skills used in job readiness and job search activities

Youth Employment Program Career Advisors make referrals as necessary to youth serving agencies in the Region to assist with overcoming barriers such as mental health services, substance abuse, food assistance and housing.

Youth Employment Program Career Advisors will maintain office hours at the One-Stop periodically to assist walk-in youth.

Migrant and Seasonal Farm workers:

MSFWs are identified in Membership at the Region 5 One-Stop and offered the full range of

workforce services.

Partnership with Proteus, Inc. to serve eligible migrant and seasonal farmworkers, and/or their dependents. Referrals are made to the local Proteus office in Fort Dodge.

Co-enrollments with Proteus for MSFW PROMISE JOBS and WIOA participants.

Partnership with MSFW IWD staff who meet these workers where they work

Offenders:

Full-time Region 5 IWD staff person located at the North Central Correctional Facility in Rockwell City IA to coordinate the Ex-Offender Re-Entry Program. This program provides NCRC testing and Work Key study, job readiness workshops (POETS), assistance with resumes and cover letters and job search assistance.

NCRC testing and virtual access point availability at Fort Dodge Correctional Facility in Fort Dodge IA.

Membership and the full range of workforce services are provided in the Region 5 One-Stop Center for Fort Dodge Residential Center residents who are looking for employment as they work towards completing their parole requirements.

Partnerships with businesses willing to hire ex-offenders.

Federal Bonding offered to help secure hires

WOTC eligibility determination

WIOA enrollment if eligible

Homeless population:

Partnership with Beacon of Hope Mens Homeless Shelter.

Partnership with the YWCA Womens Homeless Shelter.

Partnership with the Domestic & Sexual Assault Outreach Center (D/SAOC)

Partnership with Upper Des Moines Opportunity for various services for the homeless

Additional outreach to other agencies in the region

Partnership with veterans representative for services to homeless veterans

Rapid Response and Trade Adjustment Assistance (TAA):

Rapid Response and Trade Adjustment Assistance (TAA) provide early intervention to threatened workers of larger layoffs or on whose behalf a Trade Adjustment Act petition has been filed. Region 5 has a Rapid Response Team consisting of staff from Workforce Innovation and Opportunity Act, Wagner-Peyser, Vocational Rehabilitation, Iowa Central Community College, Unemployment Insurance, Small Business Development Center, and Trade Adjustment Assistance (once the petition has been certified). The team expands and includes Upper Des Moines Opportunity, Department of Human Services, and Fort Dodge Housing when

needed. Whenever possible, the team conducts on-site presentations at the business location. Every effort is made to provide information sessions prior to the commencement of the layoffs and/or plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how the partner staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Furthermore, as appropriate at such sessions or after layoffs occur, the joint Trade Adjustment Act/Workforce Investment Act applications are completed. Afterwards, customers begin to engage in further orientation and intake sessions. The goal is to get these Dislocated Workers engaged in re-employment activities and services to assist them in re-entering the workforce with updated technical and job readiness skills to meet the needs of employers, especially in high demand jobs within the region.

Trade Adjustment Act and Co-enrollment Policy:

Effective January 1, 2012, Governor Branstad changed the participant enrollment policy under Iowa's Workforce Investment Act program to mandate co-enrollment for all Trade-certified and National Emergency Grant dislocated workers into the WIA Dislocated Worker Program so that all customers would benefit from the service integration, functional alignment, and resources among these programs. All customers receive assessments, review labor market information, establish

employment goals, and develop Individual Employment Plans that are shared and agreed upon among all partners/counselors involved. These plans identify whether Trade Adjustment Act training is necessary to secure employment, any possible barriers to employment/training success, and how those barriers will be addressed. Both Workforce Investment Act and Wagner-Peyser staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. Furthermore, all Trade Adjustment Act customers have access to any other resources provided by Wagner-Peyser and Workforce Investment Act. Because specific Wagner-Peyser or Workforce Investment Act staff may have on-going direct connection to local and statewide employers and job openings, customers may be assigned to additional staff persons for assistance with intensive job search activities.

Service Management is shared between Workforce Investment Act counselors and Wagner-Peyser representatives. Because Workforce Investment Act and Wagner-Peyser have a shared computer system and all partners/staff have access to the Trade Adjustment Act computer system, case notes are accessible by either program, allowing staff to determine if monthly contact has been made. If contact has been made and the documentation shows ongoing progress toward goals with no issues, the contact will satisfy all programs requirements. Ongoing communication is stressed among all partners Workforce Investment Act, Wagner-Peyser, and the State Trade Adjustment Act office, and each region have established its own processes. Examples include: periodic

combined staff meetings to reinforce the open communication and staff working to meeting the same goals between a customer and relevant program representatives as needed to address customer needs or issues while working toward an integrated approach to address such needs and issues.

When it is determined that a customer needs retraining to be more competitive in the job market, Workforce Investment Act takes the lead in development of the training plans in accordance with the six criteria for Trade Adjustment Act-approved training. Thereby, the training plans are developed and justified based on test assessments, labor market information, assessment of the customers personal qualifications and financial ability, and training information. The State Trade Adjustment Act office then reviews all training requests and issues determinations. While Trade Adjustment Act will be the primary funding source for an individuals training, Workforce Investment Act may offer assistance with supportive services (e.g., childcare, counseling, utility and rental assistance) as needed for a customer to be able to be successful in the chosen training program. Co-funding of training also may occur, if it is necessary to meet a customers needs. Once a customer enters approved training, there is additional coordination with Wagner-Peyser and Unemployment Insurance for an individuals ongoing income support.

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:

Region 5 Flowcharts.pdf

Coordination, Alignment and Provision of Services

Employer Focus

The Region 5 board places a high value in supporting the development of industry partnerships and rapid entrance into the workforce through various routes. Well planned Sector Partnerships and Career Pathways can increase the number of individuals who obtain an industry valued credential and enter into sustainable employment. In Region 5, core partners are working with Iowa Central Community College who is taking the lead in developing definitions of Sector Partnerships and Career Pathways. These are supported by the core partners and allow for consistency and quality across systems and throughout the region. The regional sector boards will serve as committees to the RWDB to establish sector strategies and career pathway initiatives for the region. The regional sector boards will be employer driven.

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

To the extent feasible based on employer need and regional budget, the region may utilize incumbent worker training, on the job training, and customized training. The SP NEG administered by ICCC will also be able to utilize a portion of their funding to provide incumbent worker training, in addition to other business services. IowaWORKS management also participates on the regional and local Workforce Committees, in addition to the Future Workforce Committee. These committees involve business, government, and education working together to better prepare the current and future workforce to meet the needs of business. Round table business sector workshops have been held to determine the needs of business in this area. From those workshops, the workforce committees develop strategies to work on based on the needs the business leaders have expressed.

The system partners are forming integrated business services teams. Through business services teams and sector partnerships, partners will be able to reach business leaders more efficiently and effectively for both the businesses and the partners. Employer services offered within the region include but are not limited to:

Recruiting lowaWORKS and core partner staff seek to match job seekers against the employment needs of prospective employers, and to make appropriate referrals. No fees are charged and job listings are posted on several internet sites.

Outreach - lowaWORKS provides area employers assistance with recruitment needs, coordination of large-scale recruitment such as career and employment fairs, and marketing of lowaWORKS products and services. Career and Employment Fairs offer employers and job seekers the opportunity to interact at a single location.

Testing Services - lowaWORKS staff can administer at no charge to the employer or job seeker proficiency tests for typing, 10 key and spelling. OPAC® The Office Proficiency Assessment and Certification System is an office skills testing suite. With an array of over 30 tests the OPAC System is the perfect tool to measure job applicant PC and office skills. lowaWORKS staff can also administer employer specific tests at the Center as requested by the employer.

Reverse Referrals - This service directs all interested job seekers to apply for openings at the lowaWORKS offices, freeing the employers time for other tasks.

NCRC - A system developed by American College Testing (ACT) for documenting and improving work place skills. The National Career Readiness Certificate (NCRC) is the work-related skills credential. The certificate provides fair and objective measurement of workplace skills that can be accepted nationwide.

Skilled Iowa - This is a public- private initiative supported by the Governors Office, Iowa Workforce Development, and the National Career Readiness Certification in partnership with ACT, the Iowa STEM Advisory Council, and numerous Iowa businesses.

Home Base Iowa this initiative assists business with the recruitment of veterans exiting the service who are looking for good job opportunities. Businesses can become an HBI supporting business, and communities can become HBI communities, by offering veterans to relocate for employment opportunities.

Tax Credits - The Work Opportunity Tax Credit (WOTC) and Welfare to Work Tax Credit (WtWTC) offers employers federal income tax credit if they hire persons from certain qualified groups, such as the low income or disabled.

Labor Market Information - Current Labor Market Information is available on various economic trends and occupations, including data on prevailing wage rates and projected job outlooks.

Free Space - IowaWORKS offers free meeting rooms to employers for job interviews, job fairs, training, and meeting space for new businesses under construction.

Employers' Council of Iowa Business and government working together to meet the workforce needs of business. Opportunities are provided for educational seminars, networking, and dialogue on workforce related issues.

Required Posters - General requirements and ordering information is available for state and federal required employer posters. An all-in-one poster is available at no cost to employers from IowaWORKS offices.

Business Closings/Downsizing - Should a business experience closing or restructuring, IowaWORKS staff and its partners are ready to help employees make the transition to other employment. Laid-off workers are provided access to services, including job search assistance, workshops, financial support and training.

Tax Liability Information - IWD tax liability specialists are housed in Fort Dodge to work with new and existing employer accounts.

Unemployment Insurance Information, Tax Forms and Publications - A number of commonly required or requested forms are available on-line.

Unemployment Insurance Fraud - Iowa Workforce Development's fraud detection program attempts to prevent and detect unemployment benefits paid to claimants through willful misrepresentation or error by the claimant, through IWD error, or misrepresentation by others. Better detection and prevention of improper unemployment insurance benefit payments results in a decrease in benefits payouts, which in turn decreases employer taxes.

Six Step Workshops - This series of workshops is available for job seekers, dislocated workers, students, and other customers interested in updating their job seeking skills, deciding on a career, going back to school, budgeting, etc. There is no cost to attend any of these workshops.

Customized Training Opportunities Can be developed to improve skill deficiencies in job

seekers to meet the needs of employers.

Iowa Works - Businesses can use Iowa Works to submit job openings electronically, find the average wage paid for Iowa occupations, print posters required for Iowa workplaces, link their website to our Iowa Jobs electronic job bank.

Regional strategies to meet the needs of business over the next four years include:

- 1. Provide Integrated/seamless services amongst the system partners that are streamlined to train job-seekers as quickly as possible so they are ready for employment opportunities with local businesses.**
- 2. Promote Skilled Iowa to validate skills of the regions workforce to optimize their ability to demonstrate their skills to employers and to provide a method of evaluation for businesses to make appropriate hiring decisions.**
- 3. Continuously improve Product box (menu) of regional services based on input from businesses and sector boards so services are flexible and effective.**
- 4. Utilize data and performance reports as well as feedback from employers and job-seekers to drive continuous improvement initiatives in our services and programming.**
- 5. Incorporate STEM goals into One-Stop programming to align that initiative with One-Stop Center goals.**
- 6. Through ECI, develop programming that provides relevant information and services that improve and enhance businesses in our region.**
- 7. Improve communications and partnerships**

with business, economic development, and all workforce and training programs so we can maximize outcomes for job seekers and business by ensuring we have workers who possess the needed skill sets within the region.

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)

The North Central Iowa Small Business Development Center (SBDC) provides ongoing entrepreneurial training and assistance throughout the region. The Center staff maintains a good working relationship with the SBDC. Referrals are reciprocated between the Center and SBDC. They also come to the Center periodically to give training to the Center staff on their services, and provide literature for Center customers. IowaWORKS management also includes them in all Rapid Response activities. IowaWORKS promotes and explores opportunities for center customers to establish self-employment.

WIOA offers tuition assistance and supportive services for customers to obtain necessary business building skills for small business operation. The Center participates in the annual Entrepreneur Exposition Career Fair by manning a booth supplying business services information including how to hire employees, and tax/UI account information from our IWD Field Auditors.

Iowa Vocational Rehabilitation and Iowa Department for the Blind offer opportunities for eligible job candidates to explore and attain self employment through the Iowa Self Employment program. Rehabilitation Counselors and the Business Development Specialist provide counseling and guidance throughout the process.

The Business Enterprises Program (BEP) provides opportunities for legally blind VR clients of IDB to manage their own businesses operating vending machines, road side vending sites, or snack bar/catering services. These businesses can be found in federal, state,

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

**county, municipal, and private locations
throughout Iowa.**

Refer to question C-6.

Apprenticeships are being expanded in Region 5 under WIOA. This emphasis under WIOA presents an opportunity to promote and expand the use of Apprenticeships, especially through the Statewide Job Driven National Emergency Grant that is no longer limited to just the construction trades. Strategies being used to increase the use of Apprenticeships in Region 5 include:

Businesses within the region are encouraged to become certified and registered by the Federal Office of Apprenticeship in an effort to attract potential long-term employees.

Apprenticeships provide an opportunity for an individual's career advancement and an opportunity for employers to add skilled employees to their workforce.

Low unemployment rates within the region require employers to be pro-active and innovative in their recruitment and retention of employees. Apprenticeships are a solution for area employers.

IowaWORKS provides pre-screening of participants for the specific occupation(s) the employer is needing, including NCRC.

IowaWORKS provides Skills-Upgrading of participants through Safety Training, Skills Development, ESL, ABE, and other short-term skills development as may be needed by the employer and/or the participant to be successful in an apprenticeship.

WIOA may be able to provide support services for individuals in apprenticeships to be successful.

Co-enrollment of participants in core programs as appropriate to ensure participants receive all needed services to be successful in an apprenticeship.

IowaWORKS are working in partnership with

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

community colleges and local employers are expanding and developing local apprenticeship opportunities.

IowaWORKS held an apprenticeship open house during National apprenticeship Week for area job seekers and employers to promote and discuss expansion of apprenticeship opportunities in the region.

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

The following individual will be the primary contact who will work with the State Dislocated Worker Unit, and the State Trade Adjustment Act Unit to provide Layoff Aversion and Rapid Response services in Region 5.

Sara Messerly, IWD Manager and WIOA Director

IowaWORKS, North Central Iowa

3 Triton Circle

Fort Dodge, IA 50501

515-576-3131 x47236

Sara.messerly@iwd.iowa.gov

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

Rapid Response is a proactive, business-focused, and flexible strategy designed for two major purposes: to help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills Iowa companies need to be competitive; and to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to the companies and the affected workers, connecting them with employment and training opportunities so they can successfully re-enter the workforce with the job readiness and technical skills needed to meet the needs of employers who are hiring.

Rapid Response provides early intervention to worker groups who have received a notice of layoff or closure. Region 5 has a Rapid Response Team consisting of staff from various partners within the region including Workforce Innovation and Opportunity Act, Wagner-

Peyser, Vocational Rehabilitation, Iowa Central Community College, Small Business Development Center, Unemployment Insurance, and possibly Trade Adjustment Assistance (once the petition has been certified). Additional partners include Department of Human Services, Upper Des Moines Opportunity (CAP agency), the local economic development director, and ISU Extension offices. Whenever possible, the team conducts on-site presentations at the business location. Every effort is made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. As workers arrive to the meetings, they are asked to fill out the Dislocated Worker Survey. (These surveys are later processed electronically in the LMI Department, and then the results are sent out in aggregate. Valuable information is gathered regarding commuting patterns, skill levels and wages, and services most requested by the Dislocated Workers.) The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how the partner agency staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Afterwards, customers begin to engage in further orientation and intake sessions.

The Dislocated Worker program provides retraining and re-employment services to individuals who have been dislocated from their jobs. Job seekers have access to computerized resources centers for career exploration, resume preparation, skill assessment and testing, job search, on-line work registration and on-line unemployment insurance claim filing. Job seekers also have access to a variety

of skill building workshops, job search assistance and individualized career services.

Trade Adjustment Assistance (TAA) provides early intervention to worker groups on whose behalf a Trade Adjustment Act petition has been filed. The same Rapid Response Team covers these events as well, along with State staff from the State TAA unit. Whenever possible, the team conducts on-site presentations at the business location following the basic format of the Rapid Response Dislocated worker meetings. Furthermore, as appropriate at such sessions or after layoffs occur, the joint Trade Adjustment Act/Workforce Innovation and Opportunity Act applications are completed. Afterwards, customers begin to engage in further orientation and intake sessions.

Effective January 1, 2012, Governor Branstad changed the participant enrollment policy under Iowa's Workforce Innovation and Opportunity Act program to mandate co-enrollment for all Trade-certified and National Emergency Grant dislocated workers so that all customers would benefit from the service integration, functional alignment, and resources among these programs. All customers receive assessments, review labor market information, establish employment goals, and develop Individual Employment Plans that are shared and agreed upon among all partners/counselors involved. Leveraging of resources is utilized by having Workforce Innovation and Opportunity Act take the in conducting assessments (i.e., basic education levels, aptitudes, interests, financial situation, barriers to employment success) from which the results guide all partners/ counselors in developing re-employment plans with the customers. These plans identify whether Trade

Adjustment Act training is necessary to secure employment, any possible barriers to employment/training success, and how those barriers will be addressed. Both Workforce Innovation and Opportunity Act and Wagner-Peyser staff conduct re-employment workshops for customers needing additional assistance in job search resources, resume writing, interviewing skills, etc. Furthermore, all Trade Adjustment Act customers have access to any other resources provided by Wagner-Peyser and Workforce Innovation and Opportunity Act. Because specific Wagner-Peyser or Workforce Innovation and Opportunity Act staff may have on-going direct connection to local and statewide employers and job openings, customers may be assigned to additional staff persons for assistance with intensive job search activities.

Currently in Region 5, IWD staff performs both Wagner-Peyser and WIOA functions. Therefore the Case Management is more of a Service Management shared between staff working in Skills. Ongoing communication is stressed among all partners Workforce Innovation and Opportunity Act, Wagner-Peyser, and the State Trade Adjustment Act office.

When it is determined that a customer needs retraining to be more competitive in the job market, a training plan is developed in accordance with the six criteria for Trade Adjustment Act-approved training. Thereby, the training plans are developed and justified based on test assessments, labor market information, assessment of the customers personal qualifications and financial ability, and training information. The State Trade Adjustment Act office then reviews all training requests and issues determinations. While Trade Adjustment Act will be the primary funding source for an

individuals training, Workforce Innovation and Opportunity Act may offer assistance with supportive services not covered under Trade. Co-funding of training also may occur, if it is necessary to meet a customers needs. Once a customer enters approved training, there is additional coordination with Wagner-Peyser and Unemployment Insurance for an individuals ongoing income support.

Re-Employment Services

Worker profiling and Reemployment Services are offered to all Dislocated Workers including those who are Trade eligible. These services are designed to help persons identified as being at risk for long-term unemployment insurance eligibility to return to the workforce as quickly as possible. A variety of services are available, including but not limited to: career assessment, job search workshops and job search/job placement assistance.

Refer to question C-8.

Education and Training Focus

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:

The regional board will engage local education and training providers like Iowa Central Community College by continuing to partner in the delivery of short term training like the basic computer skills class and other programs. The one-stop staff also continues to strengthen its referral relationship with career navigators from Iowa Central Community College, to help guide participants into a pathways program.

The regional board also has representation in the efforts to develop sector partnerships in collaboration with Iowa Central, Mid Iowa Growth Partnership, and the area economic developers. The sector partnerships will further strengthen the ties between workforce and education for the purpose of creating the job-driven education and training system.

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:

The regional strategies will enable the board and core partners to leverage other federal, state, and local investments through the referral and co-enrollment of participants in program such as PACE, GAP, TAACCCT, and SP-NEG. Enhanced career services and training will be offered through the integration of workforce and education delivery methods. After passing through a common intake process, and program eligibility is determined, the participants will have the advantage of tapping into multiple funding support streams to achieve their desired training goal.

Region 5 RWDB has outlined the following strategies to improve access to activities leading to a recognized post-secondary credentials including Registered Apprenticeship certificates:

Utilize all available resources including the RWDB/CEO boards, Youth Standing Committee and partners; engaged economic development partners; community college and K-12 educators who are at the table; businesses who are actively working with the workforce system to post job openings in the region and new businesses coming into the region, and staff input to focus developing a skilled workforce that meets the current and future needs of business within the region. Develop a skilled workforce that can be recruited and hired on a timely basis.

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

Continuously improve the Product box (menu) of services that are designed to be adaptable and flexible to the needs of the businesses and job seekers of the region including:

o Skills Development Teams focus on the job-seeker including recommendations for skill upgrades that include: good application skills, transferable skills , resume assistance, mock interviews, customer service (soft skills) workshop, basic computer classes, assessments for and referrals to additional training including short-term non-credit up to 2 year degree programs and case management of those who need new skills training to become employable;

o WIOA training dollars will be prioritized to provide skills training that meets the needs of our regions and states business community

o Use of WIOA funds to up-skill those who are

eligible for our help and referrals to other financial resources to maximize use of limited funds;

- o Youth, Adult and Dislocated programs, Adult Education & Literacy, Iowa

Vocational/Rehabilitation and IWD staff work together to provide seamless delivery of One-Stop services to customers;

- o Promote Skilled Iowa to document and develop the skills of the workforce

- o Open and continuous communication between workforce system partners, business and job seekers that drives the services that meet needs as they change.

- o Partners: local community college programs that address the Hot Jobs in the region (welding, nursing, electrical technology, Certified Nurse Assistants);

- o Keep Workforce System partners engaged in the workforce system

- o Promote STEM jobs and career pathways

- o Work in partnership with economic developers from the counties and cities in Region 5 to increase the knowledge of training opportunities available to new and expanding businesses.

- o Identify and expand means to share information about training opportunities to entry-level workers - especially in tune with the preparation for under-utilized populations such as veterans, ex-offenders, disabled, non-English speaking minorities, older workers, youth and families on Temporary Assistance (TANF) in the region.

- o Increase the availability of workers trained and certified in technical areas, including healthcare, manufacturing, industrial

maintenance, welding, and transportation/material moving occupations.

o Continue to work to develop and market a greater variety and number of skill upgrade and short term training programs to jobseekers.

o Partner with ECI to increase the knowledge employers have about services that can prepare them in to employ people in under-utilized populations.

o Encourage and expand ways to identify businesses that can be assisted by the workforce system.

o Continue professional development of frontline workforce staff to help customers seeking training to invest their time in programs that will lead to industry-recognized credentials for jobs in demand in the regional labor force.

o Leverage the full array of supportive services allowed through WIOA to encourage completion of training.

o Foster stronger linkages among WIOA, TAA, TANF, Vocational Rehabilitation, Ticket to Work, and Technical Education to enable access to a wider array of resources to facilitate access to and persistence in Credential-granting training and educational programs.

o Increase promotion and utilization of Internship and Apprenticeship programs to increase the skills of job seekers.

o Promote Skilled Iowa and NCRC testing to business and job seekers

o Promote Six Steps to Success and other soft

skills workshops

- o Promote self-study soft skill programs such as Career Ready 101.**

In addition, the region will increase promotion and activities leading to more opportunities for job seekers to enroll in registered Apprenticeship programs, leading to a recognized apprenticeship certificate in the following ways:

- o Businesses within the region are encouraged to become certified and registered by the Federal Office of Apprenticeships in an effort to attract potential long-term employees.**
- o Apprenticeships provide an opportunity for an individuals career advancement and an opportunity for employers to add skilled employees to their workforce.**
- o Low unemployment rates within the region require employers to be pro-active and innovative in their recruitment and retention of employees. Apprenticeships are a solution for area employers.**
- o IowaWORKS provides pre-screening of participants for the specific occupation(s) the employer is needing, including NCRC.**

- o All workforce system partners will promote the use and benefits of Apprenticeships to their participants through career counseling, assessments, and workshop activities.**

- o Informational workshops have begun at the Center to inform customers wanting to learn more about apprenticeships, and how to get started. Employers who currently utilize apprenticeships are brought in so customers can make that connection.**

- o The region is currently supporting the Statewide Job Driven NEG which is focused on increasing apprenticeship opportunities across the state.**
- o IowaWORKS provides Skills-Upgrading of participants through Safety Training, Skills Development, ESL, ABE, and other short-term skills development as may be needed by the employer and/or the participant to be successful in an apprenticeship.**
- o WIOA may be able to provide support services for individuals in apprenticeships to be successful.**
- o Co-enrollment of participants in core programs as appropriate to ensure participants receive all needed services to be successful in an apprenticeship.**
- o IowaWORKS are working in partnership with community colleges and local employers are expanding and developing local apprenticeship opportunities.**

- o IowaWORKS holds an apprenticeship open house during National apprenticeship Week for area job seekers and employers to promote and discuss expansion of apprenticeship opportunities in the region.**

Industry recognized credentials are identified as the following:

Educational diplomas, certificates and degrees (HSED, AA, BS, BA etc,)

Registered apprenticeship certificates; (welding, electrical, plumbing, HVAC)

Occupational licenses (typically awarded by State government agencies including CNA,

LPN, RN)

Personnel certifications from industry or professional associations (paraeducator, food safety)

Other skill certificates for specific skill sets or competencies within one or more industries or occupations (Customer Service, Welding, Industrial Maintenance, Forklift operation, etc.)

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

Economic Development Focus

Region 5 has been an active participant in both local and regional economic development groups for many years. This partnership has helped to promote shared initiatives such as determining and meeting the workforce needs of business, recruiting new business to this area, and planning ways to meet current and future workforce issues such as the lack of available workers in this rural region, and the skills gap of those workers who are already here in our current and future labor pool. Additionally, the Pocahontas County Economic Development Director sits on the RWDB for Region 5.

Maintain ongoing relationship with Mid Iowa Growth Partnership (MIGP), the regional economic development group:

- o IWD Manager/WIOA Director is a Supporting Agency Non-Voting Member and attends the monthly board meetings**

- o Participate in discussions and serve as a liaison for business retention and expansion efforts by providing LMI data, other information and services of the System and Center as needed or requested**

- o Partner for the promotion and implementation of Skilled Iowa Metrics and Home Base Iowa throughout the region**

- o Participate in the development of Sector Partnerships on a team that includes economic developers and is coordinated by ICCC.**

- o Participate in regional activities, including the MIGP Workforce Committee**

- o Newly hired Workforce Advisor staff position to provide services to job seekers and**

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

employers in rural parts of the region. Staff person coordinates service delivery, and maintains contact with local economic developers to help meet the workforce needs of rural businesses.

- o Receive referrals from MIGP economic developers regarding needs of businesses in their counties that we can assist with**

- o Coordinate and include county economic developers at Rapid Response meetings in their counties**

Maintain ongoing relationships with Greater Fort Dodge Growth Alliance (GFDGA):

- o Partner with GFDGA on business round tables and other events to listen to workforce issues businesses are facing especially with recruitment and retention of a skilled workforce**

- o GFDGA economic development department provides training to frontline Center staff periodically at In-Service Days**

- o Partner for promotion and implementation of Skilled Iowa Metrics and Home Base Iowa locally**

- o Include economic developer in Rapid Response meetings with companies and workers**

- o Attend Vision 2030 meetings to look at whole economic development issues including recreation, housing, riverfront development plans, transportation, and childcare issues**

- o Participation on the GFDGA Workforce Committee for collaborative efforts between Economic Development, businesses, civic**

organizations, K-12, Post-secondary education and other agencies so we can work towards common goals of meeting the workforce needs of employers through talent pipelines and career pathways, employment, growth and expansion

o Participation on the GFDGA Future Workforce Committee as a subcommittee of the above named GFDGA Workforce Committee as a collaborative effort to better prepare students from middle school and high school to be better prepared to enter a career path and the world of work. WIOA Youth Program Director also sits on this committee. Activities include career exploration through career day held at the community college, job shadowing, classroom speakers, business tours, and the Career on Wheels event. At times multiple school districts participate for the high school events.

Region 5 also sees entrepreneurship as a part of economic development. The Center participates in the annual Entrepreneur Exposition Career Fair by manning a booth supplying business services information including how to hire employees, and tax/UI account information from our IWD Field Auditors. We also maintain a good working relationship with North Central Iowa Small Business Development Center. Referrals are reciprocated between the Center and SBDC. They come to the Center periodically to give training at In-Service Days. The Center also includes them in Rapid Response activities.

Regional Workforce Development Board Functions

Chief Elected Official Board Roles and Responsibilities:

The CEO structure follows state guidelines. A chairperson and vice-chairperson are elected each May at an annual meeting. There are no standing committees of the board. The board meets quarterly on a regular basis along with the RWDB and all meetings are open to the public. Notices about meetings are sent to interested parties, published on the Region 5 board website and posted a full 24 hours prior to each meeting in the One Stop office.

The CEO Board primary responsibilities are:

Solicit nominations from the required business, labor, education, and governmental entities upon notification of a RWDB vacancy.

The CEO board must vote to submit nominees for a board vacancy for the governors approval. The CEO board must submit at least two nominees for each vacancy to the Governors office for review.

The CEO board will review the response from the Governor and make the final selection of a person to fill a vacancy. If the revised list of candidates is not acceptable to the board, the CEO board may submit new candidates to the Governor for consideration and repeat the process until a candidate is appointed.

The CEO board will send an appointment letter to the person selected to fill the vacancy on behalf of the chief elected officials and the governor.

Regional Workforce Development Roles and Responsibilities:

The former Regional Workforce Investment Board structure was grandfathered in for

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

Region 5 in September 2015. The board has now become the Regional Workforce Development Board (RWDB) under WIOA. The board will continue to transition toward the new WIOA compliant board structure with the goal to have this completed by July 2017. The Members are nominated by the CEO board, submitted to the Governor for approval, and then appointed by the Governor. The RWDB, in consultation with the Chief Elected Official (CEO) board, plays a leading role in establishing policy for the regions Workforce Development Center system. The RWDB members have participated in both WIOA transition training, and board-specific training during this past year, and will continue to do so as the WIOA rules and regulations become final. The RWDB selects the WIOA service providers, and will participate on various standing committees of the local workforce board. Currently, Iowa Workforce Development Region 5 is the service provider for the WIOA Adult and Dislocated Worker programs. Children and Families of Iowa is the WIOA Youth and Young Adult program service provider. The board reviews and signs off on partner service plans, as appropriate, to ensure alignment of services within the region.

The RWDB structure follows state guidelines. A chairperson and vice-chairperson are elected each May at an annual meeting. There are currently no standing committees of the board, although some are foreseen for the near future, such as a Youth Standing Committee. An executive committee may also be considered when it transitions to the new WIOA compliant board structure.

Joint Chief Elected Official and Regional Workforce Development Board

Responsibilities:

The RWDB shares responsibility for many other duties with the CEO board. The regularly scheduled meetings are held jointly, allowing for better communication and decision making between the two boards. These board meetings are held quarterly, and all meetings are open to the public. Notices about meetings are sent to interested parties, published on the Region 5 website and posted at the One-Stop Center at least 24 hours in advance of the meeting. In addition to the quarterly meetings, additional meetings have and will continue to be scheduled during the WIOA transitional period. The Region 5 Workforce Development Board and Chief Elected Officials are responsible for the development and oversight of the Regional Local Service Plan (LSP). The RWDB/CEO will develop the Region 5 LSP along with partner input and use its oversight to encourage collaboration between all workforce system partners, regional business and sector boards, economic developers, and both secondary and post-secondary education to develop career pathways to improve the skills of the existing and emerging workforce through certification and educational training in occupations that are in demand for skilled workers in the region. At each RWDB/CEO meeting the boards review the employment and training activities within the region and hear reports on enrollments, obligations and expenditures and WIOA performance for all WIOA programs. Youth activities within the region are also detailed and monitored.

The RWDB and CEO select the one-stop operator for the Region. Currently, Iowa Workforce Development is the designated One-Stop Operator/coordinating service in Region 5 as appointed by the RWDB and CEO.

The boards will work with the WIOA service provider(s) to develop an annual budget for the purpose of carrying out the duties of the local board. The WIOA service provider(s) will submit annual budget figures provided by the state entity to the RWIB and CEO boards. The service provider will prepare a budget that will be submitted to the RWDB for their review.

Region 5 RWDB and CEO boards may negotiate performance measures with Iowa Workforce Development. Iowa Workforce Development, the Region 5 RWDB and CEO boards will evaluate regional performance and the appropriateness of the negotiated standards.

Iowa Workforce Development will establish a minimum acceptable level of performance for each measure, based upon levels established through negotiation between the state and the Department of Labor and historical data.

Negotiation will focus on the adjusted level of performance, which will serve as the regional objective. The board can choose to accept the performance measures established between the state and the Department of Labor.

Board members are encouraged to make on-site visits as often as possible to their local center.

Region Workforce Ex-Officio and Public Input:

Region 5 chooses to have no ex officio members of the Board at this time. This may change as the RWDB transitions to the WIOA compliant board structure.

Representatives from Experience Works, Iowa Vocational Rehabilitation Services, Proteus Inc., Iowa Department for the Blind, Adult Basic Education, Upper Des Moines Opportunity, Job Corps, Fort Dodge Housing Agency, Children & Families of Iowa and Iowa Workforce

Development serve as a partner advisory group to the RWIB/CEO and are invited to attend all meetings. An agenda spot is reserved at each meeting for these individuals to give reports, and/or information to the board. As the RWDB transitions to the WIOA compliant board structure, regional leaders of IWD, IVRS, and ABE will become members of the board.

Public Input is regularly sought at RWDB/CEO meetings. An agenda spot is reserved at each meeting for comments from the general public.

The process for input on the LSP begins by notifying the public of desired input. The notification is published via agency websites and/or through local media, and a copy of the Plan is available in the Region 5 One-Stop office for public review. Region 5 adheres to the requirements of a public comment period of at least 30 days, followed by a public hearing.

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

The Performance Oversight policies of the CEO and RWDB include:

Iowa Workforce Development will provide quarterly reports to the CEO and RWDB, updating the boards on the regions performance and progress towards meeting performance standards.

The RWDB and CEO boards will evaluate the performance by comparison with standard performance measures and, if necessary, determine actions to be taken to improve performance. If a significant problem with WIOA performance is identified, the RWDB/CEO will conduct an evaluation of the service provider between evaluations.

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

The RWDB and CEO will review and if appropriate make comment on all federal and state monitoring reports as provided by those monitoring/auditing entities.

The RWDB and CEO will develop an annual budget for the purpose of carrying out the duties of the local board. Iowa Workforce Development, as the WIOA service provider, will submit annual budget figures provided by the state entity to the RWDB and CEO boards. Iowa Workforce Development will then prepare an operation and program budget. This budget will be submitted to the RWDB for their review.

Region 5 Monitoring Responsibilities

The monitoring system for each program also ensures that at least ten percent (10%) of all participants who register or are enrolled during each quarter, and who are still active at the time

of verification, receive a complete verification of eligibility as part of a quarterly monitoring process conducted by the WIOA Director. The verification must be completed by the end of the quarter following the quarter being sampled (e.g., the first quarter verification must be completed by the end of the second quarter). For this monitoring process, sampling procedures are in place for drawing a random sample of participants newly registered or enrolled in a particular quarter. These procedures ensure that the sampling is random and that the requirements of this subsection are met.

1) If verification is done at the time of registration, the sampling procedure must identify each registrant whose eligibility must be verified prior to or at the time the registration is entered into the Common Intake Case Management System;

2) If verification is done quarterly, the sample must be drawn within fifteen (15) days of the end of the quarter being sampled and verified;

3) A participant concurrently enrolled in more than one Title or program must be included in the universe for each program in which the participant is enrolled; and

4) A participant must be included in the sample only in the quarter the participant was enrolled.

Documentation is maintained for each participant selected for verification. The documentation must contain enough information in order for staff to review or make the eligibility determination. Documentation

used to verify eligibility must coincide with the date of registration. At a minimum, documentation must include:

1) Documentary evidence (i.e., obtaining the document or a photocopy of the document); or

2) Collateral contacts for which the following information must be recorded:

a) Date of contact;

b) Name of person providing information;

c) Contact method;

d) Relationship of person contacted to applicant; and

e) Information received.

A verification report is not required if the verification sample program developed by the State Administrative Entity is used or if verification is completed on all participants. In all other cases, a verification report must be developed. That report must include:

1) The universe size;

2) The number of participants selected for verification;

3) The verification period; and, if applicable,

4) The names and termination dates of participants identified as ineligible and the

reasons for ineligibility;

5) The number of participants whose eligibility was determined to be unverifiable and the reason(s); and

6) The ineligibility rate = (number of ineligibles x 100) / (sample size - number of unverifiabes)

Once during each program year, the WIA Service Provider must monitor each contract written for \$25,000 or more. The WIA Service Provider must also monitor the following:

- 1) A random sample of 10 percent of all non-OJT financial contracts under \$25,000 which start during the quarter;
- 2) A random sample of 10 percent of non-financial activity of service contracts which start during the quarter; and
- 3) A random sample of 10 percent, but not less than 10, of all participant files of participants enrolled or transferred into adult, dislocated worker and youth programs during the quarter. These random samples must be drawn quarterly and the monitoring activity for the quarter must be completed at the end of the subsequent quarter. In addition, all On-the-Job training contracts must be monitored during the second 30 day period of activity under the contract and at least every 90 days thereafter.

Procedures are in place in Region 5 to ensure the monitoring samples are random and all requirements are met.

Participant Files

- a) The monitoring sample must be drawn after the end of the quarter being sampled and monitored but no later than 30 days after the

last day of the quarter being sampled

b) A participant co-enrolled in more than one program must be included in the universe for each program in which the participant is enrolled;

c) A participant must be included in the sample only in the quarter the participant is enrolled; and

d) A participant who has been transferred must be included in the sample for the quarter during which the transfer occurred

Contracts

a) The 10 percent monitoring sample of all non-OJT contracts below \$25,000 must be drawn after the end of the quarter being sampled and monitored but no later than 30 days after the quarter being sampled; and

6.

b) A contract must be included in the sample for the quarter within which its effective date falls.

Following are the compliance review requirements for completing the two basic types of monitoring, participant file and contract monitoring. The following requirements apply to all programs.

1) Participant File Monitoring must include a review of:

a) The participant record including a review of the eligibility determination;

b) A sample of direct payments to the participant;

c) A sample of time and attendance records; and

d) Compliance with federal and State regulations and the Regional Customer Service

Plan.

2) Contract Monitoring, including OJT contracts, must include a review of:

- a) The service provider record;**
- b) A sample of fiscal transactions;**
- c) Payroll and time and attendance records, as appropriate;**
- d) Compliance with the federal and State regulations and the Regional Customer Service Plan;**
- e) Compliance with equal opportunity regulations;**
- f) Compliance with Service Plan; and**
- g) Compliance with the Work Statement, Training Outline and all other contract provisions contained in the Contract.**

Monitoring Reports

The monitoring system includes documenting that the monitoring activity has taken place. In order to meet the documentation requirement, a monitoring report on each contract or participant monitored is prepared and maintained along with documentation of corrective action required and taken. Any findings and corrective action to be taken is transmitted to the monitored entity in writing. If the monitoring results in no findings requiring corrective action, this information may be communicated at the exit interview or in writing.

If a co-enrolled participant is drawn in the sample for more than one program for the same quarter, only one monitoring report, which includes both monitoring activities, is completed.

Summary of Monitoring Reports

A summary report of monitoring activity is completed for all programs. These summary reports are maintained and available for Iowa Workforce Development use in its program compliance review process.

A summary report is completed for each program monitored for each quarter by the end of the subsequent quarter includes:

In place of the following lists, a computer generated list derived from the program provided by Iowa Workforce Development is used.

- 1) A list of all participants enrolled or transferred into a program during the quarter;**
- 2) A list of all participants that were monitored during the quarter;**
- 3) A list of all contracts for \$25,000 or more with effective dates that fall within the quarter;**
- 4) A list of all OJT contracts that were active during the program year with effective dates;**
- 5) A list of all non-OJT contracts (financial and non-financial) for less than \$25,000 with effective dates that fall within the quarter;**
- 6) A list of all non-OJT contracts that were monitored during the quarter; and**
- 7) A list of OJT contracts that were monitored including the dates monitored**

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.

The Regional Workforce Development Board selected Children & Families of Iowa to provide services to youth under their Youth Employment Program.

The RWDB has established a standing committee for youth services in Region 5. The vision for the Youth Standing Committee is to assist the RWDB in providing youth and young adults (ages 14-24) in Region 5 with career pathway planning and exploration, education/training, and social guidance through a personalized service system that enables our youth to achieve meaningful employment.

Youth Standing Committee Role and Responsibilities:

The Region 5 Youth Standing Committee provides guidance for local youth programs operated under the Workforce Innovation and Opportunity Act. In addition the committee provides expertise in youth policy and assists the Regional Workforce Investment Board in:

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

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:

The Region 5 Youth Standing Committee performs the following duties and other functions as necessary and proper to carry out its responsibilities.

1) Identify youth employment and training needs;

2) Assist to coordinate youth activities in the Region;

3) Assist in developing the Youth section of the Regional Workforce Development Local plan as requested;

4) Make recommendations for Workforce Innovation and Opportunity Act youth programs.

The Region 5 Youth Standing Committee will meet on a quarterly basis during the months of January, April, July and October. The committee members may consist of:

At least one (1) member of the Regional Workforce Development Board that has a special interest or expertise in youth policy;

Individuals representing youth service agencies, such as juvenile/adult justice and/or local law enforcement agencies;

Parent of youth eligible for WIOA youth services or that were served under prior employment and training youth programs

Youth eligible for WIOA youth services or were served in the past;

Individuals with experience relating to youth activities;

Other interested individuals with youth expertise as suggested .

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

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

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

The board facilitates access to services throughout Region 5 in the following ways:

Multiple points of access are available through partner affiliated sites within the region

**IowaWORKS staff provides outreach and enrollment to job seekers, also outreach to system and community partners, economic development and business in all outlying counties within the region on an itinerant basis
Virtual Access Points are established throughout the region for customer access through technology**

IWD website offers basic services 24/7, including population-specific microsites

Partners provide services through the One-Stop physical center on an as needed basis

Partners provide one-stop system services ongoing through various partner affiliated locations

Partners participate in ongoing referral, co-enrollment and performance management through the state-developed profile system

Partners developing common application processes to ensure co-enrollment opportunities are streamlined

Expanded staff, services, and workshops at the satellite office in Webster City, and in rural areas of the region by bilingual staff

Assistive technology at the Center and signs informing customers of such

Signs notifying Veterans of Priority of service in

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

the office and DOL funded programs

Bilingual staff in the Center

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.

All partners have legal obligations under federal and state antidiscrimination laws when providing workforce services. Federal and state laws prohibit discrimination in the provision of services on the basis of an individual's race, color, creed, sex, sexual orientation, gender identity, national origin, religion, age, or disability.

The Region 5 RWDB and partners providing workforce services must comply with all provisions of the American with Disabilities Act to ensure that programs and services are physically and programmatically accessible. Core partners will all be responsible to ensure that all programs are accessible. As a core partner, IVRS will provide ongoing technical assistance and support to ensure that services are accessible. This includes ensuring that reasonable accommodations and modifications are made, services are provided in the most integrated setting, effective communication practices are used, and technology and assistive technology is used.

Provide Reasonable Accommodation For Individuals With Disabilities

The recipient must provide reasonable accommodation for individuals with disabilities regarding application and registration for and the provision of aid, benefits, services or training, including career services (which include WIOAs Basic and Individual Career Services), training, and support services to qualified individuals with disabilities, unless providing the accommodation would cause undue hardship. [29 CFR 37.8; see also 29 CFR 32.13]

Provide Reasonable Modifications of Policies, Practices, and Procedures

The recipient must provide reasonable modifications regarding its policies, practices, and procedures for the registration for and

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:

provision of career, training, and support services to individuals with disabilities, unless making the modifications would fundamentally alter the nature of the service, program, or activity. [29 CFR 37.8]

Administer Programs and Activities in the Most Integrated Setting Appropriate

The recipient must administer its programs and activities in the most integrated setting appropriate to the needs of qualified individuals with disabilities [29 CFR 37.7(d)]. The recipient must not provide different, segregated, or separate aid, benefits, services, or training to individuals with disabilities or any class of individuals with disabilities unless such action is necessary to provide qualified individuals with disabilities with aid, benefits, services, or training that are as effective as those provided to others [29 CFR 37.7(a)(4)]. The recipient must permit individuals with disabilities the opportunity to participate in WIA/WIOA Title I-financially assisted programs and activities despite the existence of permissibly separate or different programs or activities.

Effectively Communicate with Individuals with Disabilities

The recipient must take steps to ensure that communications with individuals with disabilities are as effective as communications with others. [29 CFR 37.9 and .29(b). See also Section 188 Guidance, 65 FR at 51986]. The recipient must furnish appropriate auxiliary aids and services where necessary to afford individuals with disabilities an equal opportunity to participate in, and enjoy the benefits of, a WIA/WIOA Title I-financially assisted program or activity. The recipient must give primary consideration to the requests of the individual with a disability when determining what type of auxiliary aid or service is appropriate. [29 CFR 37.9(b)]. Where a

recipient communicates by telephone with beneficiaries and others, the recipient must use telecommunication devices for individuals with hearing impairments (TDDs/TTYs) or equally effective communication systems, such as telephone relay services. [29 CFR 37.9(c)]. The recipient must ensure that interested individuals, including individuals with visual and hearing impairments, can obtain information as to the existence or location of accessible services, activities, and facilities. [29 CFR 37.9(d)] The recipient must provide appropriate signage at the primary entrances to its inaccessible facilities, directing users to a location at which they can obtain information about accessible facilities. [29 CFR 37.9(e)].
Iowa Unified State Plan, Draft I, v5: October 7, 2015

Provide Programmatic, Architectural, And Technology Accessibility For Individuals With Disabilities

The recipient must operate each program or activity so that the program or activity, when viewed in its entirety, is readily accessible to individuals with disabilities. [29 CFR 32.27(a) and 29 CFR 37.3(b).] The recipient may comply with this obligation through such means as redesign of equipment, reassignment of classes or other services to accessible buildings, assignment of aides to beneficiaries, home visits, delivery of services at alternative accessible sites, alteration of existing facilities and construction of new facilities in conformance with standards for new construction, or any other method that results in making its program or activity accessible to individuals with disabilities. In choosing among available methods, the recipient must give priority to those methods that offer programs and activities to individuals with disabilities in

the most integrated setting appropriate. [29 CFR 32.27(c)]. Each facility or part of a facility constructed by, on behalf of, or for the use of a recipient must be designed and constructed in such a manner that the facility or part of the facility is readily accessible to and usable by qualified individuals with disabilities. [29 CFR 32.28(a)]. Each facility or part of a facility which is altered by, on behalf of, or for the use of a recipient in a manner that affects or could affect the usability of the facility or part of the facility must be altered in such a manner that the altered portion of the facility is readily accessible to and usable by qualified individuals with disabilities. [29 CFR 32.28(b)]. The design, construction, or alteration of facilities must meet the most current standards for physical accessibility prescribed by the General Services Administration under the Architectural Barriers Act or the recipient must adopt alternative standards when it is clearly evident that equivalent or greater access to the facility or part of the facility is thereby provided. [29 CFR 32.28(c)].

Refer to questions' D-13 and F-3. Be sure to include information on how the center will ensure that lowans 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

Region 5 RWDB will conduct ongoing analysis of the regions economy and workforce needs to ensure continuous improvement of eligible training providers to ensure that such providers meet the employment needs of local employers, workers and job seekers. Analysis will be completed as necessary. Regional labor market information will be utilized with this review.

Elements potentially included in the analysis:

A review of the local area data and feedback gathered from customers of the One-Stop

Metrics gathered on completion of services, classes, and/or programs of eligible training providers

An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors as determined through LMI data

An assessment of the required workforce skills and knowledge individuals need in order to find employment.

An analysis of the skill and education gaps for individuals within the local area or region.

Feedback from employers and sector boards as to whether job seekers have the needed qualifications after receiving training

All partners will participate in a process of continuous improvement to offer the best possible services and seize opportunities for further integration. To ensure that services are responsive to the needs of the community, partners will survey customers to obtain feedback on customer satisfaction. All partners will participate in the ongoing development and improvement of the Region 5 one-stop center

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:

procedures, policies and operational management. All partners will be part of a joint planning process that will continuously review the needs of the Region 5 workforce and business community and refine the services of the one-stop system based upon those needs.

In addition, the partners will encourage, accommodate staff, and/or provide training and cross training, as deemed appropriate, to ensure that all partner staff are familiar with all programs represented within the Region 5 One-Stop System in order to integrate services, reduce duplication, and improve overall service delivery.

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 boards 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.

**Region 5 Workforce Development Board
Priority of Service Requirements.docx**

REGION 5 LOCAL DEFINITIONS FOR SELF-SUFFICIENCY:

The Lower Living Standard for self-sufficiency in Region 5 is 100%, however, if a participant indicates that they are satisfied that the wage (even if under 100%) meets their families needs for self-sufficiency, the case manager will put this detail into a case note to explain.

**Individual Training Account Policy Region
5.docx**

Region 5 Supportive Services Policy.docx

Regional Workforce Development Board Fiscal Policies

PROCUREMENT

This subsection contains the standards and guidelines for the procurement of supplies, property and services for Workforce Innovation and Opportunity Act programs. These standards are furnished to ensure that such materials and services are obtained efficiently and economically, and in compliance with the Act and the applicable Federal regulations, as well as State policies and rules that govern Iowa Workforce Development procurement procedures.

PROCUREMENT STANDARDS

Procurement under Workforce Investment Act will be conducted with complete impartiality, without preferential treatment of anyone, and in a manner that provides maximum open and free competition.

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

The standards listed below will be followed regardless of the method of procurement utilized:

The procurement process will be fair to all potential service providers and will not be unduly restrictive as to eliminate competition or discourage potential service providers (e.g., writing specifications so narrowly that only providers in that brand of equipment can qualify, placing geographic or other restrictions that are not necessary to performances, etc.).

STANDARDS OF CONDUCT

Standards of conduct for procurement will include policies regarding the following:

1. Conflict of Interest

An individual in a decision-making capacity, including staff, Regional Workforce Investment Board members, Chief Elected Official, and other council members, will not engage in any activity including the selection, award or administration of a purchase agreement or contract supported by Workforce Investment Act funds if a conflict of interest, real or apparent would be involved. Such a conflict would arise when any of the following has a financial or other interest in the firm or organization selected for award:

- a) The individual;**
- b) Any member of the individual's immediate family (Refer to the Definitions subsection in the Workforce Investment Act handbook);**
- c) The individual's partner; or**
- d) An organization which employs or is about to employ any of the above has a financial or other interest in the firm or organization selected for award.**

Conflict of interest may be personal or organizational. A personal conflict exists when any of the following stands to benefit directly or indirectly from a procurement decision:

- a) An officer of the Service Provider or Sub**

recipient;

b) An individual of the Service Provider or sub recipient staff; or

c) A Chief Elected Official, member of the Regional Workforce Investment Board or any other council member; or

d) A member of the immediate family of any of the above.

An organizational conflict occurs when an organization represented by one or more individuals involved in the procurement process stands to benefit financially, directly or indirectly, from the award of a contract. At any time during the procurement process that an individual becomes aware of the fact that he or she has an actual or potential conflict of interest, that individual will immediately withdraw from the procurement process. An individual who has an actual or apparent conflict of interest will not attempt to influence any individuals involved in the procurement process.

A Chief Elected Official, member of the Regional Workforce Investment Board or any other council member will not cast a vote or participate in any decision-making capacity on the provision of services by such member (or any organization which that member directly represents), or in any matter which would provide any direct or indirect financial benefit to that member. However, membership on the Regional Workforce Investment Board or any other council, by itself, is not to be construed as a violation of the conflict of interest provisions. Likewise, the receipt of Workforce Investment Act funds to provide training and

related services by a member of the Regional Workforce Investment Board, Chief Elected Official or any other council, is not, by itself, a violation of the conflict of interest provision.

In situations where a Service Provider or Sub recipient selects itself as a service provider, except for single participant training such as Work Experience, Vocational Exploration, Institutional Training, and On-the-Job Training, a Determination of Demonstrated Performance will be completed.

2. Confidentiality and Non-Disclosure

Information will not be disclosed to anyone who is not directly involved in the procurement process relating to the intent to implement a procurement, the amount of funds available, or any related data, until that information is made known to all offerors through a notification of the intent to solicit or dissemination of a Request for Proposal or Request for Quote. Technical and cost/price information from any proposal will not be disclosed to anyone not officially involved in the procurement process while the procurement is still in progress.

Certain technical or proposal information that an offeror has designated as proprietary or trade secret, and with which the Service Provider concurs, will not be disclosed to other offerors, even after the award is made and publicized. The number or names of offerors will not be disclosed to anyone not officially involved in the procurement process until the contract is awarded and the decision is made public.

3. Disclosure

The announcements of solicitation requirements including proposal evaluation factors that will be used to assess bids or proposals will be released to all offerors at the same time. Information given in response to a question from one offeror will be shared with all known potential offerors.

4. Prohibited Actions of Staff or Council Members

Individuals involved in the procurement process who are predisposed either for or against potential sub recipient, service provider or vendor will withdraw from the procurement process.

Individuals involved in a procurement process will not solicit or accept any payment, gratuity, favor, offer of employment, kickback or anything of monetary value from sub recipients, service providers or vendors, or potential sub recipients, service providers or vendors.

Staff and council members not involved in the procurement process will not attempt to influence procurement decisions of individuals involved in the procurement process.

Any individual involved in a procurement process will not be employed by an offeror for that same procurement.

5. Penalties, Sanctions and Disciplinary Actions

Service Providers and sub recipients will provide for penalties, sanctions, or other disciplinary actions for violations of standards of conduct by the Service Provider's and sub recipients officers, staff, or agents, council members, or by offerors, sub recipients, service providers, vendors or their agents. Any attempt by a potential sub recipient, service provider or vendor to make any payment, gratuity, or offer of employment or kickbacks to any individual involved in a procurement process will lead to disqualification of that entity's proposal.

METHODS OF PROCUREMENT

There are three types of allowable procurement procedures: Request for Quotes (RFQ), Request for Proposals (RFP), and sole source.

REQUEST FOR QUOTES (RFQ)

An RFQ is appropriate when the supplies, property, or service to be procured has been specifically defined and price quotes are being sought to provide such supplies, property, or service. When a RFQ method is used, the RFQ will provide a clear and accurate description of the technical requirements for the supplies, property, or services to be procured. It will also designate a period of performance. All quotes received on an RFQ, whether written or verbal, will be documented regardless of the amount of the proposed purchase. The

lowest bid on an RFQ will be accepted.

REQUEST FOR PROPOSALS (RFP)

An RFP is appropriate when the supplies, property, or services to be procured have not been specifically defined and proposals which further describe what will be provided are being sought and will be evaluated on other factors in addition to cost and price.

The RFP will contain:

- 1. A clear and accurate description of the technical requirements for the supplies, property, or services to be procured, the period of performance, and the requirements for the location and method of delivery;**
- 2. The contract clauses that will be included in any resulting contract or purchase order;**
- 3. Certifications, assurances, and representations that the potential service provider will have to make;**
- 4. Instructions on how to prepare and submit the proposal including any required format;**
- 5. The evaluation factors and criteria that will be used to judge proposals;**
- 6. Time lines for submittal and review of the proposal; and**
- 7. An Equal Employment Opportunity Compliance Statement.**

SOLE SOURCE

Under some circumstances, competitive procurement processes are not feasible or they may have a negative impact upon the program. In these situations, procurement will be conducted on a negotiated, but not a competitive basis. These circumstances or situations are limited to the following:

- 1. Any single purchase of supplies, equipment, or services totaling less than two thousand dollars (\$2000);**
- 2. Work Experience, Vocational Exploration, and On-the-Job Training contracts;**
- 3. Enrollments of individuals in Institutional Skill Training.**
- 4. All other individual training or services contract involving only one participant, except where such contracts include the purchase of property. Such property must be purchased through competitive procedures;**
- 5. Activities and services which are provided by the Grantee or Administrative Entity;**
- 6. Any single service or workshop costing less than \$5,000 identified in the local Technical Assistance Plan;**
- 7. Supplies, property and services which are only available from a single source; and**
- 8. Other circumstances for which the IWD or applicable governing boards provides written approval.**
- 9. A modification to a contract that does not substantially change the statement of work to that contract.**

10. After solicitation of an adequate number of sources, only one response is received.

Except for the circumstances described in items (1) through (4) above and in emergencies that present an imminent threat to the well-being of the Service Provider or program participants, a written solicitation with a statement of work will be issued for all remaining sole source procurement and a written proposal including cost and price will be obtained from the potential service provider.

SOLICITATION

Solicitation is the process by which offers or bids are obtained from potential service providers. The solicitation process will include steps that will ensure a maximum response, which will increase competition.

Region Five will maintain a list of potential service providers or bidders. The list will be updated on a periodic basis with defunct providers or providers that have not demonstrated any interest for a given time being removed. New providers that have shown interest will be added to the list.

Along with community-based organizations, the Service Provider will include on its potential service provider list small and minority businesses and women's business enterprises that normally provide Workforce Investment Act-related Services.

Appropriate education agencies in the Region will be provided the opportunity to provide educational services, unless the Service Provider demonstrates that alternative agencies or organizations would be more effective or would have greater potential to enhance the participants' continued occupational or career growth.

During the solicitation process, Region Five will solicit an adequate number of bids or proposals from qualified sources. All potential service providers will be given the opportunity to submit a bid or proposal regardless of geographic location.

PROCUREMENT SELECTION

Except for procurement of less than two thousand dollars (\$2000) or procurement of any single service or workshop costing less than \$5,000 identified in the local Technical Assistance Plan Region Five will conduct a price analysis, a cost analysis, and a bid or proposal evaluation on all procurement selections. Region Five will maintain documentation on all procurement of two thousand dollars (\$2000) or more.

PRICE ANALYSIS

Price analysis is an evaluation of the proposed price in relation to the going rate for the same or similar training, services or property in the market place. Price analysis focuses on a comparison between the amount proposed and

a benchmark amount that is considered fair and reasonable for successfully accomplishing the work. Price analysis will include one or more of the following techniques:

1. The comparison of a significant number of competitive price quotations for the same or similar training, services, supplies or property.
2. The comparison of a significant number of prior quotations and contract with the current quotations for the same or similar training, services, supplies or property;
3. The use of measures (such as: price per unit, placement, participant, instruction hour, participant training hour, etc.) to identify significant differences;
4. The comparison of prices on published price lists taking into account any discounts or rebates to the proposed price; or
5. The comparison of the proposed prices with independent estimates of cost developed by the Service Provider; or
6. The comparison of a catalog or market price of a commercial product sold in substantial quantities to the general public.

COST ANALYSIS

Cost analysis is the evaluation of each proposed cost element in terms of necessity, reasonableness, allocability, terms of the contract, cost principles and Workforce Investment Act regulations and policies. Cost analysis focuses on what the work should cost a potential service provider, assuming reasonable economy and efficiency. Cost

analysis will evaluate the following:

- 1. The cost will be necessary for proper and efficient administration of the training or service proposed. The costs must be consistent with those normally allowed in like circumstances in non-federally sponsored activities.**
- 2. The cost will be reasonable in both type and amount. Costs are reasonable in type if they are consistent with sound business practices, consistent with actions a prudent businessperson would take under the circumstances, and are not a significant deviation from the established practices of the potential service provider. Costs are reasonable in amount if they are consistent with similar costs in the labor market area, are not increased from normal operations, and are necessary and sufficient to do the job in terms of quality and quantity.**
- 3. The cost will be allocable to a contract either as direct or indirect costs. A direct cost is any cost that can be identified specifically with the training or services to be provided. An indirect cost is any cost not directly identified with the training or services to be provided, but benefits both the contract and other work, or are necessary to the overall operation of the organization.**
- 4. The cost will be within the limitations established during the procurement process. Such limitations could include limitations on administrative cost, acquisition of property, leases of facilities, travel, etc.**
- 5. The cost will be within the established cost principles relating to financial management,**

procurement, property and unallowable costs.

6. The cost will be allowable under the Workforce Investment Act regulations and policies. The Workforce Investment Act statute and regulations establish some limitations and identify unallowable costs. For example, the Act establishes limitations on administrative costs which must be taken into consideration when subcontracting, and Workforce Investment Act regulations prohibit spending Workforce Investment Act funds for certain types of costs such as entertainment.

In order to evaluate the above six issues a cost analysis will determine that:

- (a) All calculations are accurate;**
- (b) Only necessary cost have been included in the proposal;**
- (c) Costs have been included no more than once;**
- (d) Proposed costs are justified;**
- (e) All proposed costs are allocated to the proper cost category and are within the limits set by statute and the RFP;**
- (f) All proposed cost are necessary, reasonable and consistent with the proposal;**
- (g) The proposed price of each cost element is fair and reasonable as compared to similar known prices;**
- (h) Any proposed profit or fee is reasonable based on contractor effort, risk and other measures; and**

(i) All proposed cost elements have been explained and are justifiable.

In addition to the above, a judgment will be made about the total cost as compared to other proposals, independent estimates or any other measure of competitive cost. If significant subcontracts are proposed, those subcontracts must also receive a cost analysis review.

EVALUATION

The bid or proposal evaluation is an analysis of the quality of the training, services, supplies or property being proposed. It will rate, as appropriate:

- 1. The adequacy of the response to the technical specifications or required elements of the solicitation;**
- 2. The potential service providers knowledge of and understanding of the Workforce Investment Act;**
- 3. The demonstrated performance of the offeror including adequate financial resources or the ability to obtain them, the ability to meet the program design specifications at reasonable cost, the ability to meet performance goals, a satisfactory record of past performance in job training, basic skills training or related activities as evidenced by demonstrated quality of training, reasonable dropout rates from past programs, training completion, job placement and retention rates, earnings rates of participants, rates of licensure, and the ability to provide or arrange for other appropriate services identified in the IEP, for Title I programs, the ability to provide training and**

services that lead to the achievement of competency standards for participants with identified deficiencies, a satisfactory record of integrity, business ethics, and fiscal responsibility, the necessary organization, experience, accounting and operational controls, and the technical skills to perform the work.

If after evaluating the demonstrated performance of all proposals submitted, the Service Providers or sub recipient determines that a contract or purchase agreement is to be written with a "high-risk" service provider (as described in the definitions subsection), special restrictions that address the reason for the "high-risk" status must be included in the contract or purchase agreement.

A "high-risk" service provider is any entity that has a history of unsatisfactory performance, is not financially stable, has a management system which does not meet the management standards set forth by Iowa Workforce Development, or has not conformed to terms and conditions of a previously awarded contract or purchase agreement.

LEASE AND LEASE-PURCHASE PROCEDURES

When deciding to obtain property with a unit value of three thousand dollars (\$3000) or more with Workforce Investment Act funds, Region Five will decide whether it is more advantageous to lease, lease-purchase, or purchase the property. Region Five will consider the following factors:

- 1) The estimated length of time the property is to be used and the extent of use during that time;**
- 2) The net purchase price (purchase price plus any additional costs, including transportation and installation costs, minus and trade-in credits, rebates or discounts) compared to the cumulative lease payments for the estimated time of use;**
- 3) Maintenance and other service costs, including the availability and quality of maintenance and service arrangements;**
- 4) The potential obsolescence of the property due to imminent technological improvements;**
- 5) The trade-in or salvage value;**
- 6) The availability of Workforce Investment Act funds; and**
- 7) The need to amortize the procurement over several program years.**

The purchase method of acquisition is generally appropriate if the equipment will be used beyond the point in time when the cumulative leasing costs exceed the purchase costs. The Service Provider will not rule out the purchase method of acquisition merely because of the possibility that future technological advances might make the property less desirable.

The lease method of acquisition is appropriate if it is to the Service Provider's advantage under

the circumstances. In addition, the lease method may serve as an interim measure when the circumstances require immediate use of the property to meet program or system goals, or of the Service Provider's desires to field test a piece of property prior to making a procurement decision.

If a lease is justified, a lease with an option to purchase is generally preferable. A long-term lease will normally be avoided, but may be appropriate if an option to purchase or other favorable terms are included.

Documentation that the lease versus purchase policy has been followed will be maintained. The documentation will include a comparison of the purchase price and the lease and/or lease-purchase price, as well as the rationale for the acquisition method, based on the factors identified above.

REVIEW AND APPROVAL REQUIREMENTS

In addition to procurement procedures described above, purchases are also subject to the following review and approval requirements:

(a) Any property with a unit value of \$3,000 or more must have prior approval at the local level in accordance with a Regional Workforce Investment Board and Chief Elected Official agreement; and

(b) Any property to be used in conjunction with the microcomputer system must have the

approval of the Iowa Workforce Development prior to purchase.

DOCUMENTATION

All steps of the procurement process will be documented including solicitations, selection process, contract negotiations and award. In addition, all documents (e.g. proposal review forms, cost analysis work papers, etc.) developed during the procurement process will be maintained as required in the Record Retention subsection.

If procurement requires State approval, a copy of that approval will also be retained.

For competitive procurement through RFQ's and RFP's, the following will be documented:

- (a) The name and title of the individual initiating the procurement process;
- (b) The date the procurement process was begun (i.e. the date it was decided to procure something;
- (c) Information relating to the amount and source(s) of available funds;
- (d) The description of the supplies, property, or services to be procured;
- (e) A list of service providers who received direct solicitations, and any publications which were made; (for RFQ's where verbal solicitations were conducted, the name of the individual contacted and the name of the

individual making the contact);

(f) The prices or proposals received;

(g) For RFP's, a copy of the request which was released, a copy of all proposals received, and the evaluations of proposals received;

(h) The name(s) of offeror(s) selected for award;

(i) When the lowest cost offer is not accepted, additional justification is required;

(j) The name, title and signature of the individual with final approval authority.

For Sole Source procurement, in addition to the items listed above, the following will be documented:

The justification for why the Sole Source method was used;

(a) A description of the proposed service provider's or vendor's unique or special capacity to fill the requirement;

(b) A description of actions that were taken attempt to obtain more than one quote or offer, where applicable; and

(c) Any other facts that support the use of Sole Source.

MORE WORK-SARA

A detailed input process was followed by the Region 5 Workforce Development Board and Chief Elected Officials in the development of this plan. The process began with copies of the plan being provided to various individuals and made available to the public on 03/10/16. This began a public comment period, notice of which was published through local newspapers? the Regional Workforce Board Website and posted at the local One-Stop Workforce Center. A Public Hearing was held on 04/15/13? and the formal comment period ended on 04/10/16. This resulted in a comment period of over 30 days duration.

The website pages contain information pertaining to this comment period, including proofs of publication? and minutes of the Public Hearing? and the formal meeting that followed in order to adopt the plan.

Website is www.iowawdb.gov

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.

It has always been a priority of the Regions youth program to serve individuals with the most barriers. The WIOA youth staff program has a reputation of serving those youth who others have given up on. This approach will likely continue in the youth program design both for in-school and out-of-school youth.

As a result of the 75% minimum youth expenditure requirement under WIOA, Region 5 will utilize the following strategies to increase out-of-school youth enrollments:

Continue commitment to offer services to in-school youth while expanding out-of-school youth services

Continue conversations and communication with area school districts about the WIOA Out-of-School requirement and work to re-engage youth who have dropped out of high school.

Each youth referral will be reviewed individually. If a youth seems to have the necessary supports in place while they are in high school, but could benefit more from post high school services, enrollment will be delayed until after graduation. If a youth is struggling and could benefit from WIOA services while in high school, the enrollment may be done as an in-school youth.

IowaWORKS Partner programs meet together regularly to staff referrals and to determine which program(s) would best meet the needs of each individual youth.

Partner with the Promise Jobs program to serve youth, and emphasize youth between the ages of 16 and 24 who have not yet built their plan for the future.

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:

Partner with the Independent Living Aftercare program which provides services to former foster care youth as they age out of the system at the age of 19.

Partner with the Juvenile Justice System to serve more youth who have dropped from the education system prior to completion.

Partner with the Adult Criminal Justice System to serve youthful offenders who are on probation, parole or released from prison to assist with career development and training needs.

Partner with Adult Education & Literacy to serve youth who have dropped out and need to develop a career plan

Partner with Iowa Vocational-Rehabilitation to serve their participants who have graduated from high school and may no longer be eligible for services.

5.

Youth Work Experience programs has been a strong component of youth services within the region. The youth provider has established contracts with several employers in the region with a focus on those in a high demand occupations for experiential learning activities including work experiences, internships, summer employment and job shadowing.

The region offers work-based learning opportunities throughout the year through both the WIOA youth program and various partner programs. Iowa Vocational Rehabilitation will partner with IowaWORKS to deliver work experience opportunities for disabled youth.

The region will ensure that at least 20% of the WIOA youth funds are expended on work

experience.

Refer to question E-6.

Iowa Workforce Development will provide quarterly reports to the CEO and RWDB, updating the boards on the regions performance and progress towards meeting performance standards.

The RWDB and CEO boards will evaluate the performance by comparison with standard performance measures and, if necessary, determine actions to be taken to improve performance. If a significant problem with WIOA performance is identified, the RWDB/CEO will conduct an evaluation of the service provider between evaluations.

The RWDB and CEO will review and if appropriate make comment on all federal and state monitoring reports as provided by those monitoring/auditing entities.

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

The RWDB and CEO will develop an annual budget for the purpose of carrying out the duties of the local board. Iowa Workforce Development, as the WIOA service provider, will submit annual budget figures provided by the state entity to the RWDB and CEO boards. Iowa Workforce Development will then prepare an operation and program budget. This budget will be submitted to the RWDB for their review.

Region 5 Monitoring Responsibilities

The monitoring system for each program also ensures that at least ten percent (10%) of all participants who register or are enrolled during each quarter, and who are still active at the time of verification, receive a complete verification of eligibility as part of a quarterly monitoring process conducted by the WIOA Director. The verification must be completed by the end of

the quarter following the quarter being sampled (e.g., the first quarter verification must be completed by the end of the second quarter). For this monitoring process, sampling procedures are in place for drawing a random sample of participants newly registered or enrolled in a particular quarter. These procedures ensure that the sampling is random and that the requirements of this subsection are met.

1) If verification is done at the time of registration, the sampling procedure must identify each registrant whose eligibility must be verified prior to or at the time the registration is entered into the Common Intake Case Management System;

2) If verification is done quarterly, the sample must be drawn within fifteen (15) days of the end of the quarter being sampled and verified;

3) A participant concurrently enrolled in more than one Title or program must be included in the universe for each program in which the participant is enrolled; and

4) A participant must be included in the sample only in the quarter the participant was enrolled.

Documentation is maintained for each participant selected for verification. The documentation must contain enough information in order for staff to review or make the eligibility determination. Documentation used to verify eligibility must coincide with the date of registration. At a minimum, documentation must include:

1) Documentary evidence (i.e., obtaining the document or a photocopy of the document); or

2) Collateral contacts for which the following information must be recorded:

a) Date of contact;

b) Name of person providing information;

c) Contact method;

d) Relationship of person contacted to applicant; and

e) Information received.

A verification report is not required if the verification sample program developed by the State Administrative Entity is used or if verification is completed on all participants. In all other cases, a verification report must be developed. That report must include:

1) The universe size;

2) The number of participants selected for verification;

3) The verification period; and, if applicable,

4) The names and termination dates of participants identified as ineligible and the reasons for ineligibility;

5) The number of participants whose eligibility was determined to be unverifiable and the

reason(s); and

6) The ineligibility rate = (number of ineligibles x 100) / (sample size - number of unverifiabiles)

Once during each program year, the WIOA Service Provider must monitor each contract written for \$25,000 or more. The WIOA Service Provider must also monitor the following:

- 1) A random sample of 10 percent of all non-OJT financial contracts under \$25,000 which start during the quarter;**
- 2) A random sample of 10 percent of non-financial activity of service contracts which start during the quarter; and**
- 3) A random sample of 10 percent, but not less than 10, of all participant files of participants enrolled or transferred into adult, dislocated worker and youth programs during the quarter. These random samples must be drawn quarterly and the monitoring activity for the quarter must be completed at the end of the subsequent quarter. In addition, all On-the-Job training contracts must be monitored during the second 30 day period of activity under the contract and at least every 90 days thereafter.**

Procedures are in place in Region 5 to ensure the monitoring samples are random and all requirements are met.

Participant Files

- a) The monitoring sample must be drawn after the end of the quarter being sampled and monitored but no later than 30 days after the last day of the quarter being sampled**

- b) A participant co-enrolled in more than one program must be included in the universe for**

each program in which the participant is enrolled;

c) A participant must be included in the sample only in the quarter the participant is enrolled; and

d) A participant who has been transferred must be included in the sample for the quarter during which the transfer occurred

Contracts

a) The 10 percent monitoring sample of all non-OJT contracts below \$25,000 must be drawn after the end of the quarter being sampled and monitored but no later than 30 days after the quarter being sampled; and

6.

b) A contract must be included in the sample for the quarter within which its effective date falls.

Following are the compliance review requirements for completing the two basic types of monitoring, participant file and contract monitoring. The following requirements apply to all programs.

1) Participant File Monitoring must include a review of:

a) The participant record including a review of the eligibility determination;

b) A sample of direct payments to the participant;

c) A sample of time and attendance records; and

d) Compliance with federal and State regulations and the Regional Customer Service Plan.

2) Contract Monitoring, including OJT contracts, must include a review of:

- a) The service provider record;**
- b) A sample of fiscal transactions;**
- c) Payroll and time and attendance records, as appropriate;**
- d) Compliance with the federal and state regulations and the Regional Customer Service Plan;**
- e) Compliance with equal opportunity regulations;**
- f) Compliance with Service Plan; and**
- g) Compliance with the Work Statement, Training Outline and all other contract provisions contained in the Contract.**

Monitoring Reports

The monitoring system includes documenting that the monitoring activity has taken place. In order to meet the documentation requirement, a monitoring report on each contract or participant monitored is prepared and maintained along with documentation of corrective action required and taken. Any findings and corrective action to be taken is transmitted to the monitored entity in writing. If the monitoring results in no findings requiring corrective action, this information may be communicated at the exit interview or in writing.

If a co-enrolled participant is drawn in the sample for more than one program for the same quarter, only one monitoring report, which includes both monitoring activities, is completed.

Summary of Monitoring Reports

A summary report of monitoring activity is completed for all programs. These summary

reports are maintained and available for Iowa Workforce Development use in its program compliance review process.

A summary report is completed for each program monitored for each quarter by the end of the subsequent quarter includes:

In place of the following lists, a computer generated list derived from the program provided by Iowa Workforce Development is used.

- 1) A list of all participants enrolled or transferred into a program during the quarter;
- 2) A list of all participants that were monitored during the quarter;
- 3) A list of all contracts for \$25,000 or more with effective dates that fall within the quarter;
- 4) A list of all OJT contracts that were active during the program year with effective dates;
- 5) A list of all non-OJT contracts (financial and non-financial) for less than \$25,000 with effective dates that fall within the quarter;
- 6) A list of all non-OJT contracts that were monitored during the quarter; and
- 7) A list of OJT contracts that were monitored including the dates monitored

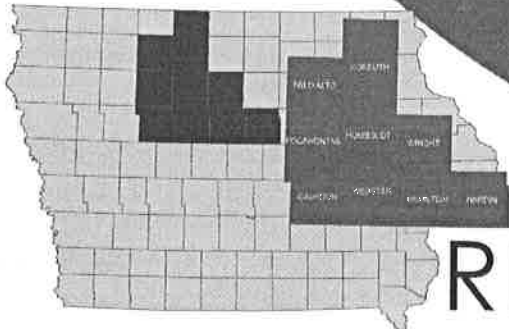
Refer to question F-1.



W O R K F O R C E
N E E D S A S S E S S M E N T
EXECUTIVE SUMMARY

RELEASED

20
15



REGIONAL ANALYSIS

CALHOUN, HAMILTON, HARDIN, HUMBOLDT, KOSSUTH, PALO ALTO,
POCAHONTAS, WEBSTER AND WRIGHT 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, 1,936 employers in the region were contacted. By the close of the survey, 522 completed surveys were received by IWD for a response rate of 27.0%. This regional analysis includes aggregate data for the following counties: Calhoun, Hamilton, Hardin, Humboldt, Kossuth, Palo Alto, Pocahontas, Webster and Wright.

CURRENT VACANCIES BY OCCUPATIONAL CATEGORY

Occupational Category	Percent of Total Vacancies	Average Vacancies per Day
Transportation & Material Moving	26.0%	331
Production	10.2%	129
Farming, Fishing & Forestry	9.7%	124
Sales & Related	7.7%	98
Office & Administrative Support	6.3%	81
Healthcare Practitioner & Technical	6.2%	78
Installation, Maintenance & Repair	5.2%	66
Construction & Extraction	3.7%	47
Food Preparation & Serving Related	3.7%	47
Healthcare Support	3.2%	40
Management	2.9%	37
Community & Social Services	2.8%	36
Architecture & Engineering	2.3%	29
Building & Grounds Cleaning & Maintenance	2.3%	30
Personal Care & Service	1.7%	22
Arts, Design, Entertainment, Sports & Related	1.3%	17
Business & Financial Operations	1.1%	14
Education, Training & Library	1.0%	12
Protective Service	0.9%	11
Computer & Mathematical Science	0.8%	10
Life, Physical & Social Science	0.7%	9
Military Specific	0.3%	4
Legal	0.0%	1
Total	100%	1,273

Iowa Workforce Development's Job Bank

OVERALL VACANCY DATA

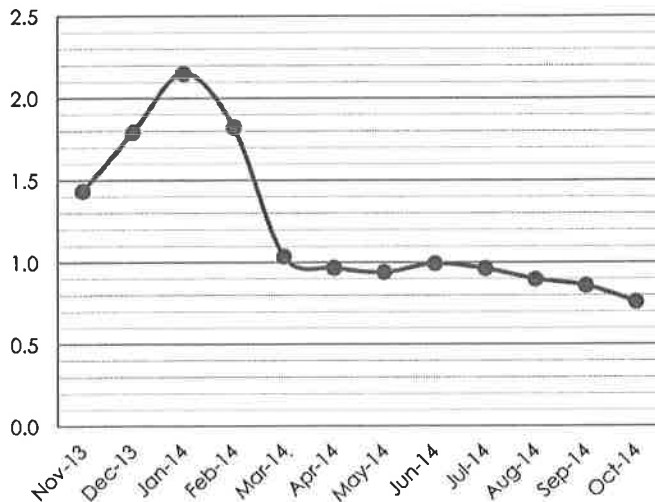
- 31.1% of respondents within the region reported current or anticipated job vacancies
- 15,161 estimated vacancies reported per Iowa Workforce Development's job bank (November 2013 - October 2014)
- Healthcare & social services (24.9%); manufacturing (24.2%); and wholesale & retail trade (13.6%) industries reported the highest volume of current vacancies
- 26.0% of current vacancies are within the transportation & material moving occupational category followed by 10.2% within the production occupational category
- Medium-size employers (50-100 employees) accounted for 51.4% of survey responses and 57.5% of the total job vacancies in the region

WORKFORCE DEMAND

UNEMPLOYED PER JOB VACANCY

(approximately 1.1 unemployed persons for every job vacancy)

- 2,786 Estimated Average Monthly Job Vacancies¹
- 3,110 Estimated Unemployed Persons² Per Month



VACANCY RATE BY INDUSTRY

Industry	Regional Employment	Vacancy Rate
Management	200	15.0%
Healthcare & Social Services	8,120	4.8%
Manufacturing	8,389	4.6%
Information	912	4.1%
Accommodation & Food Services	3,600	3.7%
Professional & Technical Services	1,139	3.6%
Personal Services	1,072	3.5%
Transportation & Warehousing	2,288	3.1%
Construction	2,726	2.6%
Wholesale & Retail Trade	9,974	2.2%
Public Administration	3,223	1.7%
Arts, Entertainment & Recreation	255	1.6%
Finance, Insurance & Real Estate	1,887	1.6%
Educational Services	5,521	1.1%
Administrative & Waste Services	877	0.8%
Agriculture & Mining	1,813	0.6%
Utilities	254	0.0%

Annual 2014 total regional employment data from IWD
Totals may vary due to rounding methods

¹Iowa Workforce Development Job Bank

²Bureau of Labor Statistics, Local Area Unemployment Statistics

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	9.5%	28.5%	32.8%	24.1%	5.1%
Applicants possess the basic skills required for the job	3.8%	24.2%	30.6%	31.8%	9.6%
Applicants possess the soft skills required for the job	5.8%	29.7%	40.6%	17.4%	6.5%
Applicants possess the occupational skills required for the job	11.6%	29.7%	31.6%	20.0%	7.1%
Applicants are often disqualified due to controlled substance testing	48.1%	13.0%	29.2%	7.8%	1.9%
Applicants are often disqualified for failure to pass a background check	35.3%	16.7%	27.5%	12.8%	7.7%



28.0% BASIC SKILLS

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



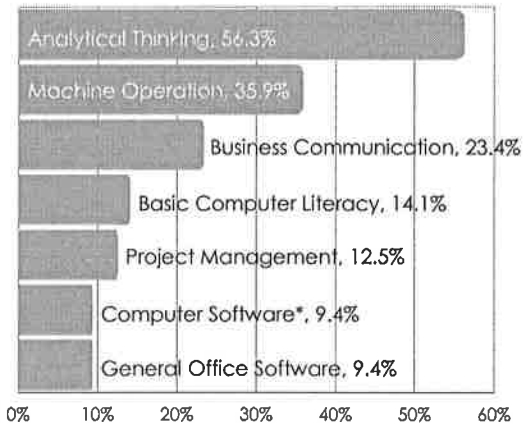
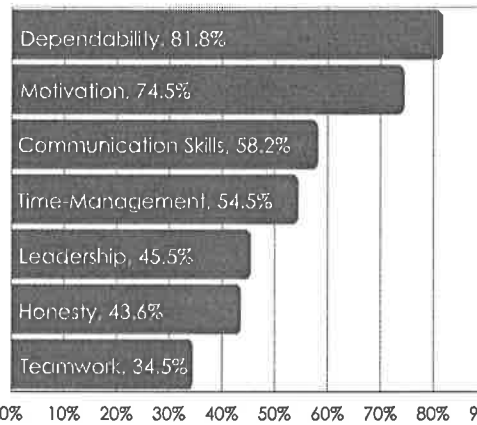
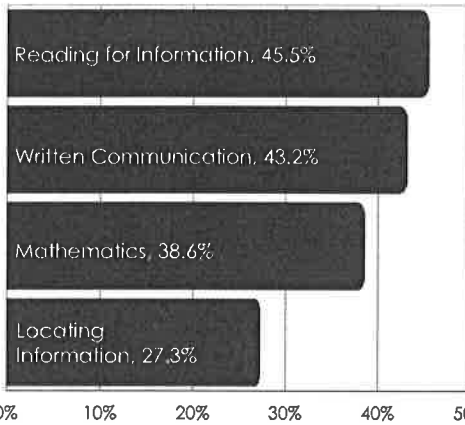
35.5% SOFT SKILLS

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



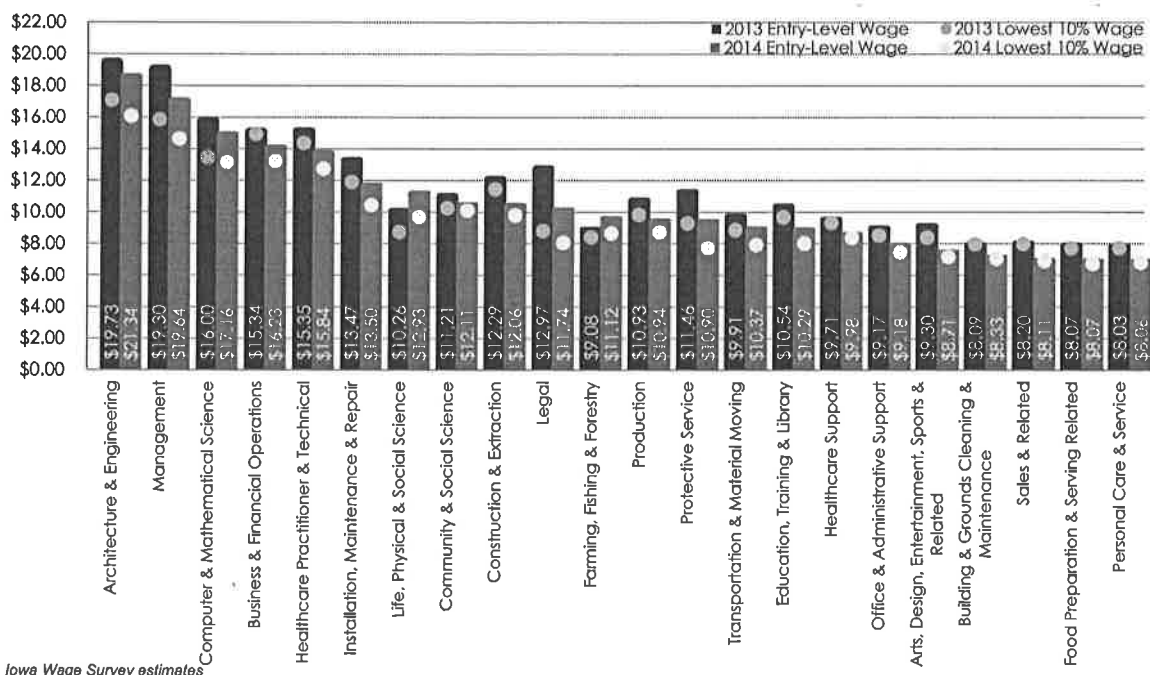
41.3% HARD SKILLS

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



*Job specific

HOURLY WAGES BY OCCUPATIONAL CATEGORY



Iowa Wage Survey estimates

FUTURE WORKFORCE PLANS

MAINTAIN

- 76.9% of employers plan to maintain their workforce

EXPAND

- 21.3% of employers plan to expand their workforce
 - 85.7% plan on expanding within 12 months
 - 10.7% 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 reduce overtime

REDUCE

- 1.9% of employers plan to reduce their workforce

TOP OCCUPATIONAL CATEGORIES BY PLANNED PAYROLL EXPANSION



PLANNED PAYROLL EXPANSION BY INDUSTRY

Industry	Percent of Each Industry	Percent of Total Expansions
Manufacturing	18.2%	23.5%
Wholesale & Retail Trade	6.8%	23.5%
Healthcare & Social Services	7.2%	14.7%
Accommodation & Food Services	10.7%	8.9%
Personal Services	9.5%	6.0%
Transportation & Warehousing	9.5%	6.0%
Administrative & Waste Services	7.1%	2.9%
Agriculture & Mining	8.3%	2.9%
Construction	2.7%	2.9%
Finance, Insurance & Real Estate	2.5%	2.9%
Management	20.0%	2.9%
Professional & Technical Services	4.3%	2.9%
Arts, Entertainment & Recreation	†	*
Educational Services	†	*
Information	†	*
Public Administration	†	*
Utilities	†	*

† Insufficient data reported

RECRUITMENT PERIOD FOR JOB OPENINGS

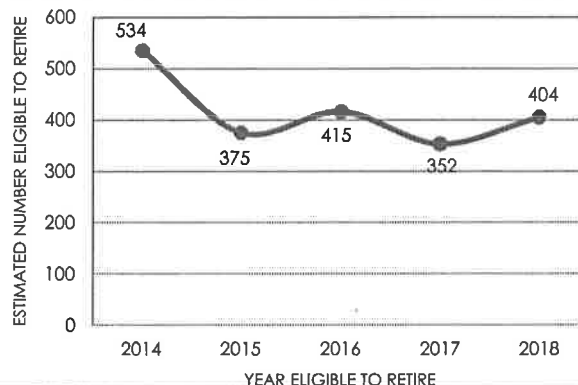
Less than 30 days, 51.0%
30-59 days, 27.3%
60 days or more, 21.7%



RETIREMENTS

- 3,476 employees in the region are currently over the age of 64
 - Representing 6.7% of the total regional workforce
- 50.1% are male and 49.9% are female
- Of those retiring in the next five years, 24.7% are within the healthcare & social services industry; followed by 21.0% within the manufacturing industry and 17.8% within the public administration industry

ESTIMATE OF NEWLY ELIGIBLE TO RETIRE



2015 ANNUAL PROFILE

REGION 5

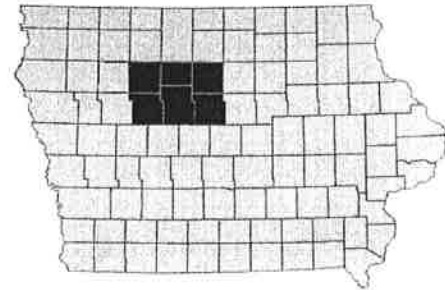
IOWA WORKFORCE DEVELOPMENT

Executive Summary

As of 2014, Iowa Workforce Development's (IWD) Region 5's largest private industry was Manufacturing, representing 18.5 percent (7,367) of the region's total covered employment of 39,836. The region's total employment increased by 0.30 percent since 2013, while the average annual wage increased by 2.6 percent to \$38,126 for all industries. The Information industry posted the largest employment percentage increase of 12.5 percent during 2014.

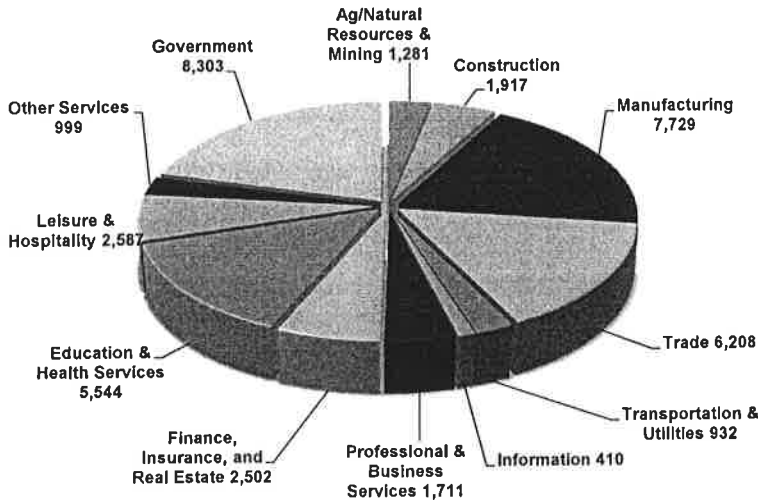
IWD's Region 5 average weekly wage for all industries was \$733 for 2014. This was an increase of 2.5 percent since 2013. The highest average weekly wage for a private sector was in Wholesale Trade averaging \$1,002. Between 2013 and 2014, the Information sector reported the largest percentage increase in average weekly wage of 8.5 percent.

STATE OF IOWA



IWD Region 5

2014 Industry Breakout by Employment



Source: Quarterly Census of Employment and Wages

Ten Major Private Industry Employers

Listed alphabetically

Name of Company	Industry
Electrolux Home Products	Wholesale Trade
Unity Point Health-Trinity	Health Services
Zoetis Animal Health	Manufacturing
Van Diest Supply Co	Wholesale Trade
Iowa Specialty Hospital	Health Services
Eaton Corp	Manufacturing
Hagie Manufacturing Co	Manufacturing
Friendship Haven	Health Services
Centrum Valley Farms	Agriculture
Webster City Community Schools	Education

Source: Infogroup®

QUICK FACTS

Counties Included in Iowa Workforce Development's Region 5

- | | |
|----------|------------|
| Calhoun | Pocahontas |
| Hamilton | Webster |
| Humboldt | Wright |

2014 Covered Employment (QCEW)

		%
Total Employment	39,836	2.6 ¹
Average Weekly Wage	\$733	89.6 ²
Largest Private Sector: Manufacturing	7,367	3.4 ³

¹ Percent is based on statewide covered employment of 1,515,887

² Percent is based on statewide average weekly wage of \$818

³ Percent is based on statewide covered employment in specified sector

Census Statistics

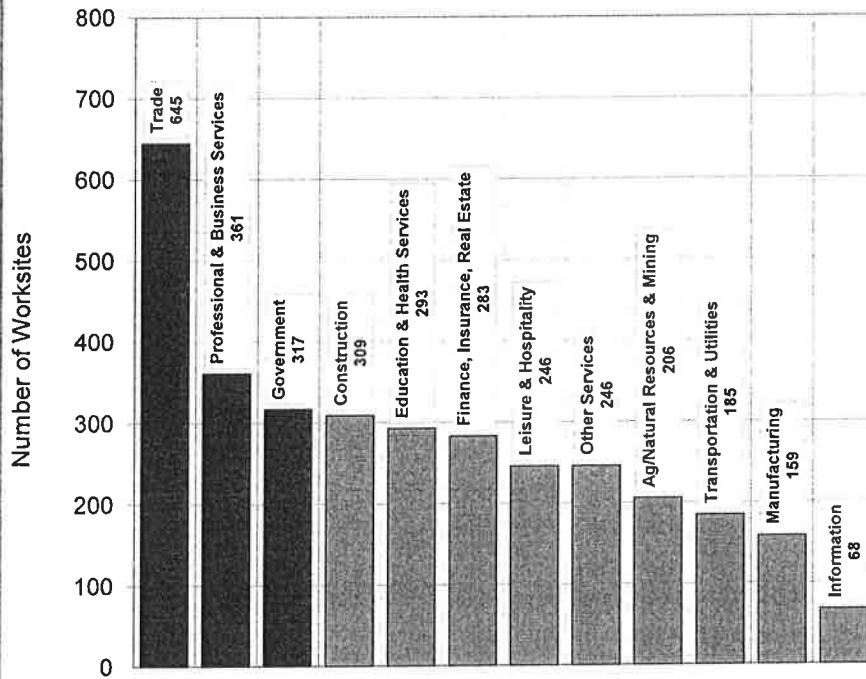
IWD Region 5 Population (2015)	91,556
-----------------------------------	--------

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

2013 - 2014 Covered Employment and Reporting Units by Industry

Reporting Units				Employment		
2013	2014	% Change		2013	2014	% Change
3,283	3,317	1.04%	Total All Industries	39,718	39,836	0.30%
2,963	3,000	1.25%	Private Business	32,233	32,427	0.60%
199	206	3.52%	Ag/Natural Resources & Mining	1,551	1,555	0.26%
304	309	1.64%	Construction	2,365	2,198	-7.06%
156	159	1.92%	Manufacturing	6,128	6,082	-0.75%
655	645	-1.53%	Trade	7,404	7,367	-0.50%
243	243	0.00%	<i>Wholesale Trade</i>	2,581	2,606	0.97%
412	402	-2.43%	<i>Retail Trade</i>	4,823	4,762	-1.26%
188	185	-1.60%	Transportation & Utilities	2,262	2,408	6.45%
67	68	1.49%	Information	699	786	12.45%
277	283	2.17%	Finance, Insurance, and Real Estate	1,257	1,278	1.67%
349	361	3.44%	Professional & Business Services	1,931	1,881	-2.59%
290	293	1.03%	Education & Health Services	5,141	5,329	3.66%
240	246	2.50%	Leisure & Hospitality	2,600	2,664	2.46%
240	246	2.50%	Other Services	895	881	-1.56%
321	317	-1.25%	Government	7,485	7,410	-1.00%
61	62	1.64%	<i>State</i>	710	705	-0.70%
177	174	-1.69%	<i>Local</i>	6,348	6,283	-1.02%
83	81	-2.41%	<i>Federal</i>	427	421	-1.41%

Reporting Units by Industry in 2014



*Trade includes Wholesale & Retail Trade

QUICK FACTS

**IWD Region 5
Greatest Number of
Worksites**

***Trade
645**

**Professional and
Business Services
361**

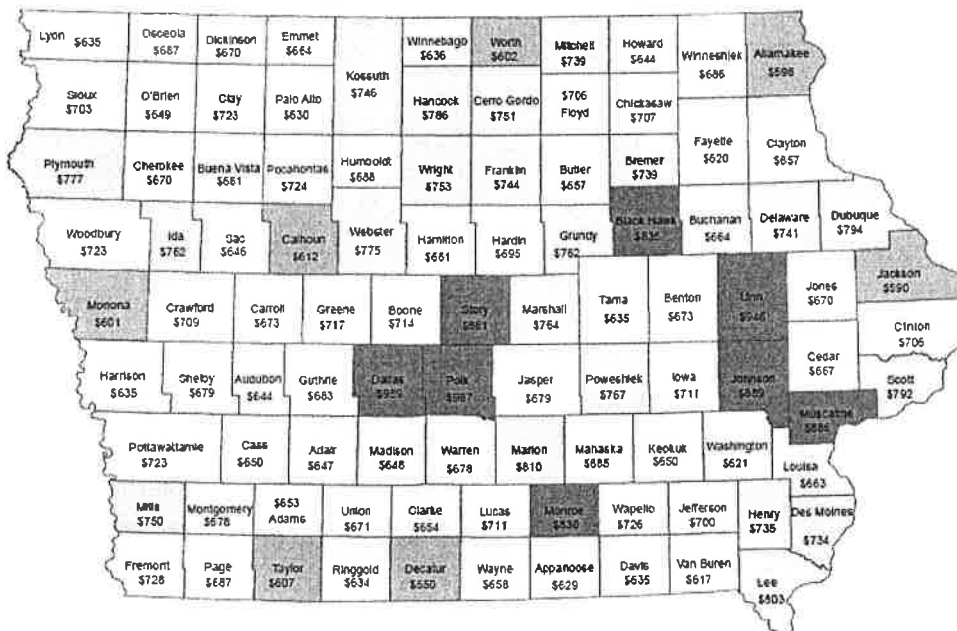
**Government
317**

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

2013 - 2014 Average Annual and Weekly Wage by Industry

Average Annual Wage				Average Weekly Wage		
2013	2014	% Change		2013	2014	% Change
\$ 37,157	\$ 38,126	2.61%	Total All Industries	\$ 715	\$ 733	2.52%
\$ 37,059	\$ 37,990	2.51%	Private Business	\$ 713	\$ 731	2.52%
\$ 35,321	\$ 36,641	3.74%	Ag/Natural Resources & Mining	\$ 679	\$ 705	3.83%
\$ 48,015	\$ 49,050	2.16%	Construction	\$ 923	\$ 943	2.17%
\$ 50,277	\$ 51,975	3.38%	Manufacturing	\$ 967	\$ 1,000	3.41%
\$ 31,416	\$ 32,633	3.87%	Trade	\$ 604	\$ 628	3.97%
\$ 50,724	\$ 52,093	2.70%	Wholesale Trade	\$ 975	\$ 1,002	2.77%
\$ 21,084	\$ 21,983	4.26%	Retail Trade	\$ 405	\$ 423	4.44%
\$ 43,010	\$ 43,247	0.55%	Transportation & Utilities	\$ 827	\$ 832	0.60%
\$ 34,921	\$ 37,912	8.57%	Information	\$ 672	\$ 729	8.48%
\$ 42,789	\$ 44,414	3.80%	Finance, Insurance, Real Estate	\$ 823	\$ 854	3.77%
\$ 38,503	\$ 39,870	3.55%	Professional & Business Services	\$ 740	\$ 767	3.65%
\$ 35,217	\$ 35,621	1.15%	Education & Health Services	\$ 677	\$ 685	1.18%
\$ 11,454	\$ 11,642	1.64%	Leisure & Hospitality	\$ 220	\$ 224	1.82%
\$ 27,718	\$ 27,402	-1.14%	Other Services	\$ 533	\$ 527	-1.13%
\$ 37,579	\$ 38,721	3.04%	Government	\$ 723	\$ 745	3.04%
\$ 54,152	\$ 54,441	0.53%	State	\$ 1,041	\$ 1,047	0.58%
\$ 34,887	\$ 36,194	3.75%	Local	\$ 671	\$ 696	3.73%
\$ 50,040	\$ 50,100	0.12%	Federal	\$ 962	\$ 963	0.10%

Average Weekly Wage for All Industries by County Annual 2014



QUICK FACTS

Average Weekly Wage Comparisons

IWD Region 5
\$733

Rank
Among All 15
IWD Regions
8

Statewide
\$818

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

QUICK FACTS

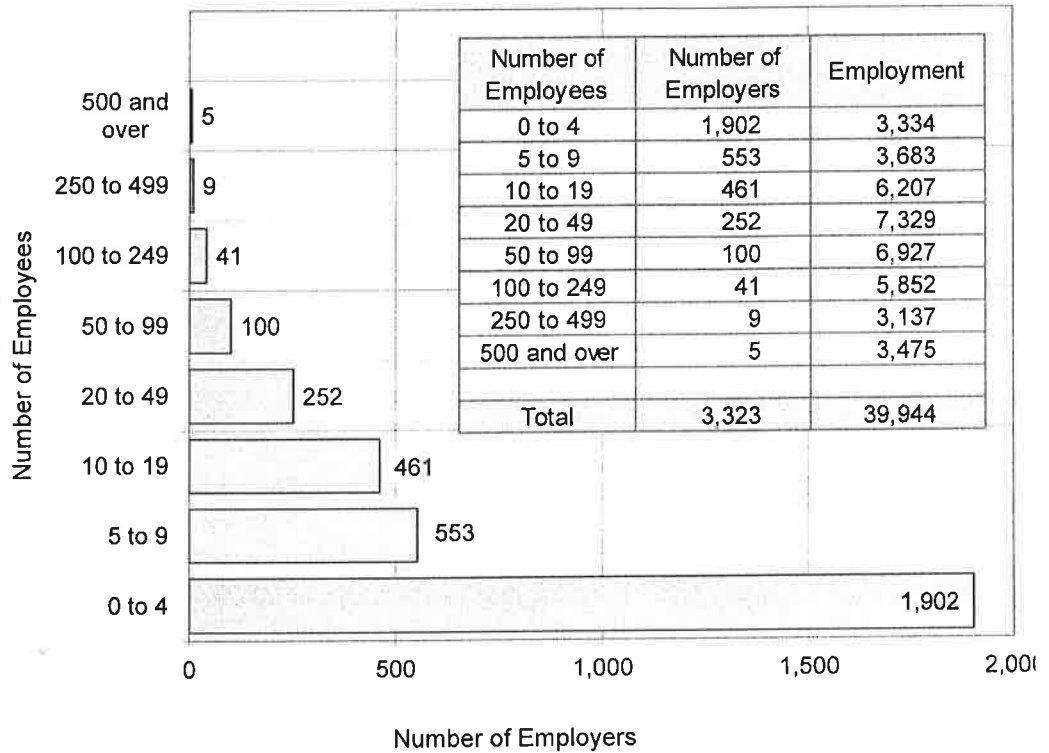
Size of Firm

Four firms in Region 5 employ 500 or more workers, totaling 3,475 workers, which accounts for 8.7 percent of total employment in the region.

Firms that employ less than 50 workers represent 95.3 percent of all establishments region-wide.

Size of Firm Based on Employment

December 2014



QUICK FACTS

Quarterly Workforce Indicators Definitions

Total Employment

Number of workers who are employed by the same employer in both the current and previous quarter

New Hires

Total number of hires that were also not employed by that employer during the previous four quarters

For additional definitions see source information below the LED tables

2014 Local Employment Dynamics (LED) - Quarterly Workforce Indicators

Comparison of Annual Averages from 3rd Qtr 2013 to 3rd Qtr 2014

Quarterly Workforce Indicators	Region 5 (2013)	Region 5 (2014)
Total Employment	39,014	39,193
New Hires	6,860	5,721
Separations	7,615	7,130
Turnover Rate %	0.09	0.1
Average Monthly Earnings	\$2,892	\$3,029
Average New Hire Earnings	\$2,052	\$2,311

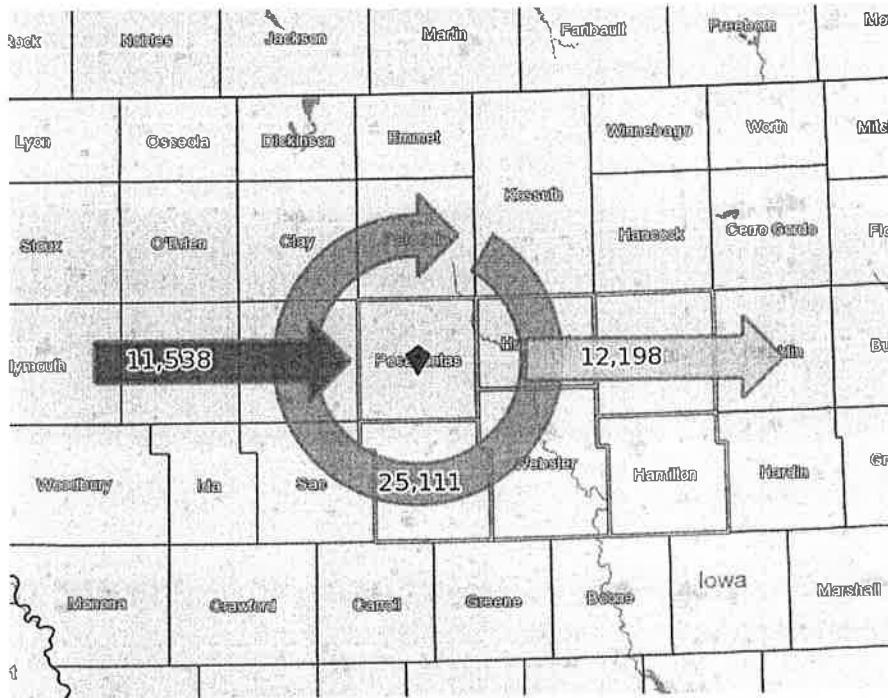
Quarterly Workforce Indicators	Iowa (2013)	Iowa (2014)
Total Employment	1,498,453	1,514,462
New Hires	226,009	231,425
Separations	278,960	277,585
Turnover Rate %	0.091	0.095
Average Monthly Earnings	\$3,526	\$3,610
Average New Hire Earnings	\$2,078	\$2,221

Source: Local Employment Dynamics, <http://lehd.did.census.gov>. For definitions of the Quarterly Workforce Indicators, visit http://lehd.did.census.gov/doc/QWI_101.pdf.

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

Inflow/Outflow Job Analysis of Region 5 2013

Characteristics of workers who commute in, out, and within Region 5



For an online tour of the application, please follow this link:
<http://lehd.ces.census.gov/led/datatools/onthemap.php?name=WhatsOnTheMap>

QUICK FACTS

'On the Map' Interactive Mapping Application

As of 2013, there were 36,649 primary jobs in this region.

12,198 workers live in Region 3/4 but leave the region for their primary jobs

68.5 percent (25,111) of the region's workers live and work in Region 5.

ON THE MAP Statistics — Region 5

Distribution of Worker's Age, Monthly Earnings, and Race—Primary Jobs

Total Primary Jobs	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
Total Primary Jobs	36,649	100.0%	36,114	100.0%	38,278	100.0%
Jobs by Worker Age	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
Age 29 or younger	8,059	22.0%	7,933	22.0%	9,071	23.7%
Age 30 to 54	19,206	52.4%	19,426	53.8%	20,850	54.5%
Age 55 or older	9,384	25.6%	8,755	24.2%	8,357	21.8%
Jobs by Earnings	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
\$1,250 per month or less	8,350	22.3%	8,525	23.6%	9,662	25.2%
\$1,251 to \$3,333 per month	14,523	41.7%	15,247	42.2%	17,651	46.1%
More than \$3,333 per month	13,776	36.0%	12,342	34.2%	10,965	28.6%
Jobs by Worker Race	2013		2011		2009	
	Count	Share	Count	Share	Count	Share
White Alone	35,516	96.9%	35,121	97.3%	37,114	97.0%
Black or African American Alone	542	1.5%	424	1.2%	570	1.5%
American Indian or Alaska Native Alone	106	0.3%	80	0.2%	87	0.2%
Asian Alone	289	0.8%	303	0.8%	329	0.9%
Native Hawaiian or Other Pacific Islander Alone	14	0.0%	14	0.0%	12	0.0%
Two or More Race Groups	183	0.5%	172	0.5%	166	0.4%

Source: Local Employment Dynamics, On the Map: <http://onthemap.ces.census.gov/>. For definitions and instruction on this mapping application, visit <http://lehd.ces.census.gov/led/datatools/onthemap.php?name=GettingStarted>

QUICK FACTS

'On the Map' Reports

One of the reports generated from 'On the Map' displays 36,649 total primary jobs in Region 5 and the distribution of age and monthly earnings of the workers.

41.7 percent of Region 5 workers earn from \$1,251 to \$3,333 per month.

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

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

Top 20 Growing Industries by Employment 2012 - 2022

Industry Description	NAICS Code	2012 Estimated Employment	2022 Projected Employment	Total Growth	Percent Change
Nursing and Residential Care Facilities	623	2,365	2,775	410	17.3%
Self Employed and Unpaid Family Workers	671	4,550	4,855	305	6.7%
Truck Transportation	484	1,380	1,675	295	21.4%
Hospitals	622	1,905	2,175	270	14.2%
Ambulatory Health Care Services	621	1,160	1,420	260	22.4%
Educational Services	611	3,700	3,945	245	6.6%
Food Manufacturing	311	1,195	1,415	220	18.4%
Food Services and Drinking Places	722	2,130	2,340	210	9.9%
Construction of Buildings	236	735	940	205	27.9%
Specialty Trade Contractors	238	955	1,155	200	20.9%
Professional, Scientific, and Technical Services	541	910	1,060	150	16.5%
Social Assistance	624	605	755	150	24.8%
Merchant Wholesalers, Nondurable Goods	424	1,575	1,715	140	8.9%
Administrative and Support Services	561	670	800	130	19.4%
Local Government, Excluding Education and Hospitals	930	2,040	2,160	120	5.9%
Machinery Manufacturing	333	1,285	1,385	100	7.8%
General Merchandise Stores	452	965	1,060	95	9.8%
Religious, Grantmaking, Civic, Professional Organizations	813	805	895	90	11.2%
Warehousing and Storage	493	360	440	80	22.2%
Support Activities for Agriculture	115	240	310	70	29.2%

Source: Long-Term Industry Projections

<https://www.iowaworkforcedevelopment.gov/industry-projections>

"Hot Jobs" in Region 5 2012 - 2022

Occupational Title	2012 Estimated Employment	2022 Projected Employment	Annual Growth Rate (%)	Region 5 2015 Mean Annual Wage	Job Education	Job Training
Postsecondary Education						
Registered Nurses	990	1,160	1.7	23.81	AS	N
Heavy & Tractor-Trailer Truck Drivers	1,480	1,735	1.7	23.27	PS	S
Licensed Practical & Licensed Vocational Nurses	265	325	2.3	17.92	PS	N
High School Diploma (or Equivalent) or less						
Industrial Machinery Mechanics	340	425	2.5	21.45	HS	L
Electricians	385	460	1.9	18.70	HS	A
Mixing & Blending Machine Setters, Operators, & Tenders	255	295	1.6	18.16	HS	M
Carpenters	280	365	3.0	17.08	HS	A
Maintenance & Repair Workers, General	395	455	1.5	16.03	HS	L
First-Line Supervisors of Food Preparation & Serving Workers	200	230	1.3	15.36	HS	N
Medical Secretaries	215	275	2.8	14.81	HS	M
Construction Laborers	375	470	2.5	14.27	< HS	S

Occupations were selected based on the annual growth rate from Region 5 2012-2022 occupational projections.
<https://www.iowaworkforcedevelopment.gov/occupational-projections>

Education (typical education level needed to enter an occupation): DP = Doctoral or Professional degree; MA = Master's degree; BA = Bachelor's degree; AS = Associate's degree; PS = Postsecondary non-degree award; SC = Some college, no degree; HS = High school diploma or equivalent; < HS = Less than high school;

Job Training (typical on-the-job training level needed to attain occupational competency): I = Internship/residency; A = Apprenticeship; L = Long-term on-the-job training; M = Moderate-term on-the-job training; S = Short-term on-the-job training; None = N.

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

Employment and Unemployment Statistics Annual 2014

County	Labor Force	Number Unemployed	Unemployment Rate	Number Employed
Calhoun	4,430	230	5.1	4,210
Hamilton	7,150	340	4.7	6,810
Humboldt	5,280	210	4.0	5,080
Pocahontas	4,380	160	3.6	4,230
Webster	19,890	1,000	5.0	18,880
Wright	7,010	300	4.3	6,710
Total (*=Average)	48,140	2,230	4.6	45,910

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

Source: Local Area Unemployment Statistics (LAUS)

Note: Total employed and unemployed may not reflect total labor force, due to rounding.

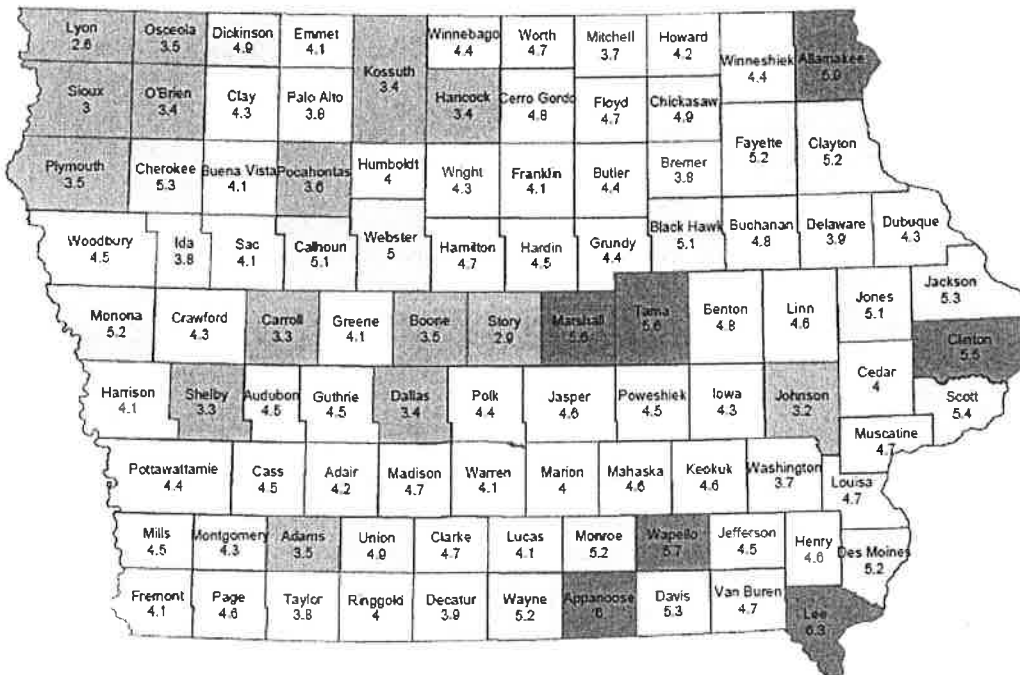
QUICK FACTS

Labor Force 2014

Unemployment averaged 4.6 percent in Region 5 for 2014. The region's jobless rate translated into 2,230 unemployed persons.

The 2014 unemployment rate for Region 5 was higher than the statewide average of 4.3 percent.

Unemployment Rates per Iowa Counties 2014 Annual Average



Source: Local Area Unemployment Statistics (LAUS)

QUICK FACTS

County Unemployment Rates

Lee County reported the highest jobless rate in the state in 2014 at 6.3 percent.

Lyon County reported the lowest jobless rate in the state in 2014 at 2.6 percent.

2015 QUARTERLY CENSUS OF EMPLOYMENT AND WAGES PROFILE

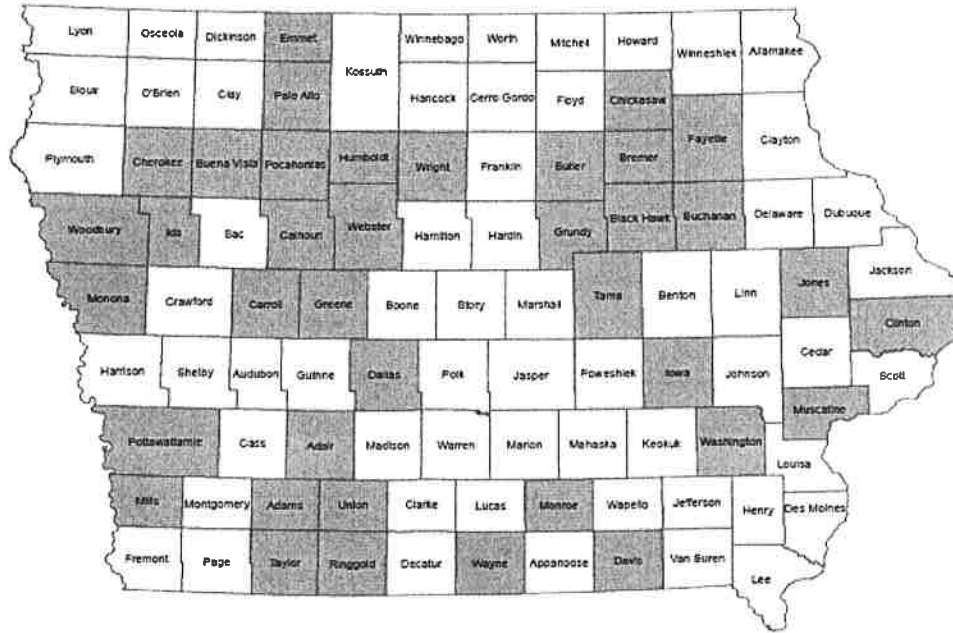
QUICK FACTS

Annual 2014 UI Benefits

UI Benefits for Iowa decreased from \$418.8 million in 2013 to \$402.6 million in 2014, a decrease of 3.9 percent.

UI Benefits in 60 of Iowa's 99 counties dropped compared to 2013. Five counties in Region 5 saw an increase in UI benefits paid in 2014.

Percentage Change in Total Unemployment Insurance (UI) Benefit



Decrease Increase

Source: Unemployment Insurance Statistical Data

<https://www.iowaworkforcedevelopment.gov/unemployment-insurance-statistics>

CONTACT INFO

Iowa Workforce Development

Labor Market Information

1000 E Grand Ave
Des Moines, IA 50319
515-281-8515
800-532-1249;
Fax: 515-281-8195
iwd.lmi@iwd.iowa.gov
www.iowalmi.gov

Equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

TTY 515-281-4748;
1-800-831-1399



For Additional Information about Region 5 — Visit our Website!

<http://www.iowalmi.gov>

Indicators: Current Employment (CES), Employment & Unemployment by State, UI Statistics, More

Industry: Employment & Wages (ICEW), Profiler, Projections, More

Occupation: Career Exploration, Employment & Wages, Projections, More

Research: Education Demographics, Labor-based Studies, Webinars/Events, More

Welcome to the Labor Market Information Division

The Labor Market Information (LMI) Division collects, analyzes and prepares a wide array of labor market data including employment, industry and occupational statistics, wages, projections, trends and other workforce characteristics. This information is reported for the State of Iowa as a whole as well as for other geographic areas within the State.

The LMI Division works in cooperation with the United States Department of Labor's Bureau of Labor Statistics (BLS) and Employment and Training Administration (ETA) along with the United States Census Bureau. The Labor Market Information website is financed by the ETA.

Local Labor Force Summary Data Tool

The tool below provides a summary for the State of Iowa labor force statistics which include: number of individuals in the labor force, unemployed, employed and the unemployment rate by month. To view historical data, change the year selected in the drop-down menu below the table. Navigating between the three tabs at the top of the frame will provide data for other geographies other than the State of Iowa.

	Seasonally Adjusted (Statewide Only)			Not Seasonally Adjusted (Aller Geographies)			Annual Averages					
2015 Iowa Labor Force Summary (Seasonally Adjusted)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Labor Force	1,716,000	1,716,800	1,716,100	1,713,400	1,710,500	1,704,400	1,700,400	1,700,100	1,701,800	1,704,000	1,708,100	1,710,500
Unemployment	71,000	70,300	69,000	68,000	64,000	63,000	63,000	62,000	61,400	60,400	59,000	58,300
Unemployment Rate	4.2%	4.1%	4.0%	3.9%	3.8%	3.7%	3.8%	3.7%	3.6%	3.5%	3.4%	3.4%
Population	1,845,000	1,846,500	1,847,100	1,847,800	1,848,700	1,849,500	1,850,500	1,851,000	1,851,500	1,852,000	1,852,500	1,853,000

Selected Year: 2015

Iowa Workforce Development, Labor Market Information Division, Local Area Unemployment Statistics (LAUS) program

<http://www.iowalmi.gov>

2015

Regional Progress

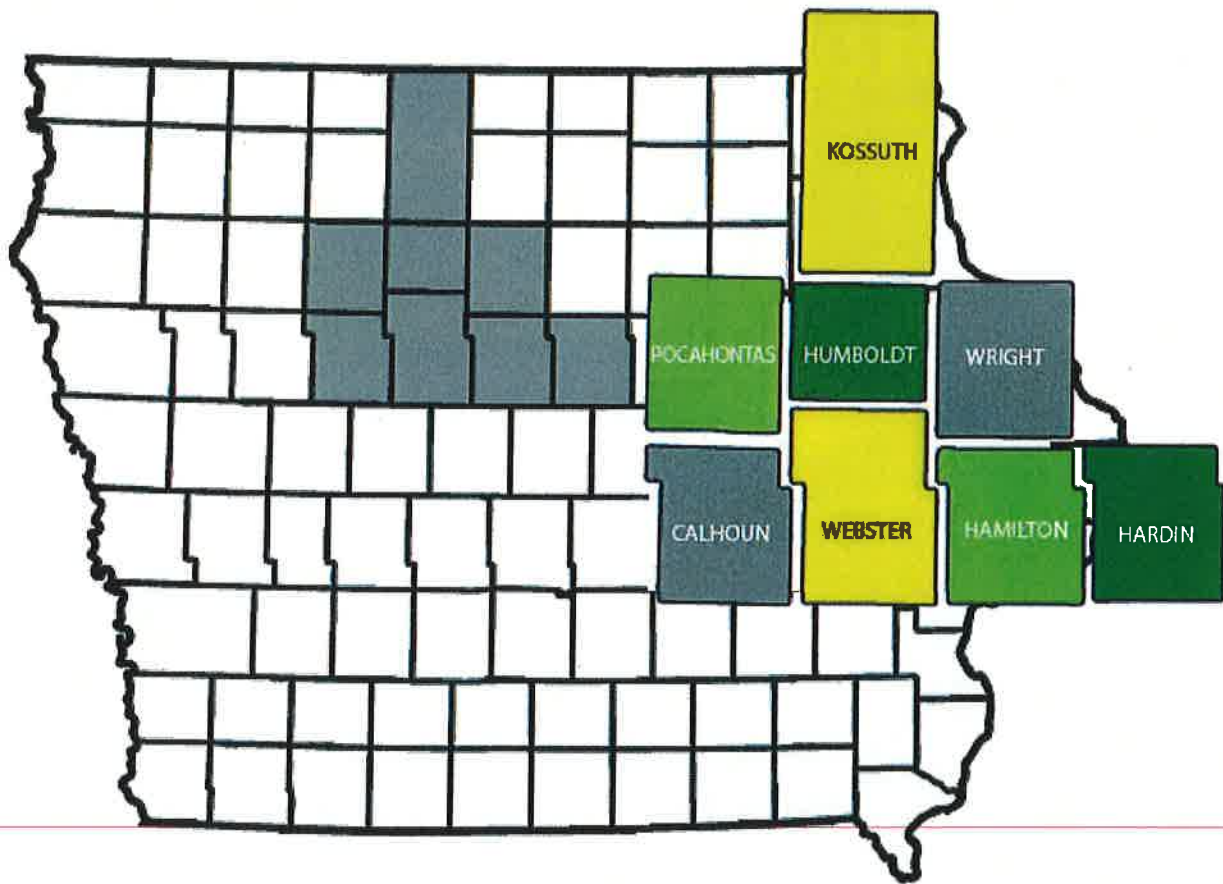
REPORT

MID IOWA
GROWTH PARTNERSHIP



Calhoun, Hamilton, Hardin, Humboldt, Kossuth, Palo Alto, Pocahontas, Webster & Wright County

MID IOWA GROWTH PARTNERSHIP



The Mid Iowa Growth Partnership (MIGP) was designated a regional collaborative by the State of Iowa in mid 2005. MIGP consists of nine counties located in north-central Iowa, has a population of 175,000 and a potential labor force of over 240,000. MIGP welcomes this opportunity to provide you with the necessary information needed to facilitate or initiate your request in the mid-Iowa region.



Table of Contents

Calhoun County..... Page 4

Hamilton County..... Page 5

Hardin County..... Page 6

Humboldt County..... Page 7

Kossuth County..... Page 8

Palo Alto County..... Page 9

Pocahontas..... Page 10

Webster County..... Page 11

Wright County..... Page 12

Iowa Central Community College Page 13

Corn Belt Power Cooperative..... Page 14





MID IOWA GROWTH PARTNERSHIP



On behalf of the entire Mid Iowa Growth Partnership (MIGP) Board of Directors, we hope you enjoy our 2015 Annual Progress Report. MIGP is a progressive, forward thinking organization focused on advancing the region through collaboration and dedication. We are so thankful for your support of our organization as we understand we can accomplish more together than each of us can individually and it is our board members that make it possible for us to carry out our mission to ensure the MIGP region is the best place to live, work and play.

Please take a moment to review the report as I can assure you, you will learn more about our nine county region, our accomplishments and what makes the MIGP region successful and prosperous. If you have any questions, would like additional information or simply want to share your thoughts please do not hesitate to contact any one of the MIGP board members. We appreciate your time and dedication to the MIGP region. Thank you for your continued support!

Sincerely,



Alissa Reinholdt, MIGP President

Renewing Growth Naturally

CALHOUN COUNTY ECONOMIC DEVELOPMENT CORPORATION

provides assistance to existing business and industry, prospective business and industry, entrepreneurs, local chamber/development organizations, city offices, and non-profit organizations in Calhoun County. CCEDC has also formed a close working relationship with neighboring counties and many area organizations within the region to enhance the development potential of Northwest Iowa and can serve as a local link for most local, state and federal assistance programs.



New Truck Stop "Sparky's" On New Hwy 20

6
NEW
START UPS

=

46
NEW
JOBS

732
Private
Non-Farm
Businesses

"SKILLED IOWA COMMUNITY"

Calhoun County became the first county in the region to be recognized as a "Skilled Iowa Community" by meeting all the metrics of the program.

UNEMPLOYMENT

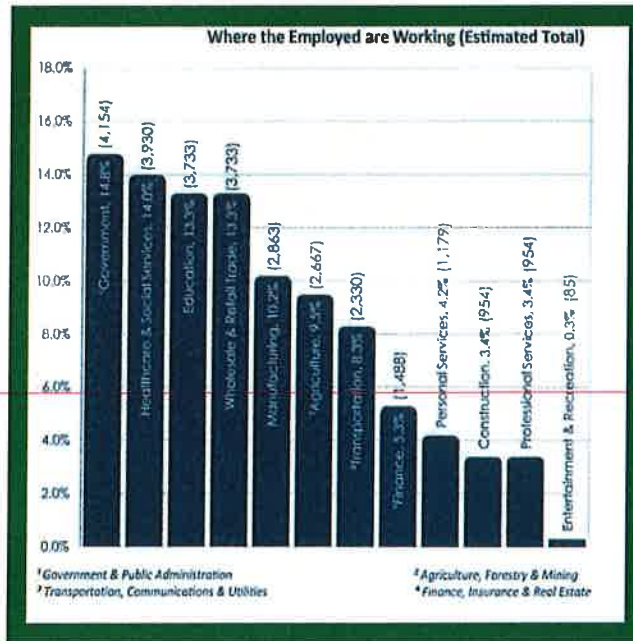
3.8%

compared to 4.9%
in July 2014

\$275,000
Community Foundation



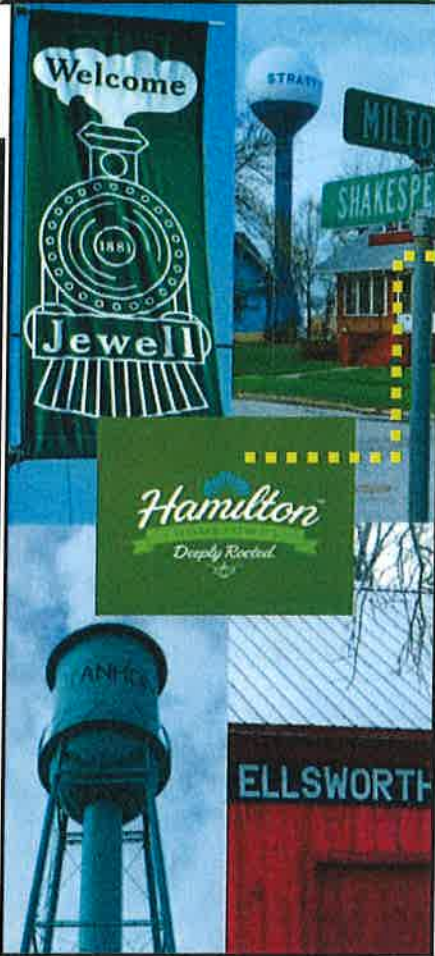
Aerial View of Twin Lakes



Calhoun County



Hamilton County



www.hamiltonhometowns.com

WHEN

Wright Hamilton Entrepreneurial Network

REGIONAL ENTREPRENEURSHIP PROJECT

Hamilton and Wright Counties, who became Region II for this project, is a group working together to bring new jobs and families to their areas. This was funded by a grant to UNI as part of the US Economic Development Administration.

7
NEW
START UPS = **11**
NEW
JOBS

"A major accomplishment in the small towns of Ellsworth, Jewell, Stanhope, and Stratford is that they have started to work cooperatively and have undergone a re-branding. Calling themselves Hamilton Hometowns, they are building a marketing strategy to increase business, tourism, and livability across Hamilton County."



8 BUILDING REHABILITATIONS
= \$553,000

Hamilton County Economic Development
is the only county-wide

MAIN STREET PROGRAM

currently in Iowa, using the
"Main Street 4 Point Approach".

The small towns and rural areas of Hamilton County have continued to grow and thrive.

In 2014, Jewell won a Main Street Award for building rehabilitation under 5,000 sq. ft. And a local retailer, Gravy Home Goods, won Best Visual Merchandising



HAMILTON COUNTY
ECONOMIC DEVELOPMENT



HARDIN COUNTY DEVELOPMENT ALLIANCE

HCDA is a partnership among the Iowa Falls Area Development Corporation, Ackley Development Group, Eldora Area Business Development Group and Hardin County. Hardin County provides funding to these three organizations. In return, the three development coordinators assist with county-wide economics developments activities. The three development coordinators meet quarterly with the Board of Supervisors to report on their efforts.



	Business Expansions	New Businesses	Capital Investment	Jobs Created/Retained
Iowa Falls	4	4	\$65,000,000	10
Eldora	4	1	\$24,675,000	90
Ackley	7	7	\$ 599,331	18
Total	15	12*	\$90,274,331	208

* Tri Rinse has expanded to include facilities in all three communities.



ACKLEY DEVELOPMENT COMMISSION



www.co.hardin.ia.us

Hardin County

Humboldt County

HUMBOLDT COUNTY DEVELOPMENT ASSOCIATION

is committed to retaining and growing the business industry in Humboldt County through innovative leadership and a forward-thinking vision. From site selection, government regulations and state and local incentives, HCDA is dedicated to assisting new and existing industries in Humboldt County.

COUNTY GROWTH			
	Business name	# of new jobs	Capital Investment
EXPANSIONS	Sister's Homestyle Entrees	15	\$2.5 million
	Bomgaars	retention of existing jobs and creation of new	\$2million
NEW RECRUITMENT	Precision Tank and Equipment	14 new jobs	\$3 million
			TOTAL INVESTMENT \$7.5 million

SOLD
2 industrial speculative buildings owned by HCDA

CONSTRUCTED A NEW COMMERCIAL SPECULATIVE BUILDING



Placed over **40 KIDS**

in a career field of their choice in our high school

INTERNSHIP PROGRAM

HUMBOLDT BUSINESS PARK



Phase I completed
All 4 LOTS SOLD!!

HUMBOLDT
COUNTY DEVELOPMENT ASSOCIATION
Developing Opportunities... Cultivating Growth





Average age is **51** years old

44% of new hires age 18-29

37% Work in Production, Construction & Material Handling

73% use the internet to find work

14% work multiple jobs

Potential Labor Force is **68,186**

KOSSUTH COUNTY	
Population 15,106	Jobs 8,165
Average Earnings \$43,478	Wage Growth \$1,003
Sales \$1,815,536,553	GRP* Increase \$42,706,770
Exports \$1,520,663,014	Imports \$1,595,246,882

Sources: K/PACEDC Business Surveys, 2010/2015; Economic Modeling Specialists Intl., a CareerBuilder Company.
*Gross Regional Product: Measures the final market value of all goods and services produced in a region. FY 2012-2013

Renewable Fuels



ETHYL ALCOHOL MANUFACTURING

104 Jobs
27% age 45-54

40,234,717 GRP
198,600,850 Sales

35 Million Bushels
of corn processed annually

100 Million Gallons
of ethanol produced



INTERN PROGRAM

Kossuth manages a professional development Intern Program where 45-50 interns participate annually. A variety of skill building sessions and networking programs are scheduled for the interns and their company mentor. Over 90 interns that have participated in the Intern Program have returned to find employment in our area.

SOY BIODIESEL

35 Jobs
60 Million Gallon Annual Capacity

Source: Economic Modeling Specialists Intl., a Career Builder Company and K/PACEDC

Kossuth County





PALO ALTO COUNTY

Population 9,162	Jobs 4,541
Average Earnings \$36,869	Wage Growth \$635
Sales \$741,655,380	GRP* Increase \$6,933,692
Exports \$618,970,637	Imports \$694,520,569

Sources: K/PACEDC Business Surveys, 2010/2015; Economic Modeling Specialists Intl., a CareerBuilder Company.
*Gross Regional Product: Measures the final market value of all goods and services produced in a region, FY 2012-2013

Average age is **53** years old

35% of new hires age 30-49

32% work in Production, Construction & Material Handling

82% use the internet to find work

12% work multiple jobs

Potential Labor Force is **33,920**

Renewable Fuels



ETHYL ALCOHOL MANUFACTURING

40 Jobs
48% age 25-34

\$ 12,472,112 GRP
\$ 61,675,707 Sales

60 Million Gallons
of ethanol produced



CELLULOSIC ETHANOL MANUFACTURING

60 jobs

285,000 tons of biomass consumed annually.

Farmers will remove **1 ton** of residue per acre.

\$ 20-25 million spent annually purchasing biomass.



Source: Economic Modeling Specialists Intl., a Career Builder Company and K/PACEDC

Palo Alto County





119 more residents under the age of 40 in 2014 than in 2010 - beating state and national trends.

Over \$2.5 million available to lend through city, county, and utility revolving loan programs - the largest pool of money available in rural Iowa.

Extensive fiber optic Internet system going in the ground now.

Countywide leadership program trains 50 residents each year.

Young Professionals program established and active countywide.

Rural Iowa Technology Summit hosted by Lt. Gov. Kim Reynolds coming spring 2016.

HOMETOWN PRIDE

Iowa's first Hometown Pride program began in Pocahontas County in July 2012 when the nine communities partnered with Keep Iowa Beautiful to **implement a new five-year program to enhance economic and cultural vitality throughout the county.** Each community has a local Hometown Pride Committee with 5-7 members appointed by the mayor. The committees meet monthly with Community Coach Margo Underwood and each has developed a community plan with short and long term objectives and projects. The nine communities partnered with the Pocahontas County Economic Development Commission, County Board of Supervisors, Pocahontas County Foundation, local businesses and area residents to accomplish their projects.

Projects completed include:

new playground equipment; park lighting; community murals painted by students; campground improvements, tree planting projects; trail construction; recycling containers; recycled plastic park benches and picnic tables; and City Hall and park

"Hometown Pride Committee members are building pride in their communities, one project at a time. They are wonderful committed volunteers with a shared vision and they are leading by example with a positive 'can do' attitude. We're looking forward to another outstanding year as we work together to increase Hometown Pride throughout the county," Underwood said.

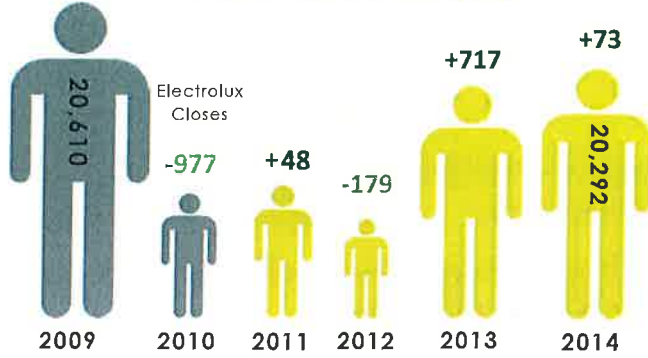


Pocahontas County



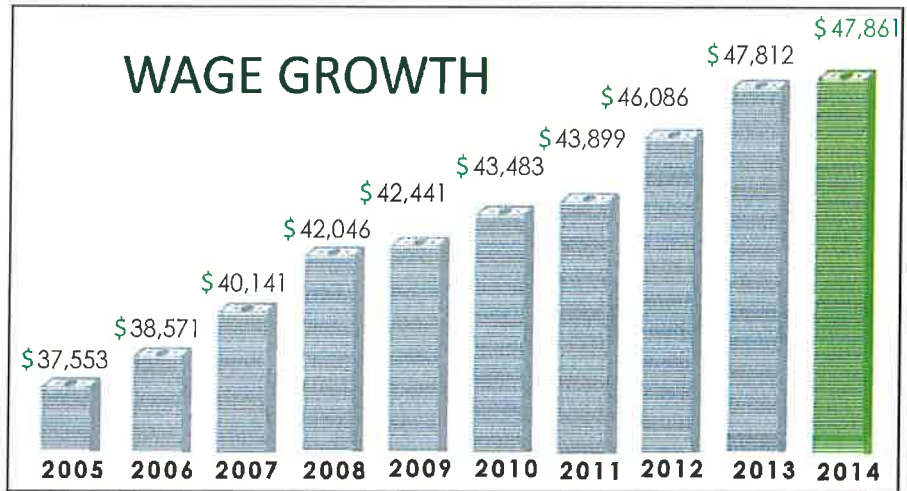
Webster County

JOB GROWTH



12.8%
WAGE ↑
OVER 5 YR PERIOD

2014
EXISTING
INDUSTRY
EXPANSIONS
\$143.5
MILLION



C&S Products invested **\$15.5 million** in modernization of their facility, including purchasing new machinery and equipment. Their investment resulted in the addition of 30 new jobs.



Josephson Manufacturing Company will invest over \$6 million to increase their footprint creating efficiencies in their processes as well as add room for modernization of their equipment. Along with their investment, 10 jobs will be created.



Boehringer Ingelheim announced in December of 2014 plans for over \$100 million in capital expenditures for three projects. Site improvements and modernizations including new equipment, infrastructure and remodeling of several areas, construction of a Veterinary Research Center (VRC) to support their growth in vaccine production, and a Bio Fill and Freeze facility to add an additional line and a separate high speed fill and freeze dry suite. These strategic investments would further increase productivity, efficiency and competitiveness of the Fort Dodge site.

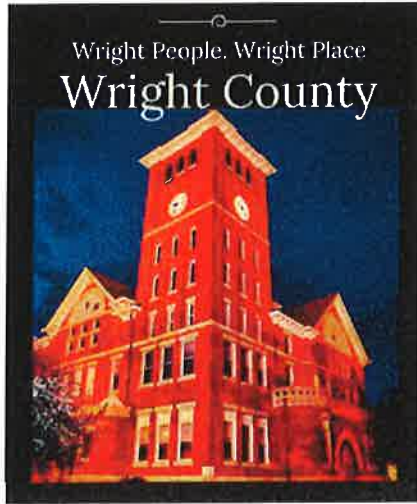


NEW Cooperative invested just under \$22 million dollars (company-wide) into their facilities in 2014. Of that, approximately \$10.2 million was in Webster County alone. This includes projects at the Roelyn and Lanyon facilities. The construction of new grain facilities in Lanyon this past year was historic for NEW Cooperative. It was the first time NEW Cooperative has ever built a new grain facility from the ground up. The facility is a very modern, innovative and technologically advanced facility.



WRIGHT COUNTY

is committed to expanding opportunities for its residents and businesses. Come witness what makes Wright County the Wright Place to Be!



County-wide initiative to minimize the devastating effects of the Avian Influenza virus

IOWA SPECIALTY HOSPITAL 5 STAR RATING

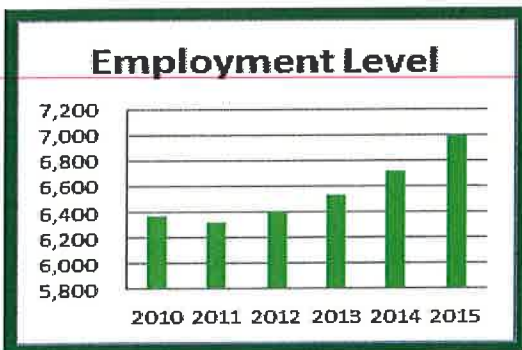
*Also expanded services & top 20 award in patient satisfaction in 2014!

BUSINESS RETENTION/EXPANSION

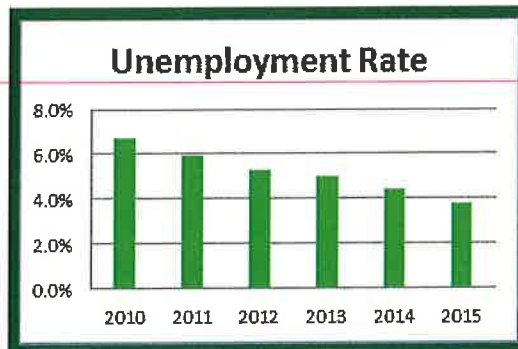
- Expansion and diversification of a manufacturer's product line and revamping of existing products to solve problems in the agriculture environment.
- Large capital investment in equipment to meet the growing demand of biofuels.
- Expansion in biosecurity measures.
- Development/expansion of many retail/professional service businesses.
- The addition of many healthcare providers at Iowa Specialty Hospital.



Wright County



2010 – 2015 employment growth of 9.73%



2010 – 2015 decreased the unemployment rate by 43.28%.





IOWA CENTRAL STATS

- Iowa Central Headcount = **7,669** - **7th** Highest in the State
- Non-Credit Contact Hours = **513,298** - **4th** Highest in the State
- Out-of State Enrollment = **1,298** - **3rd** Highest in the State

Success Rate: number of students who either graduated from college with a two year degree within in three years or transferred without graduation.



**\$38.9
MILLION**

IN INVESTMENT TO THE CAMPUSES

Expanded Triton Café, East Campus, Bioscience and Health Science building, Student Resource Center, Residential Halls,

Has led to an increase in their ability to provide for students and employees and to **partner with local industry**

STATEWIDE IMPACTS OF COMMUNITY COLLEGES

- Iowa community colleges' and their students' spending contribute to the creation of **18,000 jobs** across the state and **\$683.9 million in total labor income.**
- Nearly **84%** of Iowa's community college students **remain in Iowa** upon program completion contributing to its economy.
- State and local government receive a **10.4% return on the funding invested** in Iowa community colleges over the first ten years of a student's career.
- Every \$1 of Iowa community college spending creates an estimated \$1.47 for the state's economy.



- Calhoun County Electric Cooperative
- Iowa Lakes Electric Cooperative
- Midland Power Cooperative
- Prairie Energy Cooperative
- City of Webster City



**Corn Belt
Power Cooperative**

A Touchstone Energy® Cooperative 

INVEST IN...

**24 INDUSTRIAL PARKS
31 SPECULATIVE BUILDINGS**

Cooperative
Revolving Loan Funds (RLF)
TOTAL \$13 million



Recipients/projects of the Cooperative RLFs within the MIGP region include:

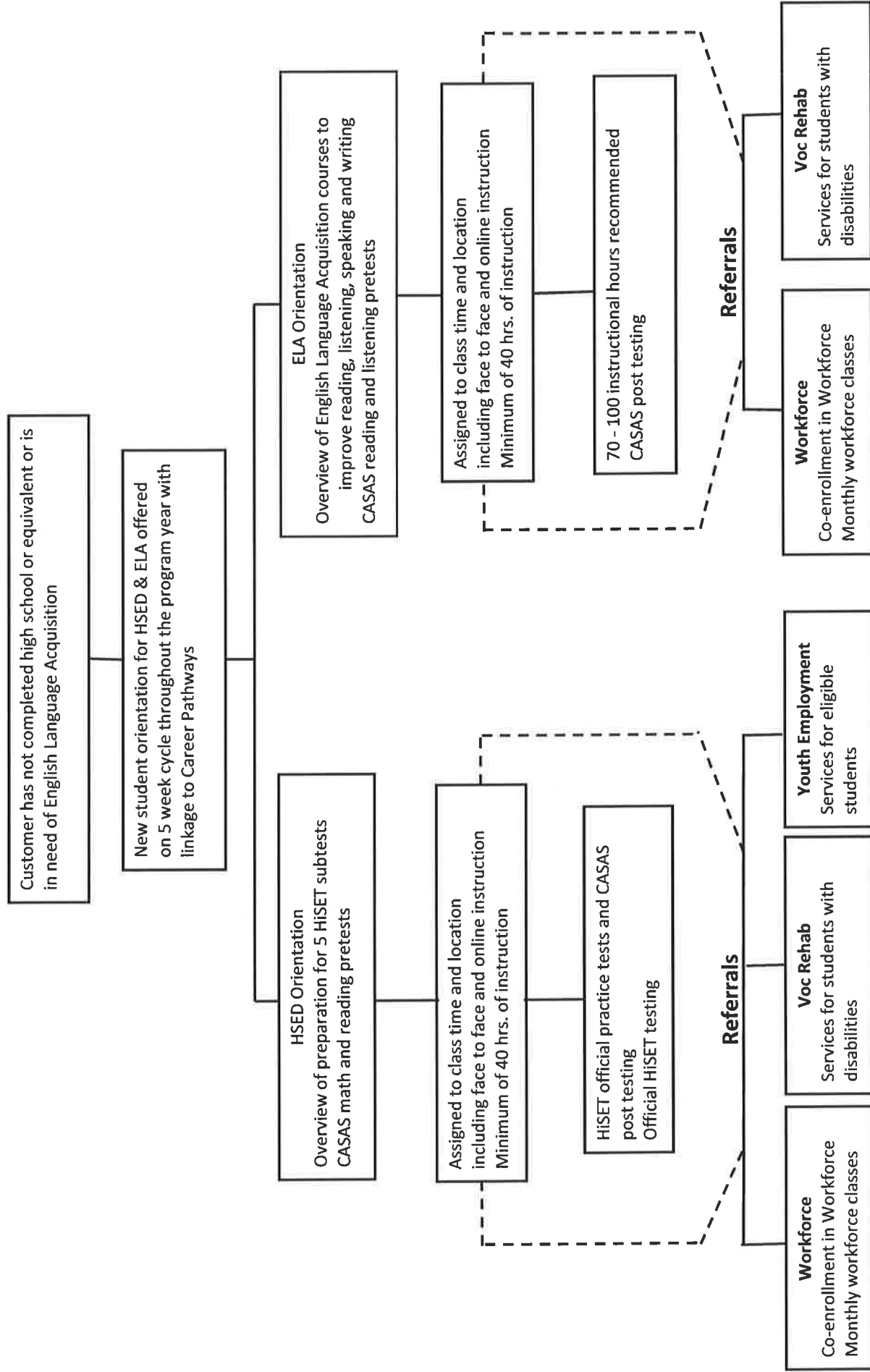
- Lake Mills Motor Sports II, Algona: Construct new store/repair shop in Algona
- Humboldt County Housing Development Corporation, Humboldt: Construct Building Trades Houses #13 & #14
- Country Maid, West Bend: Equipment for second production line
- West River Recreation Center, Humboldt: Addition to fitness center
- i2i Clarion, Corp., Clarion : Purchase real estate for new residential housing addition
- Becker Construction Enterprises Co, Bode: Acquire business
- City of Livermore, Livermore: New city hall building
- Iowa Falls Area Development Corporation: Construct 24,000 square foot speculative building
- City of Dakota City, Dakota City: Infrastructure to the new residential housing addition
- Clarion Hotel Group, Clarion: Construct new Boulders Inn & Suites hotel
- Clarion Foundation for Community Improvement, Clarion: Purchase fitness center building
- Kossuth Regional Health Center, Algona: Radiology renovation



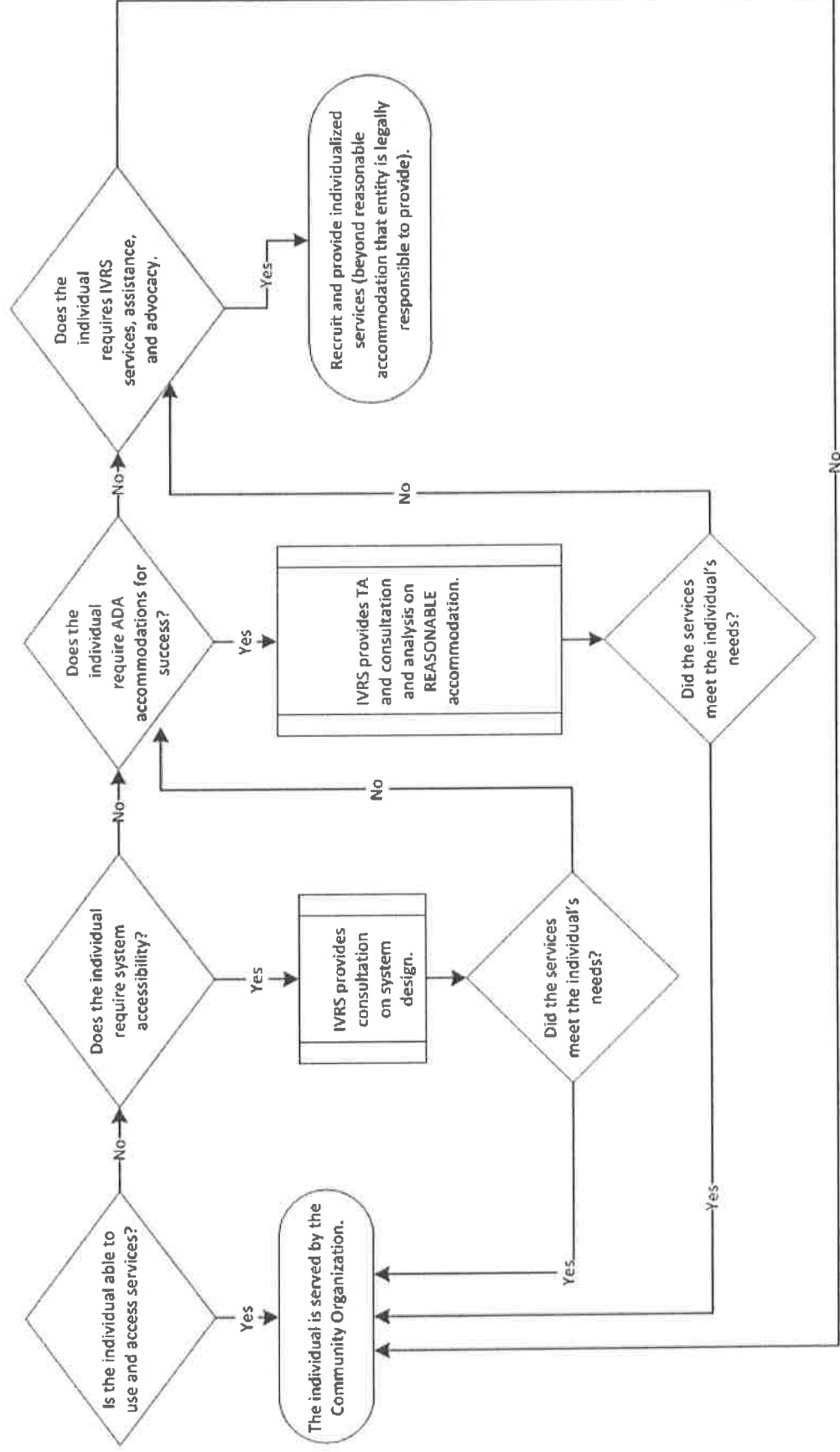
Touchstone Energy® Cooperatives
The power of human connections



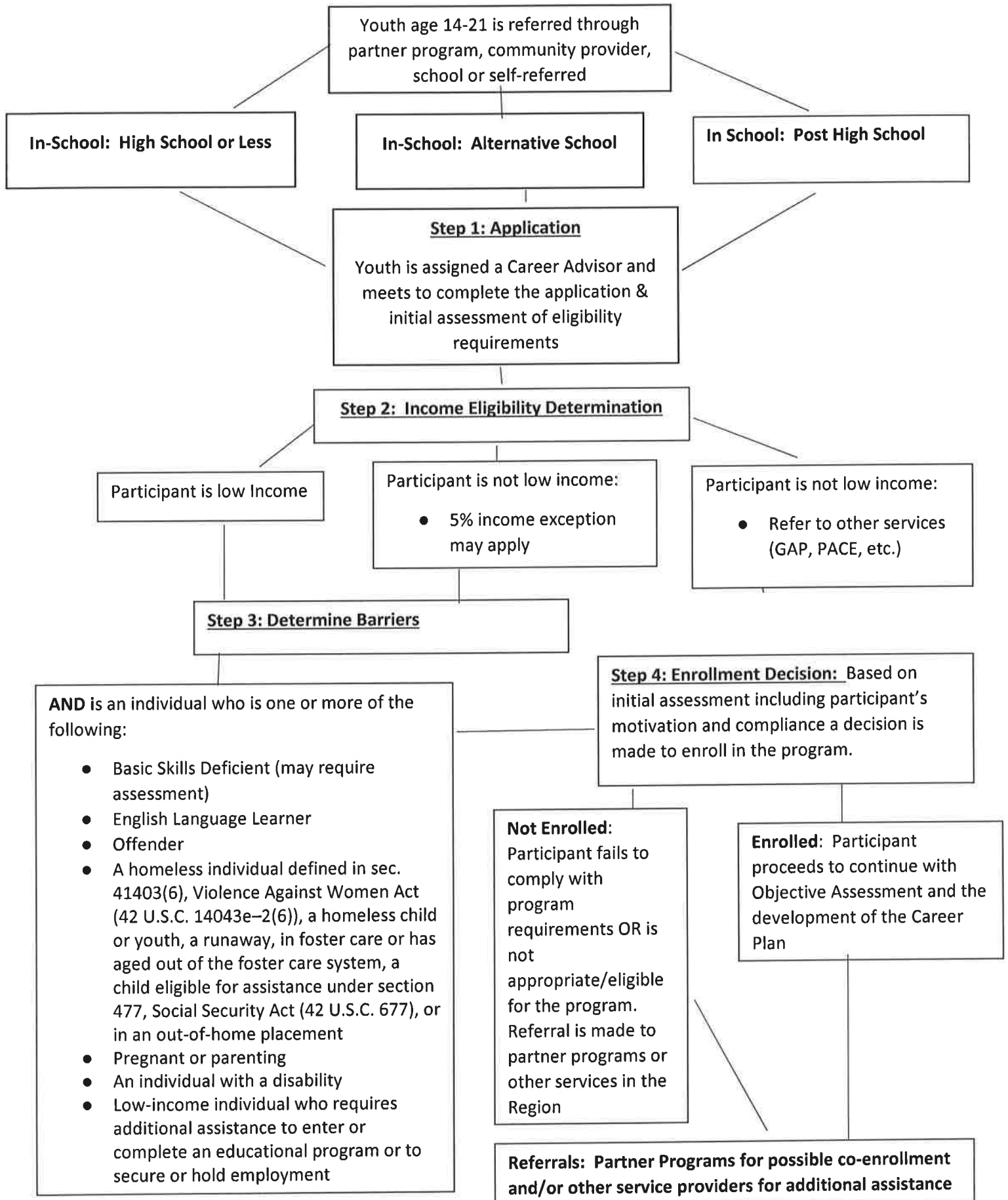
Iowa Central Community College Adult Education & Literacy Service Chart



IVRS Integration Plan



IN-SCHOOL YOUTH ELIGIBILITY FLOWCHART



OUT OF SCHOOL YOUTH ELIGIBILITY FLOWCHART

Young Adult age 16-24 is referred through partner program or self-referred

High School Dropout

Not Attending School; High School Graduate

Step 1: Application
Youth is assigned a Career Advisor and meets to complete the application & initial assessment of eligibility requirements

Step 2: Income Eligibility Determination

No income verification requirement for High School Dropouts

Participant is a recipient of a high school diploma and must be determined low income.

Step 3: Determine Barriers

AND is an individual who is one or more of the following:

- Basic Skills Deficient and/or an English Language Learner
- Low-income individual who requires additional assistance to enter or complete an educational program or to secure or hold employment

Meet one or more additional conditions:

- Subject to the juvenile or adult justice system
- A homeless individual defined in sec. 41403(6), Violence Against Women Act (42 U.S.C. 14043e-2(6)), a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477, Social Security Act (42 U.S.C. 677), or in an out-of-home placement
- Pregnant or parenting
- An individual with a disability

Step 4: Enrollment Decision: Based on initial assessment including participant's motivation and compliance a decision is made to enroll in the program.

Not Enrolled: Participant fails to comply with program requirements OR is not appropriate for the program. Referral is made to partner programs or other services in the Region

Enrolled: Participant proceeds to continue with Objective Assessment and the development of the Career Plan

Referrals: Partner Programs for possible co-enrollment and/or other service providers for additional assistance

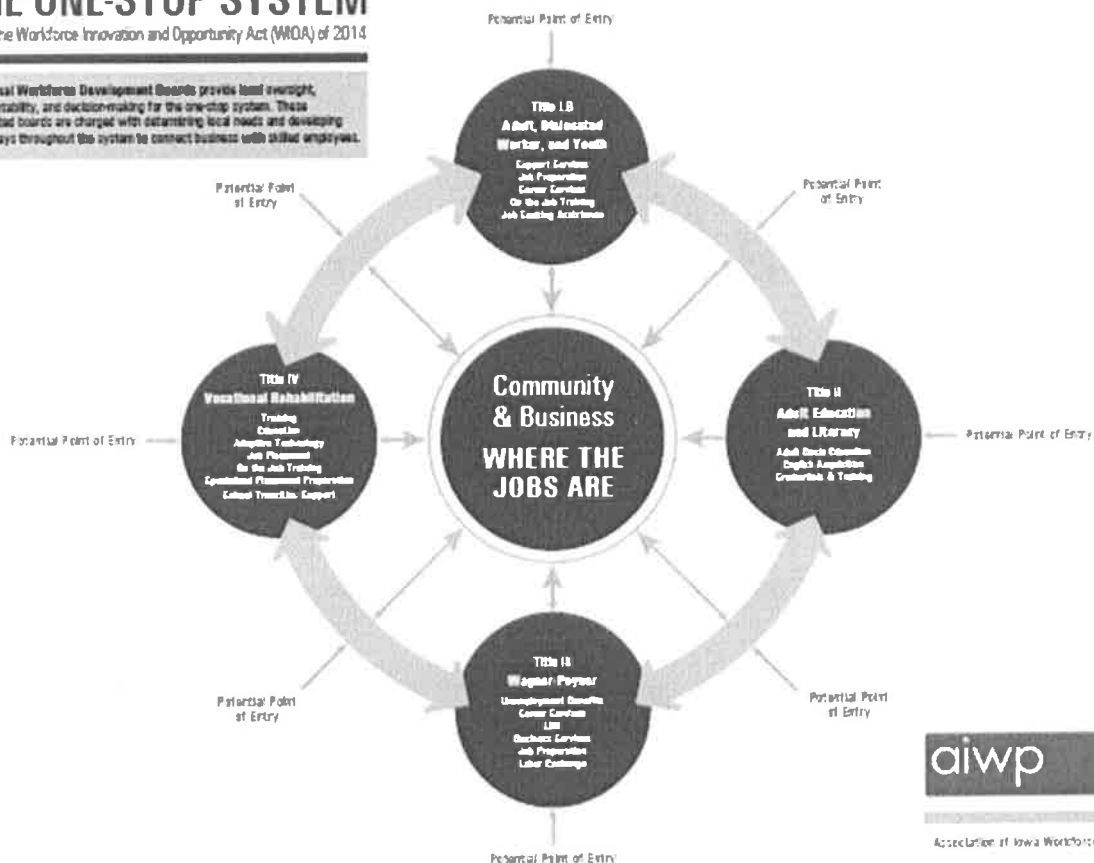
Flow Chart

The One-Stop Center system in Region 5 consists of multiple points of access the diagram below shows a visual of what the system access might entail.

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.



Partners provide ongoing referrals and management of co-enrollments across the system through documentation and correspondence in various forms including electronic means.

In the integrated center in Region 5 the customer flow will be as listed below:

- Greet/Identify Purpose of Visit
- Determine Registration Status and/or
- Conduct Service Triage
- Recommend Services
- Registration
- Self-attestation
- Co-enrollment evaluation
- Introduce to Career Services Process and/or
- Provide Appropriate Partner Referrals and/or
- Determine eligibility for additional individualized career services and/or training services

Integrated Customer Flow – Based on an initial basic assessment, customers will progress through services in a unified, standard flow organized by “function” rather than “program.” Customers start with registration services (stream-lined program enrollment and initial triage); advance to career services (to build occupational and job seeking skills), and then either referral to recruitment and placement services (with connections to hiring employers) or referral to more individualized career services and, if warranted, training services.

All Integrated Center customers will move through a standardized process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within IowaWORKS. When eligibility permits, every customer must be co-enrolled into all qualifying programs for basic career services.

Within this flow, services will continue to be customized to meet individual customer needs.

Career services comprise a hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the IowaWORKS system: that all individuals have the opportunity to “know their skills, grow their skills and get the best job possible with their skills.” To that end, an assessment of skills is a universal service delivered. The outcome of service delivery in the career services area is a relevant pool of talent – with skills in demand and job-search know-how.

When customers have completed career services, have the tools and knowledge for an effective job search, and meet specific criteria, they are referred to employers to be matched to available job openings.

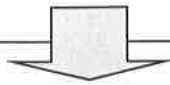
If additional services are identified as needed, the career services team will make the appropriate referrals to participate in more individualized career services and/or training services.

Through the fully integrated process which includes co-enrollment, duplication of services will be avoided as partners work together to provide service management for customers. Every effort will be made to blend and braid services and funding on behalf of the customer.

Co-located partners in the One-Stop center include:

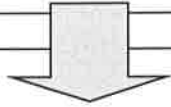
- Workforce Investment Act Title I
- Wagner Peyser
- Unemployment Insurance
- PROMISE JOBS
- Veterans’ Services
- Re-employment Services
- Experience Works Inc.
- Goodwill/Ticket to Work

The following diagram shows a visual of what the integrated service flow looks like in the One-Stop Center:



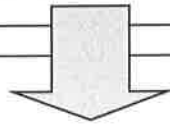
Membership/Welcoming

- All customers are greeted and the purpose of the visit is identified through triage questions
- All customers are co-enrolled in all programs for which they are eligible
- The Member enters their own data into common-intake database with staff assistance
- The Member is assessed and put into a cohort to get them started on designed services
- Referrals to other partner services made as needed at any time in the service flow



Skill Development

- Member is introduced to Skills Development staff
- Skills Development staff start Member in services based on the cohort assignment
- Skills Development staff assess Member to design an employment plan that is a set of services/activities that are needed to get the Member into employment
- Services and Activities are delivered to ensure Member is work-ready
- Referrals to other partner services made as needed
- Skills Development Staff makes job referrals
- Member may be recommended to R&P team when skills are appropriate fit



Recruitment and Placement

- R&P team is an extension of businesses, within the One-Stop, by understanding their workforce needs
- R&P Team works to fill job vacancies by knowing needs of business, which is communicated to Skills Development Team so appropriate preparation of job seeker can be completed
- R&P Team develops relationships with new businesses
- Business Services Team includes multiple partners

NOTE: When services beyond those available inside the One-Stop are needed, referrals to other agencies and partners will be offered to ensure adequate services are available to the member so they can reach their employment goal. This may happen at any point in the above flowchart as needs are identified. One-Stop center staff will use the Common Intake referral process when appropriate, or use other materials provided by Partners to refer to Partner services in the region.