



Application

141588 - WIOA Local Service Plan

154943 - Region 13 WIOA Local Service Plan

Workforce Innovation and Opportunity Act

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Primary Contact

AnA User Id

BETH.WINQUIST@IOWAID

First Name*

Beth

A

Winquist

First Name

Middle Name

Last Name

Title:

Email:

bethwinquist@gmail.com

Address:

619 N Carroll Street

City*

Carroll

Iowa

51461

City

State/Province

Postal Code/Zip

Phone:*

712-269-2685

32

Phone

Ext.

Program Area of Interest

Workforce Innovation and Opportunity Act

Fax:

712-792-6605

Agency

Organization Information

Organization Name:

WIOA Regional Planning Consortium Region 13

Organization Type:

Regional Planning Commission

DUNS:

Organization Website:

Address:

City State/Province Postal Code/Zip
Iowa

Phone:

Ext.

Fax:

Benefactor

Vendor Number

Board Details

Board Chair Name:

Donna Crum

Title:

Para Educator

Provide current business title.

Business Name:

Council Bluffs Community Schools

Provide current business organization name.

Business address:

2501 W. Broadway, Council Bluffs, IA 51501

Provide current business address.

Business phone:*

712-789-0054

extension:

Board Chair business email:

donna.crum@mediacommbb.net

Identify counties served by Region:

Cass County, Fremont County, Harrison County, Mills County,
Page County, Pottawattamie County, Shelby 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:

Jim Richardson

Provide current Local Area's Chief Elected Official Chair.

Elected Title:

County Supervisor

Provide current title.

Local Government Affiliation:

Page County

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

Address:

205 Spruce, Shenandoah, IA 51601

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

Phone:*

712-246-3775

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

Email:

jimri_6@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: Beth Winqvist
Organization Name: Iowa Western Community College
Address: 300 W. Broadway, Suite 13, Council Bluffs, IA 5150
Phone:* 712-352-3480 45123
extension:

Email: Beth.Winqvist@iwd.iowa.gov

WIOA (Title I) Director - Youth Services: Beth Winqvist
Organization Name: Iowa Western Community College
Phone:* 712-352-3480 45123
extension:

Email: Beth.Winqvist@iwd.iowa.gov

Wagner-Peyser Manager: Angie Dickey
Address: 300 W. Broadway, Ste 13, Council Bluffs, IA 515035
Phone:* 712-352-3480
extension:

Email: Angela.Dickey@iwd.iowa.gov

Rehabilitation Services

Vocational Rehabilitation Supervisor: Sally Prange
Address: 300 W Broadway, Suite 33
Phone:* 712-328-3821
extension:

Email: sally.prange@iowa.gov

Department for the Blind Supervisor: Keri Osterhaus
Address: 524 4th Street, Des Moines, IA 50309
Phone:* 515-281-1281
extension:

Email: Keri.Osterhaus@blind.state.ia.us

Adult Education and Literacy

Adult Education and Literacy Services Coordinator: Terry Amaral
Title: IWCC Adult Education and Literacy Coordinator
Organization: 2700 College Road, Kinney Hall

Address: Council Bluffs, IA 51503
Phone:* 712-325-3267 extension:
Email: tamaral@iwcc.edu

One-Stop System

One-Stop System Center Name: IowaWORKS Loess Hills
Street Address: 300 W. Broadway, Ste 13
City: Council Bluffs
Zip Code: 51503
Phone: 712-352-3480
Fax: 712-325-3408
Office Hours: M-T-TH-F 8:30 AM to 4:30 PM, W 9:00 AM to 4:30 PM
One-Stop Center Operator
One-Stop Center Operator Name: Mark Stanley, CEcd, EDFP
One-Stop Center Operator Title: Ex. Director, Economic & Workforce Development
One-Stop Center Operator Organization: Iowa Western Community College
Attach a spreadsheet of all one-stop service locations: ServiceLocationOne-StopSystems R13(Jan2016) (6).xlsx

Fiscal Agent

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

Provide contact name as the fiscal agent.

Fiscal Agent Title: Assistant Director of Accounting

Fiscal Agent Organization: Iowa Western Community College

Provide the name of the associated organization.

Fiscal Agent DUNS: 6861777

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:

As of 2014, Iowa Workforce Development's Region 13's largest private industry was trade, representing 18.1% of the region's total covered employment. The region's total employment increased by 1.7% since 2013, while the average annual wage increased by 3.3% for all industries. The construction industry posted the largest employment percentage increase of 22.2% during 2014.

IWD's Region 13 average weekly wage for all industries was \$706 for 2014. This was an increase of 3.4% since 2013. The highest average weekly wage for a private sector was in Construction averaging \$1,023. Between 2013 and 2014, the Information sector reported the largest percentage increase in average weekly wage of 9.5%.

Refer to question B-3.

The 2015 Annual Profile for Region 13 by Iowa Workforce Development identifies the emerging in-demand industries and sectors in Region 13 listed from highest demand to lesser demand are listed below:

- 1) Nursing and Residential Care Facilities
- 2) Ambulatory Health Care Services
- 3) Self Employed Workers
- 4) Educational Services
- 5) Administrative and Support Services
- 6) Accommodation
- 7) Social Assistance
- 8) Hospitals
- 9) Specialty Trade Contractors
- 10) Food manufacturing

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

Refer to question B-3.

Knowledge and Skills Needed

Employers report that workers need to meet desired soft skills to meet the employer needs in the area.

Communications Skills (listening, verbal and written)

Analytical/Research Skills

Computer/Technical Literacy

Flexibility/Adaptability/Multi-Tasking

Interpersonal Abilities

Leadership/Management Skills

Multicultural Sensitivity/Awareness

Planning/Organizing

Problem Solving/Reasoning/Creativity

Teamwork

In addition to soft skills, a report released in October 2014 by the Branstad-Reynolds Administration in collaboration with the Georgetown University Center on Education and the Workforce, finds that 68% of all Iowa jobs are expected to require post secondary education and training beyond high school. The region will develop strategies to improve the educational and training attainment of its citizens and the alignment of those degrees and credentials with employer demand.

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:

Local Plan 2016 IWD Region 13.pub

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:

The current employment and unemployment data and trends in Region 13 show that unemployment averaged 4.3% in the Region for 2014. The Region's jobless rate translated into 3900 unemployed persons. The 2014 unemployment rate for Region 13 was equal to the state wide average of 4.3%. Page County reported the highest jobless rate in the state in 2014 at 4.6%. Shelby County reported the lowest jobless rate in the state in 2014 at 2.6%

Refer to question B-4.

Labor Market Trends

In November and December of 2012, a workforce needs survey was sent to approximately 500 businesses in Southwest Iowa and the Omaha, Nebraska area (members of the Southwest Iowa chapter of the Employers Council of Iowa) to get a clearer picture of the workforce issues they face. Key findings from the 150 responses include:

Lack of job related experience was the most commonly identified (59.3%) shortfall in job applicants, followed by insufficient interpersonal/communication skills (38.7%).

The top 3 deficits in incumbent workers can be loosely identified as soft skills issues; with poor work ethic (poor attendance and punctuality) chosen by 64.0% of respondents, a lack of acceptable workplace behavior chosen by 37.3%, and insufficient interpersonal/communication skills selected by 31.3% of the respondents.

A lack of digital (computer) literacy was the most often cited (18.9%) specific work skill needed by incumbent workers.

When asked which jobs are most difficult to fill, technical positions (36.0%) was the top choice, followed by production jobs (26.7%).

Greatest training needs were specific technical skills related to the positions held (44.7%), and communication skills (34.7%).

The information from the local labor market statistics along with the information gathered during the Needs Assessment/Strategic Planning session, and from the Workforce Needs Survey helped guide the board in developing the Vision and Mission Statements, articulating values,

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

determining priorities and setting goals for the next few years in Region 13. Among the relevant factors that were taken into consideration are the following demographic statistics:

The population in Region 13 is expected to remain nearly constant through 2020, at approximately 170,000 residents.

31.4% of Region 13 workers live in Pottawattamie County.

21.4% of the workers in the region are 55 years of age or older.

The average age of a Region 13 worker is 44.

The region's unemployment rate, slightly above 4% - is below the 7.8% national rate and Iowa state average of 5.2%

In 2009, 25.9% of workers earned less than \$1,250 per month.

Additionally, the membership data of the Council Bluffs IowaWORKS office shows that:

23% are high school dropouts, compared to the state average of 13%.

86% want to find work right away; 14% express interest in training to upgrade their skills.

8% are veterans.

71% are White, 14% are Hispanic, 9% are Black, 4% are Asian, and 2% are Native American.

35% rate themselves as having zero to very low

digital literacy skills.

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35% rate themselves as having zero to very low digital literacy skills.

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:

The 2015 Annual Profile for Region 13 by Iowa Workforce development shows that jobs with the highest growth in Region 13 Require a post secondary education or a High School Diploma combined with on the job training.

Refer to question B-4.

Skill Gaps

Education Demographic Studies in Region 13 show the following population education levels in comparison to the State of Iowa education levels. The education levels of the Region as stated in the EMSI Q3 Data Set of November 2015 are as follows:

Less than 9th Grade: Local 3% State 4%

9th Grade to 12th Grade: Local 7% State 5%

High School Diploma: Local 38% State 33%

Some College: Local 24% State 21%

Associate's Degree Local 9% State 11%

Bachelor's Degree: Local 13% State 18%

Graduate Degree and Higher: Local 13% State 8%

Graduate Degree and Higher: Local 5% State 4%

The Region fairs well in comparison to the State education levels however, to meet the projected needs of employers Region 13 will take a collaborative approach to highlighting the best practices, continue to maintain partnerships and focus WIOA dollars on meeting the skill demands of the Regions employers.

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

Refer to question B-4.

Activities Analysis

Accomplishments in Past Year

Significant Workforce Development activities during the past year:

Establishment of Core Partner Group

Ongoing meetings of core partners

Creation of Partner Referral Form

Creation of Partner Referral Verification

Development of Regional Partner Contact List (required and additional partners)

Core partner development of local plan

Ongoing involvement of core partners in training around WIOA

Core partners leading development of Memorandum of Understanding process

Creation and implementation of First Steps to Success. Each month, a week of activities and training is done spotlighting various career fields. Examples include: Culinary, Healthcare, Manufacturing, and IT.

IWCC Adult Education Staff attend PJ orientations to talk about various training / career opportunities.

Weekly HiSET orientations at One-stop Center
Basic literacy classes are located at One-stop Center.

Intro to Computers class and Excel Basics are offered each month

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

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:

LOCAL PLAN Region 13 One-Stop System Partner Contact List.docx

Strengths and Weaknesses of Workforce Development Activities

Strengths, Weaknesses, Threats and Opportunities

This strategic plan addresses the following key strengths, weaknesses, opportunities and threats (SWOT) for Region 13 that were identified during the Needs Assessment session:

Strengths:

Community interest in workforce issues as demonstrated by the Pottawattamie County Workforce Task Force

Low unemployment rate = availability of jobs in this region

Support and input of regional economic developers

Businesses that recognize the issues and are willing to help address them

Growing alliance with Omahas workforce system, Heartland Workforce Solutions

Responsive and involved training provider - Iowa Western Community College

Involvement of secondary schools who understand the value of partnering to improve re-sults

Weaknesses:

High percentage of job seekers who lack a high school diploma

Many workers lack digital literacy skills

Little or no population growth projected

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

Job seekers lack skills needed for available jobs

Lack of work readiness programs for youth (especially those with challenges), including job shadowing and internship programs.

Difficult for businesses (especially in rural areas) to recruit talent from outside the region

Tough for businesses to retain skilled employees

Need to do a better job of preparing new lowans (especially those with limited English) for jobs with local businesses

Workers lack soft skills good work ethics and behaviors, as well as communication and interpersonal skills

Lower income workers need affordable housing, transportation, and child care

Opportunities:

Community initiatives, such as the Pottawattamie County Workforce Task Force may allow for joint planning and grant opportunities.

The community colleges received funding for the I-AM grant to prepare workers for jobs in advanced manufacturing.

Iowas GAP training funds can supplement federal dollars to provide short term skill training.

The Skilled Iowa Initiative lends state support to local efforts to promote the National Career Readiness Certificate (NCRC) usage

Work with the STEM advisory council to promote tech skills

Threats:

The talent deficit could cause businesses to leave the region.

Little or no population growth projected.

Baby boomers leaving the workforce place additional strain on businesses who struggle to find skilled workers.

Refer to question E-2.

Current Level of Integration and Alignment

Region 13 strategies and service of the core partners used to coordinate workforce development activities with economic development programs and activities are as follows:

Business Objectives

The longer term business objectives for Region 13 are summarized as:

Region 13 will support the Skilled Iowa initiative by promoting the credentialing of workers through the use of the National Career Readiness Certificate (NCRC).

The region will coordinate with the Southwest Iowa Regional STEM (Science, Technology, Engineering and Math) Council to increase the number of job seekers who pursue STEM- re-lated training and employment opportunities.

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

We will partner with the Pottawattamie County Workforce Task Force to align workforce system efforts with education and economic development.

Region 13 is fortunate to have an active Employers Council which offers many training sessions for businesses each year. We will build upon this success by listening to the needs of employers and designing additional workshops to meet those needs.

IWCC has received grant funding through a community college consortium that will expand training opportunities in the field of advanced manufacturing. The One-Stop Center will work closely with the grant coordinators to refer students for training and maximize job placements.

Key Strategies

In consideration of the regions SWOT list, the strategies below are intended to enhance strengths, minimize weaknesses, capitalize on opportunities and mitigate threats.

1. Target the use of WIA training dollars to high demand /high wage jobs, such as those in advanced manufacturing and health care.
2. Work with businesses and the community college to develop short term training programs that meet the immediate needs of employers and job seekers.
3. Communicate with area businesses to understand and respond to their needs.
4. Build partnerships to maximize the resources across K-12 system, economic development, WIA, community colleges, high school/career exploration and apprenticeship.
5. Address the high school drop-out issue by working with the secondary schools to develop programs to encourage high school completion, and with IWCC to increase HiSET attainment.
6. Address the need for improved work readiness and work retention skills (soft skills).
7. Explore ways to improve transportation, housing and child care choices for workers.

Major Goals

1. Develop Region 13 IowaWORKS as a comprehensive career and employment resource, which is user friendly, accessible and customer focused.
2. Align community college training efforts with business and the public workforce system activities to meet the skills training needs of high growth industries.
3. Actively pursue youth training strategies, particularly emphasizing educational attainment and productive employment.
4. Increased opportunities for employers to use apprenticeship training as a skills development methodology, combining on-the-job training and academics, to ensure a pipeline of skilled work-ers.
5. Explore support for private and public sector partnerships to ensure the development of work-ers' skills in demand occupations based on industry needs.

Refer to question B-5.

Region 13 coordinates with area secondary and post-secondary educational institutions to align strategies, enhance services and avoid duplication of core partner services by the following activities.

WIOA staff on contract with area secondary schools to deliver high school career and technical programming and work-based learning programming

Ongoing Expansion of partnership with Adult Education and Literacy and Vocational Rehabilitation

Sector Boards being established throughout region

Career Pathways coordinated and delivered from secondary through adult learners

Ongoing development of short term training's in demand occupations

Coordination of GAP/PACE programs throughout region

Alignment of Adult Education and Literacy with WIOA local plan

Core Partners involved at secondary level in all schools within region to avoid duplication

Partners are coordinating delivery of services at all levels of education to avoid duplication

Multiple partners deliver/proctor NCRC assessment throughout region

Core Partner-developed Referral and Verification forms are utilized to document and enhance coordination

Common participant case management strategies in use within region

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:

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:

We will have a highly skilled workforce that meets the needs of Region 13 businesses.

Description of Regional Strategic Vision

The Region 13 RWIB and CEO boards have the following priorities for the workforce system in this region:

This region must have a system that meets the needs of job seekers and incumbent workers by offering training that leads to gainful employment; jobs that will enable them to support their families and enjoy a decent standard of living. To this aim, resources will be focused on:

Encouraging job seekers to enroll in training programs that are in-demand by businesses.

Training for both soft skills and hard skills needed by workers.

Focusing on short term training that will enable people to become employed quickly.

Work with the K-12 schools to better prepare young people for work.

Work to ensure there is adequate transportation, child care and housing for our citizens.

The system will also meet the needs of local businesses by supplying them with a talented workforce that will help their companies thrive. These priorities will include:

Regular communication with businesses to understand their needs.

Creative solutions to training needs, such as customized training and apprenticeships.

Improved matching of job seekers with employment

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:

opportunities.

Training for incumbent workers that will allow for advancement potential.

Education of employers so they are aware of the resources available to them.

Local Service Provider Expectations

Youth service priorities identified for Region 13 are:

Coordination with existing programs to avoid unnecessary duplication and to improve coordination in youth service delivery.

Increased focus on work based learning opportunities for youth, such as work experience.

Adult mentoring activities so that youth can form positive, long-term relationships with responsible adults, and

Work readiness skills and independent living skills.

Refer to question C-1.

Vision Alignment to State Vision and Goals

Region 13 RWDB and CEO boards will work to align with the state's strategic vision and goals in the State unified plan.

Future Ready Iowa aims to achieve systemic changes to increase the number of citizens with a post-secondary credential with the intended result of increasing the number of skilled workers available to employers. Igniting economic development with a skilled workforce and the best educated student population in the nation will achieve Governor Branstads goals, which will increase the income levels of Iowa families.

For the workforce development system this means creating a system that utilizes resources efficiently and aligns government programs in a manner that responds to and supports the needs of private business. Future Ready Iowa was developed by the National Governors Association Policy Academy Developing Iowas Future Talent Pipeline and list the general membership of the Policy Academy.

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

To achieve the prosperity supported by world-class talent educated with Iowas values and work ethic, Iowas government is responding with the workforce development system of the future. Iowas workforce development systems will build the system of tomorrow to attain the results needed today through skill building focused on the job-driven expectations of business and industry occupational and soft skills.

Through implementation of career pathways and infusing of robust sector strategies across systems, Region 13 is committed to serving the under served citizenry by closing educational and employment gaps to end disparities based on disability, ethnicity, race, class, and geographic location.

Vision

A Future Ready Iowa that prepares individuals for dynamic careers and lifelong learning, meets employer needs, grows family incomes, and strengthens communities. Future Ready Iowa helps more Iowans attain the new minimum of high-quality education and training beyond high school by aligning education, workforce, and economic development resources.

Goal

By 2025, 70% of all Iowans will have earned a postsecondary degree or industry-recognized credential or certification the new minimum that meets employer needs.

Objectives

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.

Regional Strategies

Strategic Alignment of Resources

Region 13 RWDB and CEO boards will work to align with the state's strategic vision and goals in the State unified plan.

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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:

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

All career services offered through the IowaWORKS center are designed to meet the strategic vision and goals of the Regional

Workforce Development and CEO Boards. These services are reviewed regularly by the IowaWORKS management and the RWDB and CEO to ensure they are aligned with the goal and vision of the board. The RWDB and CEO 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 pre-vocational services Internships, work experiences, Out-of-area job search, Foreign language acquisition, English Language Learner Workforce preparation

IVRS staff assigned to every high school and providing services to all students with disabilities, including career counseling on employment and training opportunities, training on work readiness and employer expectations, and on self-advocacy. Job shadows and part time work opportunities are encouraged.

IVRS staff, in collaboration with partner agencies, provides counseling to individuals with disabilities to help them make informed career decisions. Information on in demand careers and career pathways is utilized and assistance with training is provided that leads to successful employment.

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

The Adult Education and Literacy (AEL) Programs at Community Colleges in the region provide 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 in 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 post-secondary 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; digital literacy 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 skills (literacy, numeracy, digital). These services are offered in locations that are accessible to Workforce clients.

The WIOA Title I, Vocational Rehabilitation, and PROMISE JOBS intake process collects educational needs of clients. Students are referred to Adult Literacy classes on a regular basis. WIOA programs provide 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 13 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 at the

Workforce Center and Iowa Western Community College. The assessment is at no cost to students who are enrolled in Region 13 workforce and is administered at the Region 13 IowaWORKS One-Stop Center.

Career Pathway classes have been implemented at Community Colleges located in the region through funding sources including GAP funding, and other state funded initiatives. HSED and ELL students are referred to GAP for short-term training and / or PACE and participate in classes that teach vocational skills that lead to Sector pathways.

Refer to question C-2.

Expanded Access

Strategies of the Region 13 RWDB and CEO boards to work with the core partners to expand access to employment, training, education and support services for eligible individuals including youth and individuals with barriers to employment are listed below.

Region 13 Local Boards will work to develop process that provides seamless access to all core programs and eliminate duplication of service.

The region will establish all workforce program access to all core services through any core partner location.

Regular meetings will be scheduled with core partners to promote education and understanding of partner services, programs and goals.

Regional referral and verification forms will assist to document access to services.

Core partners will develop processes and procedures that provide regional core assessment and orientation to all customers at any partner location within the region.

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:

Region 13 RWDB and CEO boards will work with the partners in further facilitating 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 that leads toward a career pathway. Region 13 RWDB and CEO boards will work to establish region-wide sector boards that will coordinate the development of career pathways based on industry need. Core partners participating on regional sector boards will ensure a consistent message of business needs within the region. Core partners seek input from employers within the region on an ongoing basis to develop opportunities for job seekers to gain skills that are valuable to employers in the region.

Refer to question C-4, Part B.

Additional Regional Board Strategies

Additional Regional Strategies for local workforce development education and training needs are to provide skill building activities at the Iowa Works Center.

The Region provides 6 steps workshops to customers who could benefit from learning steps to execute a successful job search and maintain success on the job.

To assist people as they explore career pathways and to better connect employment ready employees to business, the region provides First Steps to Success workshops. The workshops focus on entry level skills needed to begin employment in in-demand business sectors. Upon completion, individuals are matched to local employers of possible employment opportunities in their chosen field.

Adult Ed Staff attend PJ orientations to talk about various training and career opportunities. Weekly HiSET orientations are offered at the OneStop Center to assist the number of High School drop outs in the Region.

Basic Literacy instruction is located at the IowaWORKS Center on a daily basis.

Intro to Computers class and Excel Basics is provided monthly at the IowaWORKS Center.

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

Strategy Alignment to State Strategies

Region 13 RWDB will collaborate with core partners to develop:

Policies, procedures, guidance and proven and promising practices to insure that the One-stop Center Local Staff are cross-trained as appropriate, to increase staff capacity, expertise and efficiency. A Skills Development team to help train One-stop Center Local Staff as part of an ongoing learning process that will develop the knowledge, skills, and motivation necessary to provide superior service to workers and job seekers, including those individuals with disabilities and individuals with Language barriers, that is responsive to labor-market needs.

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

Performance Goals (Joint Goals across Core Programs)

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

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

Required performance measures are primarily focused on job seeker customers. Iowa Workforce Development and Region 13 WIOA services and its partners are committed to achieve and exceed our negotiated performance indicators. The Partners will meet regularly with one another, Local Partners Boards and Staff regarding workforce system delivery in order to develop policies, procedures and guidance with respect to the best practices to achieve the goals of WIOA and Future Ready Iowa.

Spring of 2016, Iowa will be negotiating performance goals for PY16 (to begin July 1, 2016). New performance standards and joint performance standards will begin PY16 for the Core Partners through WIOA.

Refer to question E-10.

Assessment for Continuous Improvement

Tracking Performance Outcomes and CONTINUOUS IMPROVEMENT

Performance Summary and Anticipated Performance Goals:

IWCC will provide the RWDB and the CEO boards with performance and fiscal data on an annual 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.

IWCC Workforce staff has developed and implemented performance tracking documents that

helps to ensure that the region will meet the negotiated performance standards. IWCC Workforce staff regularly produces performance reports to monitor progress toward meeting the

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:

negotiated standards. Region 13 has a long history of working collaboratively with various partners within the region. Ongoing partner meetings are being 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.

Performance Oversight:

IWCC Workforce staff will provide regular 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.

Performance Goals:

Required performance measures are primarily focused on job seeker customers. IWD and

Region 13 are committed to achieve and exceed our negotiated performance indicators.

Refer to question C-13.

Implementation of Strategies

Regional Workforce Development Board

The Region 13 RWDB\CEO will implement its identified strategies by using the integrated, technology enabled intake and case management information system for programs carried out under WIOA and IowaWORKS center partners. The State of Iowa is developing an updated integrated technology enabled intake and service management information system for core programs carried out under WIOA and by IowaWORKS Center partners. This system will be utilized by the Region 13 IowaWORKS System partners as appropriate.

The One-Stop Center partners utilize the common intake/case management system to share information about common customers. The data derived from this system is shared with the customer access and referral is occurring throughout the region.

At a minimum, The following career Services will be provided through the Region 13 IowaWORKS center:

Eligibility for Services

Outreach, intake, orientation

Initial assessment

Labor exchange services

Referrals to programs

Labor market information

Performance, cost information

Supportive services information

Unemployment insurance information

Financial aid information

Follow-up services

Describe how the regional board will implement its identified strategies:

comprehensive assessment

Individual employment plan

Career Planning, counseling

Short-term pre-vocational services

Internships, Work experiences

Out-of-area job search

Foreign language acquisition

Workforce preparation

As part of the Region 13 Memorandum of Understanding (MOU) development, the partners to the Region 13 MOU identified 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

The Region 13 RWDB/CEO Boards will implement identified strategies with regard to Wagner-Peyser

In the integrated center in Region 13 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

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

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.**

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

The RWDB will partner with Iowa Western Community College and regional educators to expand upon services that focus on the following outcomes:

1. Assist adults to increase basic skills necessary for successful employment and economic self-sufficiency

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

3. Attaining a secondary school diploma and transition to post secondary education and training, including career pathways and GAP programs.

4. Assist English language learners in improving their literacy and employability skills. These services are offered in locations that are accessible to workforce clients.

5. Intake process collects educational needs of customers. Students are referred to Adult Literacy classes. IowaWORKS provides funding for educational barriers including daycare, transportation and testing fees. The Adult Education/Literacy program provides services to students with barriers and advises/ refers students to IowaWORKS workshops and Vocational Rehabilitation services.

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

Technical assistance continues to come from the state level offices which has resulted in the initial meeting/planning among partner entities to begin looking at and solving common concerns / problems with the current process. One specific example has resulted in the creation and implementation of the Partner Referral Process and Release of Information

forms. One of the positive results has been the opening of communication and sharing information amongst partners. The student/client no longer has to complete "several" release forms---one step in the design to remove duplication. The partner team meets regularly to discuss and review the process, making improvements as needed. We continue to discuss "next step" projects which will help to integrate services amongst the various partners. One other example has been the expansion of using IowaGrants amongst the Core Partners in the creation of the local plan. this provides opportunity for all partners to access the plan, comment, edit, revise--- allowing all persons to be on the same page.

Another process which has been started is the cross-training of staff--basically educating them about the inclusive system/process where a student or client enters any agency and can receive quality service pertaining to any of the partnering agencies. This is in the beginning stages and most staff already have some notion of what services the various partner agencies provide. We've had speakers come and talk to staff; site visits to partner agency locations will be occurring in the near future. One of the next step projects will be looking at the orientation process and introduce students (and staff)to the partner agencies we work with and stress the concept of "we are one". The primary goal is ease of transition to any service the student / client needs with the least amount of duplication of activities.

With the creation of the GAP and Career Pathways programs, the creation of sector boards has occurred. Our region currently has 3-4 active sector boards which are comprised of various entities---including employers. The

sector boards meet regularly and valuable information is gleaned pertaining to desired skill and training needs. Reports are shared with the RWDBs, keeping them inform of employer needs / demands.

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

The RWDB partner with Vocational Rehabilitation and partner agencies to insure accessibility and service offerings are available and useful to disabled customers.

1. Partner agencies will collaborate with IVRS to provide services to students with disabilities including career counseling on employment and training opportunities, training on work readiness and employer expectations, and on self-advocacy. Job shadows and part time work opportunities are encouraged.

2. Partner agencies will collaborate with IVRS to provides counseling to individuals with disabilities to help them make informed career decisions. information on in demand careers and career pathways. in addition to assistance with training that leads to successful employment.

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

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

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.

The Region 13 RWDB and CEO boards will implement identified strategies in regard to Adult and Dislocated worker services by addressing the identified education and skill needs of the workforce and employment needs of employers in the region.

A concern of the employers has been the recruitment of people to live in the area as well as the readiness of the available labor force to enter employment. The Region 13 labor force population is decreasing and local employers cannot find 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 was a lack occupational skills, including specific occupational knowledge and experience, particularly for middle-skill occupations in the areas of healthcare, welding, information technology, advanced manufacturing, industrial maintenance, transportation/logistics and skilled trades.

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

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 1 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 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.

Local/regional newspapers & media, regional IowaWORKS offices, internet, social media and college/university career centers are the

predominant means for job recruitment. However, a review of the demographics of the population in Region 13 shows the typical job seeker in the region is older than the state average with a larger proportion 60 and older. The entire region is above the state average in persons with less than a high school diploma and below the state average for individuals with a Bachelors degree. These job seekers may need additional services 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 the ever growing diversity of the 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 with multiple entry and exit opportunities to jobseekers.

7. Promote the use of the National Career Readiness Certificate as an assessment to better define employment skill 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-Title I, Wagner-Peyser, Vocational Rehabilitation, Adult Education and Literacy, 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.

In order to support young people who face significant barriers in transitioning to self-sufficient adulthood, The Region 13 RWDB/CEO will implement the following identified strategies. The following services are available to youth participants in Region 13.

The Youth Career Development Specialists will work with each participant to determine which elements to provide to a participant based on the participants objective assessment and goals established by the participant and included on his or her service strategy. The 14 elements of the WIOA Youth Program are:

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

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential (RBS) (SEC)

2. Alternative secondary school services, or dropout recovery services, as appropriate (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 the school year (WEP)

ii. Pre-apprenticeship programs (PRE)

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

iv. On-the-job training opportunities (OJT)

4. Institutional/Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved, if determined by the local board (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, which may include community service and peercentered activities encouraging responsibility and other positive social and civic behaviors, as appropriate (LDS)

7. Supportive services

8. Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (MEN)

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate (PPS)

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate (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 in the

local area, such as career awareness, career counseling, and career exploration services (JSP)

14. Activities that help youth prepare for and transition to postsecondary education and Training (WEP), (MEN), etc.; (SEC-when leads to credential)

The above-referenced programs are available through multiple partners within the region and include but not limited to WIOA, Iowa Vocational Rehabilitation, Adult Education and Literacy and other community providers.

The following is a list of additional activities and services that are available in Region 13 to support the required youth elements:

Job Search and Placement Activities (JSP);

Pre-Employment Training (PET); and

Skill Upgrading (SUG)

Staff Assisted Job Development (SJD)

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 12 or youth.

Dependent Care (DPC)

Clothing (CHG)

Miscellaneous services (MSS)

Stipends (STI)
Transportation (TRN)

Counseling (CLG)

Financial Assistance (FAS)

Healthcare (HLC)

Residential/Meals Support (RMS)

Services for Individuals with Disabilities (SID)

Supported Employment and Training (SET)

Incentive and Bonus (INB)

Given limited WIOA funding every effort will be made to partner with various service providers in the region and appropriate referrals will be provided to participants.

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.

The IowaWORKS Loess Hills will partner with the department of the blind to assist in reaching the Department of the Blind's identified Vocational goals for the visually impaired. IowaWORKS is committed to providing accessible workforce services to all Iowans who may need accommodations. Iowa Department of the Blind provides consultation to partner agencies to insure programs and areas are accessible. Consultation is provided to employers on the needs of blind Iowans to assist with recruitment and hiring of qualified individuals with disabilities and retaining valued employees.

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

IowaWORKS will insure access to blind Iowans to assist in the following:

1. Increase the family income of blind Iowans by providing the skills and services they need to work competitively in Iowa's economy.
2. Increase the entrepreneurial opportunities for blind Iowans
3. Improve the education of blind Iowans through independent access to information.
4. Increase the independence of blind Iowans and thereby decrease dependence on state services and preserve family income.

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

Integrated Customer Service

Service Delivery System and Flowchart

In the integrated center in Region 13, the customer flow will be as follows:

Greet/Identify Purpose of Visit

Determine Membership Status and/or

Conduct Service Triage

Recommend Services

Membership Application

Self-attestation

Co-enrollment evaluation

Introduce to Skills Development Team and/or

Provide Appropriate Partner Referrals and/or

Determine WIA eligibility for intensive/training services

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.

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 membership services (stream-lined program enrollment and initial

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.

trriage); advance to skill development 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 intensive and, if warranted, training services.

All one-stop center customers will move through a standardized membership process that co-enrolls them into multiple programs based on eligibility. This unified customer pool will be shared and served by multiple partners within the Center. When eligibility permits, every member must be co-enrolled into all qualifying programs for staff assisted core services.

Within this flow, customers will be recommended to one of two general service cohorts: career advancement for new workers or workers in transition; and employment express to quickly return skilled workers to the workforce. Services will continue to be customized to meet individual customer needs.

Skill Development comprises a hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the workforce development 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 to each member of Skills Development. The outcome of service delivery in the Skills Development area is a relevant pool of talent with skills in demand and job-search know-how.

When members have completed Skills

Development, have the tools and knowledge for an effective job search, and meet specific criteria, they are introduced to the Recruitment and Placement Team/staff.

If additional services are identified as needed, the skills development team will make the appropriate referrals to participate in WIA funded intensive and/or training services

Adult and Dislocated Worker Employment and Training Services and Activities

The Region 13 Workforce Investment Board and Chief Elected Officials selected Iowa Western Community College (IWCC) to be the Adult/Dislocated Worker Service Provider. IWCC will maintain responsibility for conducting eligibility determinations for adults and dislocated workers.

Core Services, Staff-Assisted Core Services, Intensive and Training Services include all of the services listed on pages 21-23 of this document.

Youth Services and Activities including 10 WIA Youth Elements

Following are the ten required youth services as identified in the Workforce Investment Act. The Region 13 Needs Assessment has evaluated the extent which these services are available in our seven counties and has identified gaps in existing services.

o Tutoring and study skills: Secondary and post-secondary schools currently offer tutoring and study skills training at no cost to their students. IWCC will refer participants to these institutions when a need is identified.

o Alternative Education: Alternative high schools are available to students in all counties in the region at no additional cost. Again, IWCC will refer students as needed to these schools.

o Summer Employment Opportunities: Iowa Western will continue to facilitate summer employment opportunities throughout the region, with additional efforts to service youth in rural communities where employment opportunities are limited. Costs of paid work experience can range from \$500 to \$2000 depending on training length and wage level.

o Work Experience: Paid and unpaid work experiences will be made available to students to the extent that WIA funding levels allow. There are currently opportunities through programs at some area high schools that will help to meet this need.

o Occupational Skills Training: Post-secondary vocational training will be offered by both educational institutions and private employers (through on-the-job training) to 18 through 24 year old youth. Average annual costs are expected to be roughly \$3000 per participant.

o Leadership Development: Leadership development activities are currently offered by Iowa Western and many of the local school districts. WIA participants will be referred to these activities when appropriate. For out-of-school youth, leadership training will be provided by program staff, as needed.

o Support Services: The primary supportive services identified by the RWIB are child care and transportation. Whenever another source of funding for these expenses exists, a referral will be made. Iowa Western, along with other

service providers will partner in providing the needed services to allow participants to take part in training activities. The costs of these services can vary greatly, but will be offered as funding allows.

o **Mentoring:** Some of the local schools have begun offering mentoring programs and youth will be referred to existing programs whenever possible. When a need is identified and there is no program to which we can refer a young person, staff or community volunteers will be contacted to serve as adult mentors.

o **Follow-up services:** Participants who have been exited from the program will be contacted at regular intervals for one year to determine if further assistance is required from the program. There will be little or no cost associated with follow-up services beyond staff costs.

o **Comprehensive Guidance and Counseling:** There are numerous agencies and organizations which offer various counseling services, many of which are free to disadvantaged individuals. Eligible youth in need of such counseling will be assisted in accessing the services.

Once participants have completed WIOA services and are exited from the program, they may still be eligible for follow-up services. All youth will be contacted monthly for the first three months after program exit and quarterly thereafter for the next three quarters. These contacts will be designed to identify any problems or needs which might prevent the youth from obtaining employability goals or remaining employed. Follow up may include: Leadership development, regular contact with the youths employer, assistance in securing a better job, work-registered peer support groups, adult mentoring, and tracking the progress of youth in employment,

postsecondary training, or advanced training. All information regarding participants results will be collected and entered into the I-Works Management Information System so that outcome can be analyzed and reported to the Youth Council and the Regional Workforce Investment Board on a quarterly basis. Performance data will be used to refine program design so that the desired results can be achieved.

Youth service priorities identified for Region 13 are:

Coordination with existing programs to avoid unnecessary duplication and to improve coordination in youth service delivery.

Increased focus on work based learning opportunities for youth, such as work experience.

**Adult mentoring activities so that youth can form positive, long-term relationships with responsible adults, and
Work readiness skills and independent living skills.**

Core partners and regional board connections for service provision outreach has long been part of the various programs and activities offered in Region 13. This provision has especially been offered to those clients most in need. Service providers of Region 13 have an open relationship and meet bi-monthly to discuss how they can benefit one another as well as their mutual clients. As a result of this effort, there are many successful programs being operated in Region 13 that serve all categories of individuals.

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

IowaWORKS has a sound partnership with Iowa Vocational Rehabilitation Services and co-enrollments occur between the two entities whenever appropriate. All staff in the IowaWORKS center serves veterans and their families. In addition, the regions DVOP serves eligible veterans and their families for more individualized career services. The Home-Based Iowa initiative is reaching out to returning veterans and encouraging those veterans and families to locate to Northeast Iowa. The Promise Jobs program is operated through the Region 13 IowaWORKS office and many of the Temporary Assistance to Needy Families (TANF) recipients are co-enrolled in multiple programs through the one-stop system. Ongoing Trade Adjustment and Rapid Response activities are offered through the center, as needed, to assist affected dislocated workers in becoming re-employed.

The area will continue to build relations with other agencies that can assist the residents of the area. With our diverse population changes in parts of Region 13, PROTEUS, who serves displaced, seasonal and migrant farmworkers, has ongoing contact with staff as does the Migrant and Seasonal Farmworker staff from

Iowa Workforce Development. This allows for the discussion of cross referrals of clients and a better understanding of available services and funding.

All of these efforts will continue with regular inter agency meetings where staff can share. In a time of diminishing resources, it seems to be the most effective to combine resources for people most in need in Region 13 to be served.

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:

Local Plan Flow Chart.docx

Coordination, Alignment and Provision of Services

Employer Focus

To meet the 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 regional sector boards will serve as a committee to the RWDB to establish sector strategies and career pathway initiatives for the region. The regional sector boards will be employer driven.

Employer services within the region are:

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

Testing Services - IowaWORKS 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.

Reverse Referrals - This service directs all interested job seekers to apply for openings at the IowaWORKS 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

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

work-related skills credential. The certificate provides fair and objective measurement of workplace skills that can be accepted nationwide.

Skilled Iowa - This is a new 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.

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 and space for employers to display and distribute job information.

Required Posters - General requirements and ordering information is available for state and federal required employer posters. These posters are available at no cost to the public from IowaWORKS.

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 financial support and training.

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

Unemployment Insurance 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.

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 Business Directory.

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)

To promote entrepreneurial skills training and micro-enterprise services Region 13 utilizes the following services.

The small business development center at Iowa Western Community College provides ongoing entrepreneurial training and assistance throughout the region for anyone interested in starting or expanding their own business.

Iowa Vocational Rehabilitation promotes self-employment for eligible participants through the Iowa Self Employment program

IowaWORKS promotes and explores opportunities for center customers to establish self-employment

WIOA offers tuition assistance for customers to obtain necessary business building skills for small business operation.

Referrals to and engagement of the Small Business Development Center for one-stop customers

Small Business Development Staff participate in Rapid Response Employee Meetings

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

Refer to question C-6.

The region will enhance the use of registered apprenticeships to support the regional economy as described below:

Partner with Iowa Western Community College Economic and Workforce Development to encourage businesses within the region 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

IowaWORKS provides Skills-Upgrading of participants through Safety Training, Skills Development, ESL, ELL, 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 in partnership with community colleges and local employers are expanding and developing local apprenticeship opportunities

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

IowaWORKS held an apprenticeship open house 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.

To coordinate workforce activities carried out in the Local Area with State wide rapid response activities 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 13.

Beth Winqvist

IowaWORKS - IWCC

300 W. Broadway, Ste. 13

Council Bluffs, Iowa

712-352-3480 ext. 45123

beth.Winqvist@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:

The following individual will serve as an alternate contact:

Angie Dickey

IowaWORKS - IWD

300 W. Broadway, Ste. 13

Council Bluffs, Iowa

712-352-3480

Angie.Dickey@iwd.iowa.gov

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 companies and the affected workers.

Rapid Response provides early intervention to worker groups who have received a notice of layoff or closure. Region 13 has a Rapid Response Team consisting of staff from various partners within the region. Whenever possible, the team conducts on-site presentations at the business location. Every effort is made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how the partner agency staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. 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: Region 13 has a Rapid Response Team consisting of staff from Workforce Innovation and Opportunity Act, Wagner-Peyser, and Trade Adjustment Assistance (once the petition has been certified). Whenever possible, the team conducts on-site presentations at the business location. Every effort is made to provide information sessions prior to the commencement of the lay-offs and/or plant closure. The presentation consists of an overview of the benefits and services that can be expected from each of the partner groups. During these sessions, the emphasis is how the partner agency staff will be working together as a team to offer the customer individualized comprehensive re-employment benefits and services. Furthermore, as appropriate at such sessions or after layoffs occur, the joint Trade Adjustment Act/Workforce Innovation and Opportunity Act applications are completed. Afterwards, customers begin to engage in further orientation and intake sessions.

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.

Case Management is shared between Workforce Innovation and Opportunity Act counselors and Wagner-Peyser representatives. Because Workforce Innovation and Opportunity 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 Innovation and Opportunity

Act, Wagner-Peyser, and the State Trade Adjustment Act office. Examples include: periodic combined staff meetings to reinforce the open communication and staffing 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 Innovation and Opportunity 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 Innovation and Opportunity 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.

Re-Employment Services

Worker profiling and Reemployment Services

are offered within the region and 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:

An effort is under way in Region 13 since the initiation of the integrated service model to concentrate on accurate and valuable assessments to fit the customers needs to skills upgrading services provided in workshop format within the One-Stop or with either the Community College or Adult Education. This effort in the WIOA Adult, Dislocated Worker, TAA and Wagner Peyser program has shown to be an effective way to meet customer and employer needs.

Region 13 will take appropriate steps to ensure that universal access is provided to ALL WIOA Title I-financially assisted programs and activities. Reasonable efforts (including advertisement, recruitment, outreach, and targeting) to include participation of individuals with disabilities in One-Stop Centers and related programs will be put in place as policies are approved and such policies will be implemented within established timeframes.

Iowa One-Stop Centers will work to meet the needs of their customers by ensuring universal access to their programs and activities for all eligible individuals. Universal access includes performance of the following functions:

Understanding local needs;

Marketing and outreach;

Involving community groups and schools;

Effecting collaboration, including partnerships and linkages;

Staff training;

Intake, registration and orientation;

Assessments and screenings; and

Service delivery.

Ensuring Equal Opportunity

WIOA must prohibit discrimination in the registration for and the provision of aid, benefits, services or training, including career, training, and support services, on the basis of disability,

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:

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

The Region 13 RWDB strategies to improve access to activities leading to recognized post-secondary credentials including Registered Apprenticeship certificates focuses on continuous improvement of collaboration with core partners. Creating an atmosphere that dedicates and combines resources to support common goals and reduces duplication of service.

Many individuals need career guidance, case management, and support services to participate successfully in career pathways programs. The Region works to develop comprehensive screening and assessment practices to identify transportation, childcare, and other support service needs. Core Partner data sharing systems, referral processes and seamless access processes are in place and reviewed periodically for continuous improvement.

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

Economic Development Focus

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

The Region works closely with Economic Development entities to develop employer/sector partnerships help ensure that career pathways systems are demand-driven, preparing workers for jobs that are available in their local or regional areas. A variety of ways employer partners contribute: identifying labor market need, aiding in curriculum design, and establishing formal or industry skill standards and industry certifications.

Regional Workforce Development Board Functions

Regional Governance

Chief Elected Official Board Roles and Responsibilities

The CEO structure follows state guidelines. A chairperson and vice-chairperson are elected at an annual meeting. There are no standing committees of the board. The board meets jointly with the RWDB six times per year and all meetings are open to the public. Notices about meetings are sent to interested parties and published on the IWD Region 13 Website.

The CEO Board primary responsibilities are:

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

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

The CEO board must submit a list of nominees for a board vacancy to IWD. The CEO board must submit at least two nominees for each vacancy to for the Governors 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 Investment Board Roles and Responsibilities

The Regional Workforce Development Board (RWDB), appointed by the Governor 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 also selects the WIOA service providers, directs the activities of the Youth Advisory Council, and shares responsibility for many other duties with the CEO board, including selection of the Coordinating Service Provider and overseeing the regional Workforce Development Center systems service delivery.

The RWDB 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 bi-monthly with the CEO Board, normally on the fourth Wednesday of the odd-numbered months, and all meetings are open to the public. Notices about meetings are sent to interested parties and posted on IWD Region 13 Website.

The Region 13 Workforce Investment Board and Chief Elected Officials are responsible for the development and oversight of the Regional Local Service Plan. The partners mentioned above participate in the process in an advisory capacity.

At each RWDB-CEO meeting the boards review the employment and training activities within the region and hear staff reports on enrollments, obligations and expenditures and WIOA performance. All partners have the opportunity to participate and provide

information relative to the employment and training activities within the region. The boards also use this information to evaluate the program and service delivery performance of the One-Stop Operator.

Joint Chief Elected Official and Regional Workforce Investment Board Responsibilities

The RWDB selects the One-Stop Operator with the agreement of the Chief Elected Officials.

The RWDB and CEO have appointed Iowa Western Community College to be the coordinating service provider for Region 13.

The Region 13 RWDB/CEO selected Iowa Western Community College as the youth service provider effective October 22, 2011. IWCC will to perform outreach and intake services, conduct eligibility determinations and operate the Youth program. This selection was made as a result of the recommendation of the Region 13 Youth Advisory Council and a review of IWCCs performance as the youth service provider since the inception of the WIA program.

The RWDB and CEO Board selected Iowa Western Community College to continue as the Adult and Dislocated Worker service provider. IWCC was selected to continue to perform outreach and intake services, conduct eligibility determinations and operate the Adult and Dislocated Worker program.

Iowa Western Community College (IWCC) as the WIOA service provider will submit annual budget figures provided by the state entity to

the RWDB and CEO boards. IWCC will then prepare an operation and program budget using the providers budget and fiscal system. This budget will be submitted to the RWDB for their review.

The Region 13 Workforce Investment Board and Chief Elected Official board will negotiate performance measures with Iowa Workforce Development. Iowa Workforce Development, the Region 13 Workforce Investment Board and Chief Elected Official Board will evaluate regional performance and the appropriateness of the negotiated standards. Formal negotiation will be conducted for two-year periods after regional planning has been completed. 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 boards will coordinate workforce investment activities with economic development strategies and developing employer linkages.

Region Workforce Ex-Officio and Public Input

Currently, there are no exofficio members of the RWDB. However, representatives from partner organizations that represent older workers, economic development, individuals with disabilities, veterans, and youth, including Vocational Rehabilitation, Proteus, Iowa Department for the Blind, and Iowa Workforce Development serve as advisers to the

RWDB/CEO and are invited to attend meetings. These representatives present relevant information to the boards on an as-needed basis.

Public input is encouraged by notifying the public of meetings. The notification is published via agency websites and/or through local media.

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

The Regional Workforce Investment Board (RWDB), appointed by the Governor 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 also selects the WIOA service providers, directs the activities of the Youth Advisory Council, and shares responsibility for many other duties with the CEO board, including selection of the Coordinating Service Provider and overseeing the regional Workforce Development Center systems service delivery.

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At each RWDB-CEO meeting the boards review the employment and training activities within the region and hear staff reports on enrollments, obligations and expenditures and WIOA performance. All partners have the opportunity to participate and provide information relative to the employment and

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

training activities within the region. The boards also use this information to evaluate the program and service delivery performance of the One-Stop Operator.

The local 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.

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 Region 13 RWDB will appoint a Youth Committee.

The Committee will be made up of 5-8 individuals who are Local Board members or individuals the RWDB consider to have good insight to the service needs of Youth in the Region. The Youth Committee provides guidance for, and exercises oversight of, local youth programs operated under the Workforce Investment Act. In addition the Youth Committee provides expertise in youth policy and assists the Regional Workforce Investment Board in:

- 1. Developing and recommending local youth employment and training policy and practice;**
- 2. Broadening the youth employment and training focus in the community to incorporate a youth development perspective;**
- 3. Establishing linkages with other organizations serving youth in the local area; and**
- 4. 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 13 RWDB Youth 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) Coordinate youth activities in the Region;**
- 3) Assist in developing the Youth section of the**

Regional Workforce Development Customer Service Plan;

- 4) Make recommendations for funding of Workforce Investment Act youth programs; and**
- 5) Conduct oversight of selected service providers of youth activities.**

The Region 13 Youth Advisory Council will carry out its primary responsibilities as follows:

IWCC will provide reports to the Region 13 RWDB Youth Council, updating the council on the regions youth performance and progress towards meeting performance standards.

The Region 13 RWDB Youth Council will review and evaluate the youth performance and, if necessary, determine actions to be taken to improve performance;

The Region 13 RWDB Youth Council will review and make a recommendation to the RWIB on the selection of the Region 13 Youth Service Provider.

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

Region will facilitate access to services provided through the One-stop Center utilizing the following venues:

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

IowaWORKS staff provides outreach and enrollment in all outlying counties within the region on an itinerant basis

Virtual Access Points are established throughout the region for customer access through technology

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

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

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.

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

The Region 13 IowaWORKS One-Stop system will comply with all provisions of the Americans with Disabilities Act of 1990 to ensure the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities. The Disability Resource Coordinator and Iowa Vocational Rehabilitation Services will ensure compliance with this effort on an ongoing basis. The accessibility is reviewed quarterly and in a more comprehensive manner on an annual basis.

The Region 13 One-Stop system prohibits discrimination against individuals on the basis of age, disability, sex, race, color or national origin. The system promotes accessibility for all customers of the center and program services and is fully compliant with accessibility requirements. The EEO processes

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

The Region 13 RWDB will conduct ongoing analysis of the regions economy and workforce needs to ensure continuous improvement of eligible providers of services and to ensure that such providers meet the employment needs of local employers, workers and job seekers.

This analysis will be completed as part of the RWDBs regularly scheduled meetings with needs assessments being 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 gathered from customers of the One-Stop

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.

All partners will participate in a process of continuous improvement to offer the best possible services and seize opportunities for further integration. To assure 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 3-4 one-stop center procedures, policies and operational management. All partners will be part of a joint planning process that will continuously review

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:

the needs of the Region 3-4 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 13 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.

LOCAL PLAN Region 13 Priority of Service Policy.docx

REGION 13 LOCAL DEFINITION FOR SELF-SUFFICIENCY:

The Lower Living Standard for self-sufficiency in Region 13 is 150%, however, if a participant indicates that they are satisfied that their wage (even if under 150%) meets their familys needs for self-sufficiency, the case manager will put this detail into a case note to explain.

LOCAL PLAN Region 13 Individual Training Accounts.docx

LOCAL PLAN REGION 13 SUPPORT SERVICES POLICY.docx

Regional Workforce Development Board Fiscal Policies

Procurement Policy and Procedures

A. Region 13 will maintain written procurement procedures, which are consistent with applicable state and local laws and regulations, with the Workforce Investment Act and its implementing regulations, and with IWCC Purchasing Policies as contained in Section 706 of the Administrative Policy Handbook. Procurement will be conducted with complete impartiality, without preferential treatment of anyone, in a manner that provides maximum open and free competition. Region 13 will conduct competitive procurement except under those circumstances considered sole source.

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

B. Authority to Take Procurement Action

1. Initiation of Procurement Actions

The Region 13 WIOA Executive Director, in consultation with the Regional Workforce Investment Board, will have the authority to initiate all procurement actions.

2. Selection of Entities for Receipt of Awards

The Executive Director and staff will perform the initial screening and selection of entities eligible for award according to the purchasing guidelines of IWCC. IWCC and/or State Purchasing contracts will be utilized when required or feasible. The Executive Director shall obtain RWIB approval of all WIOA

contracts and property purchases over \$10,000. The Executive Director will approve all contracts and property purchases of less than \$10,000.

3. Signing of Purchase Agreements and Contracts and Modifications Thereof

The Executive Director will have the authority to sign all purchase agreements and contracts. The RWDB Chair shall co-sign all contracts over \$10,000.

4. Terminations of Contracts

The Executive Director, in consultation with the RWDB, will have the authority to terminate contracts.

C. Standards of Conduct

1. Conflict of Interest

Individuals in a decision making capacity, including staff, RWDB members, and CEOs will not engage in any activity including the selection, award or administration of a purchase agreement or contract supported by WIOA funds if a conflict of interest, real or apparent, would be involved.

If at any time during the procurement process an individual becomes aware of the fact that

he/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 CEO or member of the RWDB will not cast a vote nor participate in any decision making capacity on the provision of services by such member (or any organization which that member directly represents), nor in any matter which would provide any direct or indirect financial benefit to that member. However, membership on the RWDB or any other council, by itself, will not be construed as a violation of the conflict of interest provisions. Likewise, the receipt of WIOA funds to provide training and related services by a member of the RWDB or any other council is not, by itself, a violation of the conflict of interest provision.

In situations where Region 13 selects itself as a service provider, except for single participant 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 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 an RFP

or RFQ.

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 Region 13 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 which will be used to assess bids or proposals will be released to all offerors at the same time.

4. Prohibited Actions of Staff or RWDB Members

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

Individuals involved in a procurement process

will not solicit nor accept any payment, gratuity, favor, offer of employment, kickback or anything of monetary value from contractors, service providers or vendors, or potential contractors, service providers or vendors.

Staff and RWDB 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 any offeror for that same procurement.

5. Penalties, Sanctions and Disciplinary Actions

Region 13 and its contractors will provide for penalties, sanctions, or other disciplinary actions for violations of standards of conduct by the Regions and contractors officers, staff or agents, RWDB members, or by offerors, contractors, service providers, vendors or their agents.

Any attempt by a potential contractor, 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 entitys proposal.

D. Methods of Procurement

Three types of procurement procedures will be utilized: Request for Quotations (RFQ), Request for Proposals (RFP), and Sole Source.

1. Request for Quotations (RFQ)

An RFQ will be used when the supplies, property, or service to be procured have been specifically defined and price quotes or bids are being sought to provide such supplies, property, or service. When the Region uses this method of procurement, the awarding of the contract or purchase agreement will be based solely on the lowest price.

Requests for Quotations for any supplies, property, or services with a value of more than fifteen hundred dollars (\$1,500) but less than ten thousand dollars (\$10,000) in the aggregate, will be handled through a phone or written solicitation of potential service provider(s) or vendor(s). A proposal including cost and price will be obtained from the potential service provider(s) or vendor(s). All quotes received on any RFQ, whether written or verbal, will be documented.

2. Request for Proposals (RFP)

An RFP will be used 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 technical and other factors in addition to cost and price. Proposals received for which a direct comparison of price and cost for the same or substantially equivalent types of supplies, property or services cannot be made, will be treated as a sole source procurement.

An RFP for any supplies, property, or service with a value of ten thousand dollars (\$10,000) to twenty-five thousand dollars (\$25,000) will be handled through a comparative pricing process. Comparative pricing will be obtained from at least three (3) sources responding to a written RFP. All responses to the RFP must be in a written form and delivered in a sealed envelope. A notice of bid will be published in area newspapers and potential bidders will be notified in writing by mail.

An RFP for any supplies, property, or services with a value of twenty-five thousand dollars (\$25,000) or more, will be handled through a formal sealed bid process. Invitations for bids will be publicly advertised in area and regional newspapers as necessary. The notice will be published no less than fourteen (14) days prior to the bid submittal date. Written bids will be opened publicly at a prespecified time and place.

3. Sole Source (non-competitive) Procurement

Sole source or non-competitive procurement will be used only when competitive procurement processes are not feasible or they may have a negative impact upon the program. In limited situations procurement might be conducted on a negotiated rather than competitive basis.

Except for the circumstances described in items (a) through (j) below, a written solicitation with a statement of work will be issued for all

sore source procurement and a written proposal including cost and price will be obtained from the potential service provider or vendor. The use of sole source procurement will be justified and documented in writing.

The circumstances or situations under which sole source procurement might be used are as follows:

(a) Any single purchase of supplies, equipment, or services totaling less than fifteen hundred dollars (\$1,500) in the aggregate;

(b) Single participant Work Experience, Vocational Exploration, and On-the-Job Training contracts;

(c) Enrollment of individual participants in Institutional Skills Training;

(d) All other individual training or services contracts involving only one participant, except where such contracts include the purchase of property. Such property will be purchased through competitive procedures;

(e) Activities and services which are provided by Region 13 when a determination of demonstrated performance clearly documents the staffs ability to provide the training or services;

(f) A modification to a contract that does not substantially change the statement of work of that contact;

(g) After solicitation of an adequate number of sources only one acceptable response was received;

(h) Any single service or workshop costing less than \$1,500 identified in the local Technical Assistance Plan;

(i) Supplies, property and services which have been determined to be available from a single source; and

(j) Emergency situations for which Iowa Workforce Development provides written approval.

E. Solicitation

In order to ensure that an adequate number of bids or proposals are solicited, Region 13 will maintain a list of potential service providers or vendors. The list will include as many potential service providers or vendors as possible. The list will be updated on a periodic basis by removing defunct service providers and vendors and service providers and vendors who have not demonstrated any interest for a given time. Potential service providers and vendors who have shown interest will be added to the list regardless of their geographical location. The list will include community-based organizations and small and minority businesses and womens business enterprises that normally provide WIOA related services.

In addition, appropriate education agencies in the Region will be provided the opportunity to provide educational services, unless Region 13 demonstrates that alternative agencies or organizations would be more effective or would have greater potential to enhance the participant's continued occupational or career

growth.

All potential service providers or vendors on the Regions list will be given the opportunity to submit a bid or proposal regardless of geographical location.

F. Selection

Except for the circumstances described in items (a) through (j) under Sole Source (non-competitive) Procurement, Region 13 will conduct a price or cost analysis, and complete a bid or proposal evaluation on all procurement actions, prior to the award of any contract, purchase agreement or modification thereof.

The method of degree of analysis will depend on the facts surrounding the particular procurement and pricing situation, but at a minimum, Region 13 will make independent estimates before receiving bids or proposals, or initiating a contract modification.

G. Lease and Lease-Purchase Procedures

When deciding to obtain property with a unit value of three thousand dollars (\$3,000) or more with WIA funds, Region 13 will decide whether it is more advantageous to lease, lease-purchase, or purchase the property. Documentation that the lease versus purchase policy has been followed will be maintained.

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

At this time there are no plans to enter into contracts for training services provided by community-based organizations or other private organization for special population groups that face multiple barriers to employment.

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 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 3-4 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.

In the past, all youth that may qualify for services were referred to the program and typically enrolled. Moving forward, 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 will 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

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:

of 16 and 24 who have not yet built their plan for the future.

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.

Youth Work Experience programs have always been a strong component of youth services within the region. For many years, the One-Stop has partnered with Area Education Agencies to deliver work experience to in-school youth. In addition, the One-Stop has been heavily involved in the school-to-work initiative to deliver work experience opportunities.

All of this resulted in heavy involvement with youth over the years; the region established a contract with area school districts to coordinate their high school career and technical programs, including a summer work experience program that provides work experience for roughly 100 youth each year. This allowed work experience opportunities in the region each summer even if there was no federal funding for summer youth employment programs.

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.

Region 13 Performance Summary and Anticipated Performance Goals

IWCC will provide the RWDB and the CEO boards with performance and fiscal data on a regular basis and as requested. The boards will use that information and public comment to evaluate per-performance and to determine the need for continuous improvement activities.

The RWDB and CEO will evaluate the service delivery process and performance twice annually. Should any performance problems be identified between the regularly scheduled evaluations, those will be addressed at the nearest bi-monthly board meeting.

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

Each May, the proposed budget for the upcoming fiscal year is presented to the boards for their review. At each bi-monthly meeting, budget revisions and expenditure reports are presented to the boards for approval.

IWCC staff has developed and implemented performance tracking documents that helps to ensure that the region will meet the negotiated performance standards. In addition, IWCC conducts ongoing in-house training for staff relative to good enrollment decisions and WIOA performance. IWCC staff regularly produces performance reports to monitor progress toward meeting the negotiated standards.

Region 13 has a long history of working 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.

The Performance Oversight policies of the CEO and RWDB include:

IWCC will provide regular 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 at least twice each year 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.

Refer to question F-1.