

REGION 13 LOCAL SERVICE PLAN

July 1, 2017 - June 30, 2020

Regional Policies and Procedures for WIOA Core Partners

Updated February 28, 2017

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One-stop System

One-stop System Center Name: IowaWORKS-Loess Hills
Address: 300 West Broadway, STE 13, Council Bluffs, IA 51503
Phone: 712-352-3480
Office Hours: M,T,TH,F: 8:30am-4:30pm; W: 9:00am-4:30pm

Region 13 Core Partners

Title I

Adult, Dislocated Worker and Youth Services
WIOA Title I Director: Renee Erbes
Organization Name: IowaWORKS Loess Hills
Address: 300 West Broadway, STE 13, Council Bluffs, Iowa 51503
Phone: 712-352-3480 extension: 45123 Email: renee.erbes@iwd.iowa.gov

Title II

Adult Education and Literacy Services
Adult Learning Center Coordinator: Terri Amaral
Organization: Iowa Western Community College
Address: 2700 College Road, Council Bluffs, Iowa, 51503
Phone: 712-325-3267 Email: tamaral@iwcc.edu

Title III

Wagner-Peyser
Operations Manager: Randall McQueeney
Organization Name: IowaWORKS Loess Hills
Address: 300 West Broadway, STE 13, Council Bluffs, IA 51503
Phone: 712-352-3480 Email: randall.mcqueeney@iwd.iowa.gov

Title VI

Rehabilitation Services
Vocational Rehabilitation Supervisor: Sally Prange
Address: 300 West Broadway, STE 33, Council Bluffs, IA 51503
Phone: 712-328-3821 Email: sally.prange@iwd.iowa.gov

Department for the Blind Representative Counselor: David Lenz
Address: 524 Fourth St, Des Moines, IA 50319 Phone: 515-281-1333
Email: david.lenz@blind.state.ia.us

Counties Served by Region 13

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

Local Regional Workforce Development Board

Board Chair Name: Kim Gee

Business Address: 3821 190th St, Farragut, IA 51639

Business phone: 712-246-2444

Chief Elected Officials Board

Board Chair Name: Randy Hickey, Fremont County Supervisor

Business Address: 506 Filmore St., Sidney, IA 51652

Business phone: 402-618-6227

Fiscal Agent

Fiscal Agent responsible for disbursing local area WIOA (Title I) grant funds

Fiscal Agent Organization: Iowa Western Community College

Fiscal Agent and Title: Randi Pape, Director of Accounting

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).

Economic Analysis

Industry Sectors and Occupations: 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.

Existing in-demand industries and occupations for the region: 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%.

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:

Emerging in-demand industries and sectors in the region:

- 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

Knowledge and Skills Needed

Knowledge and skills needed to meet employer needs of identified existing and emerging in-demand industry sectors and occupations in this area:

Analytical/Research Skills	Leadership/Management Skills
Communications Skills (listening, verbal and written)	Multicultural Sensitivity/Awareness
Computer/Technical Literacy	Planning/Organizing
Flexibility/Adaptability/Multi-Tasking	Problem Solving/Reasoning/Creativity
Interpersonal Abilities	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.

Workforce Analysis

Analysis of current employment and unemployment data and trends in the region:

Employment and Unemployment 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 statewide 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%

Labor Market Trends

Analysis of key labor market trends, including across existing industries and occupations:

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 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, 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 is slightly above 4%. It is below the 7.8% national rate and Iowa's 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.

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 postsecondary education or a High School Diploma combined with on the job training. According to the Census, and ACS 2011-2015 5 year estimate data, Region 13 population reflects the following educational attainment levels:

18-24 year olds: 13,935. Of this number, 2,193 (15.74%) have no high school diploma. Age 25 & over: 117,072. Of this number, 3,865 (3.3%) have less than a 9th grade education and 7,710 (6.59%) are between the 9th-12th grade level, with no diploma.

From Iowa Vocational Rehabilitation Services (for year 2014 - 2016): 36 high school graduates with disabilities became employed with no additional training or education.

From the National Center for Education Statistics (indirect estimates), approximately 7.7% (average) of the Region 13, ages 16 & older, are lacking basic prose literacy skills. This average percentage includes adults in the below basic group and those not able to take the assessment because of a language barrier. The literacy of adults who lack basic prose literacy skills ranges from being unable to read and understand any written information to being able only to locate easily identifiable information in short, commonplace pro-English, but nothing more advanced.

Title I, II, III, & IV leaders and representatives will continue to refer those high-risk individuals with barriers, including but not limited to: low-literacy skills, unemployed and underemployed (less than 40 hours/week), disabilities including those with visual impairments, those who have been incarcerated, etc., to provide the appropriate academic & skills training needed to acquire gainful employment.

Skill Gaps

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

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%

In comparison, Iowa Vocational Rehabilitation Services office (Council Bluffs area office) reported that over the past three years, individuals in Region 13 achieved a college diploma or certificate at the following rates:

- 2014: 68%
- 2015: 69%
- 2016: 65%

Individuals who have disabilities and are minorities Iowa Vocational Rehabilitation Services served who achieved this level of education:

- 2014: 33%
- 2015: 25%
- 2016: 50%

Individuals (total of 12) who self-reported as being deaf or hearing impaired who achieved the same:

- 2014: 100%
- 2015: 33%
- 2016: 100%

Employer Needs

The Region fairs well in comparison to the State education levels however, to meet the projected needs of employers Region 13 will continue to take a collaborative approach to highlighting the best practices, for those with barriers to employment including, but not limited to adults with low literacy skills, disabilities, including visually impaired, unemployed and under employed and language barriers, and continue to maintain partnerships and focus WIOA dollars on meeting the academic and specific skill demands of the Regions employers.

Activities Analysis

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

- Significant accomplishments 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
- Access to HiSET classes
- Basic literacy classes are located at One-stop Center.
- Intro to Computers class and Excel Basics are offered each month

Mandatory and Other Partners

Mandatory and other partners' activities for the regional workforce development system: Refer to Region 13 Core Partners list in this document.

Strengths and Weaknesses of Workforce Development Activities

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

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 Pottawatomie County
- Workforce Alignment Committee
- 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 Omaha's workforce system
- Responsive and involved training provider: Iowa Western Community College
- Involvement of secondary schools who understand the value of partnering to improve results
- Willingness and capacity to serve in outlying areas
- Iowa Vocational Rehabilitation counselors and assistants are in high schools providing services to eligible and potentially eligible individuals striving for an 8 hour average per individual. Referral system among partners providing seamless services to those we serve
- Experiential work activities are being provided.
- Career exploration is provided via HiSET career week.
- First steps to success provides a week long experience in a selected high demand field, resulting in participants leaving with career certifications.

Weaknesses:

- High percentage of job seekers who lack a high school diploma
- Many workers lack digital literacy skills
- Little or no population growth projected
- 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 Iowans (especially those with limited English) for jobs with local businesses
- Workers lack 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 Pottawatomie County Workforce Alignment Committee may allow for joint planning and grant opportunities.
- The community colleges received funding for the IAM grant to prepare workers for jobs in advanced manufacturing.
- Iowa's 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
- Strengthen partnerships with Iowa Department for the Blind and Vocational Rehabilitation to consult in areas that improve access to people with barriers, cross training staff and employer accommodations to potential employees with disabilities. Core partners look at pooling resources to help with cost of assistive technology.

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.

- Limited accessibility to in-person services
- Limited or lack of funds to purchase assistive technology for disabilities

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:

1. In consideration of the regions SWOT list, the strategies below are intended to enhance strengths, minimize weaknesses, capitalize on opportunities and mitigate threats.
2. Target the use of WIOA training dollars to high demand /high wage jobs, such as those in advanced manufacturing and health care.
3. Work with businesses and the community college to develop short term training programs that meet the immediate needs of employers and job seekers.
4. Communicate with area businesses to understand and respond to their needs.
5. Build partnerships to maximize the resources across K-12 system, economic development, WIOA, community colleges, high school/career exploration and apprenticeship.
6. 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.
7. Address the need for improved work readiness and work retention skills (soft skills).
8. Explore ways to improve transportation, housing and child care choices for workers.
9. Work with local IVR/DOB service providers to expand opportunities.
10. Strengthen partnerships with various local entities who work with adults with language barriers.

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 related training and employment opportunities. We will partner with the Pottawatomie 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. In addition, Sector Boards for in-demand employment opportunities have been established. The most active Sector Boards are 1) Healthcare 2) IT/Business, and Manufacturing. 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.

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 workers.
5. Explore support for private and public sector partnerships to ensure the development of workers? skills in demand occupations based on industry needs.

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 in 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 trainings 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
- Partners coordinating delivery of services at all levels of education
- 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
- Ongoing expansion of partnership with IDB and IDVR to ensure service access to people with disabilities.
- Coordination with Adult Education to deliver series at all levels for English Language Learners.

Regional Strategic Vision and Goals

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

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

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 contribute to increasing the income levels of 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 businesses and communities. Through implementation of career pathways and the infusing of robust sector strategies across systems, Region 13 is committed to serving the underserved citizenry by closing educational and employment gaps to end disparities based on disability,

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

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

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:

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, the core partners and the RWDB and CEO to ensure they are aligned with the goal and vision of the board. The RWDB and CEO provide 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 and counseling
- Short-term prevocational services
- Internships and work experiences

- Out-of-area job search
- Foreign language acquisition
- English Language Learner
- Workforce preparation

Vocational Rehabilitation

IVRS staff members are 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, self-advocacy. Job shadowing and part-time work opportunities are encouraged.

Iowa Department of the Blind (IDB) counselors can assist with PowerPoint presentations and workshop materials into accessible formats.

IDB can provide technical assistance to programs and classes to ensure the presentations and materials are accessible. Adult Education & Literacy.

The Adult Education and Literacy (AEL) Program at Iowa Western Community College provides services that focus on the following outcomes:

- Assist adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
- Assist adults who are parents or family members to obtain the education and skills that are necessary to becoming full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their family;
- Assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways;
- Assist immigrants and other individuals who are English language learners in improving their reading, writing, speaking, and comprehension skills in English; mathematics skills; and, acquiring an understanding of the American system of government, individual freedom and the responsibilities of citizenship.
- Provide vocational trainings to English Learners to better prepare them for success on the job.

AEL serves English Language Learners, those lacking a high school equivalency diploma, and those in need of basic reading and math skills. These services are offered in locations that are accessible to workforce clients.

The WIOA Title I, Vocational Rehabilitation, and PROMISE JOBS intake process collect secondary 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 Western Iowa Tech 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 OneStop 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 ESL students are referred to PACE and participate in classes that teach vocational skills that lead to sector pathways.

Expanded Access

Describe strategies the regional board, working with the core partners will expand access to employment, training, education, and support services for eligible individuals including youth and individuals with barriers to employment. 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 monthly meetings are 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.
- Strengthen partnerships with Iowa Department for the Blind and Vocational Rehabilitation to consult in areas that improve access to people with barriers, cross training staff and employer accommodations to potential employees with disabilities
- Career development and soft skill workshops will be facilitated in the local schools. ? Core partners will do a study on the availability and accessibility of services that benefit English Language Learners.
- IDB, IVRS and the Department of Civil Rights will work with the region to perform an accessibility study to include facilities, materials and workshops to ensure that individuals with barriers to employment have access to services.

Facilitate Career Pathways and Co-Enrollment

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. Iowa Western Community College has established 4 industry sector boards in Southwest Iowa: Advanced Manufacturing, Information Technology, Healthcare, and Logistics.

Region 13 RWDB and CEO boards will work with these sectors to 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 with in 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. Core partners will consult and collaborate with Iowa Western Community College Adult Education programs to provide basic literacy and vocational training to English Language Learners. The Region will expand its consultation and collaboration with IDVR and IDB to insure that all pathway services, technologies and service materials are accessible to people with disabilities.

Additional Regional Board Strategies

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

Additional Regional Strategies for local workforce development education and training needs the following skill building activities are available 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 for possible employment opportunities.

Strategy Alignment to State Strategies

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

Adult Ed Staff attend PJ orientations to talk about various training and career opportunities. Weekly HiSET orientations are offered at the One Stop Center to assist High School dropouts 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.

Collaboration with IDVR and IDB ensures all services trainings, technology and materials are accessible to people with disabilities. Collaboration with Adult Ed ensures all services trainings, technology and materials are accessible to English Language Learners.

The RWDB and CEO provide oversight to ensure the collaboration with core partners to develop policies, procedures, guidance and proven and promising practices to insure that the One-stop Center. To see that staff is cross-trained as appropriate, to increase staff capacity, expertise and efficiency.

A Skills Development team will 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 that is responsive to labor market needs.

Performance Goals (Joint Goals across Core Programs)

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

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

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 Partner 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. In the 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.

Assessment for Continuous Improvement

Tracking Performance Outcomes and CONTINUOUS IMPROVEMENT

Describe how the regional board will assess the overall effectiveness of the workforce development and 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:

Performance Summary and Anticipated Performance Goals:

The local Boards will be provided 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 help to ensure that the region will meet the negotiated performance standards. IWCC Workforce 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.

Iowa Department of Vocational Rehabilitation will report annual statistics and outcomes or as requested by the Boards. Iowa Workforce Development will collect data through the common data system and collate studies as appropriate and requested by the Boards. 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 toward 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 and CEO will conduct an evaluation of the service partner. 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, WIOA, IDVR, IDB, Adult Education and the Core Partners in Region 13 are committed to achieve and exceed our negotiated performance indicators

Implementation of Strategies

The regional board will implement its identified strategies:

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 to enable 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
- 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

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

The regional board will implement its identified strategies with regard to Wagner-Peyser:

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

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

Within this flow, services will continue to be customized to meet individual customer needs. Career services comprise a hub of employment and training service delivery. Process steps and procedures are designed to meet one of the core missions of the IowaWORKS system: that all individuals have the opportunity to know their skills, grow their skills and get the best job possible with their skills. To that end, an assessment of skills is a universal service delivered. The outcome of service delivery in the career services area is a relevant pool of talent with skills in demand and job-search know-how. When customers have completed career services, have the tools and knowledge for an effective job search, and meet specific criteria, they are referred to employers to be matched to available job openings. If additional services are identified as needed, the career services team will make the appropriate referrals to participate in more individualized career services and/or training services. Through the fully integrated process which includes co-enrollment, duplication of services will be avoided as partners work together to provide service management for customers. Every effort will be made to blend and braid services and funding on behalf of the customer.

The regional board will implement its identified strategies with regard to Adult Education and Literacy:

The Region 8 RWDB will partner with community colleges and other regional training providers to provide services that focus on the following outcomes:

- Assist adults to increase math and reading skills necessary for successful employment and economic self-sufficiency;
- Assist parents and family members to obtain the education and skills that are necessary to become full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their families;
- Attain a secondary school diploma and transition to post-secondary education and training, including career pathways and GAP programs;
- Assist English Language Learners in improving their literacy skills. These services are offered in locations that are accessible to workforce clients; and,
- An intake process that 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 identifies student barriers and refers students to IowaWORKS workshops and Vocational Rehabilitation services.

The regional board will implement its identified strategies with regard to Vocational Rehabilitation:

The Region 13 RWDB will partner with Vocational Rehabilitation and other agencies to ensure accessibility and service offerings are available and useful to disabled customers. 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 shadowing and part-time work opportunities will be encouraged. Partner agencies will collaborate with IVRS to provide counseling to individuals with disabilities to help them make informed career decisions. Information about in demand careers and career pathways will be provided in addition to assistance with training 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 regional board will implement its identified strategies with regard to Adult and Dislocated Worker services:

The Region13 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 as 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.

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

- Work in partnership with economic developers from the counties and cities in Region 13 to expand the knowledge of training opportunities available to new and expanding businesses.
- Enhance the relationship between training providers and business employers in the region.
- 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.
- Increase the knowledge of employers in services that can prepare them in employing people in under-utilized populations.
- Increase the availability of workers trained in soft skills.
- 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.
- 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. Job seekers 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 8 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 Bachelor's 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:

- 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.
- Make a variety of IowaWORKS partner services and information available throughout the region in all partner locations.
- 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 TANF, and youth.
- Make HSED/English Language Learner training information more readily available.
- Make information on citizenship training and the Future Ready Iowa Initiative more readily available to the jobseeker.
- 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.
- Promote the use of the National Career Readiness Certificate as an assessment to better define employment skill levels to the employer.
- 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:

- Increase the number of participants in programs that result in recommendations to address the workforce needs of area participants;
- Increase the number of participants in programs that result in a credential;
- Develop and refer targeted populations to more retraining opportunities in an effort that will allow them to reenter the workforce;
- Encourage the creation of industry recognized training programs by local approved training providers which lead to credentials;
- Build the capacity of front-line 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; and,

- 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.

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

The regional board will implement its identified strategies with regard to Youth services:

- 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 post-secondary credential (RBS) (SEC)
- Alternative secondary school services, or dropout recovery services, as appropriate (SEC)
- Experiential Learning Paid and unpaid work experiences that have as a component, academic and occupational education, which may include
 - Summer employment opportunities and other employment opportunities available throughout the school year (WEP)
 - Pre-apprenticeship programs (PRE)
 - Internships and job shadowing (INT), (SHW)
 - On-the-job training opportunities (OJT)
- 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), and (ENT) Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster (PRE), (APP), and (IST)
- Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate (LDS)
- Supportive services
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months (MEN)
- Follow-up services for not less than 12 months after the completion of participation, as appropriate (PPS)
- Comprehensive guidance and counseling which may include drug and alcohol abuse
- Counseling and referral, as appropriate (G&C)
- Financial literacy education (FIN)
- Entrepreneurial skills training (ENT)
- 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)
- 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.

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.

The regional board will implement its identified strategies with regard to the Department for the Blind:

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

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

Integrated Customer Service

Describe how the partners will coordinate activities and resources to provide comprehensive, high-quality customer centered services, including supportive services to individuals in the workforce system. In keeping with the vision, goals and priorities set forth in this Customer Service Plan, the Region 13 One Stop offers a wide array of workforce services for customers. Core Services will include:

- Determination of eligibility for WIOA Title I Programs;
- Outreach, intake and orientation to the information and services available through the Workforce Development Center System Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Job search and placement assistance, and where appropriate, career counseling;
- Provision of employment statistics information, including job vacancy listings, the skills necessary to obtain those jobs, and information relating to local occupations in demand and the earnings and skill requirements for those occupations;
- Performance information and program cost information on eligible providers of training services;
- Information on how the region is performing on the WIOA performance measures, and the overall Workforce Development Center system measures;
- Provision of accurate information relating to the availability of support services, including child care and transportation available in the local region and referral to such services as appropriate;
- Delivery system performance information;
- Information on other Workforce Development Center System partner services and support services;
- Assistance regarding filing claims for unemployment compensation;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs;
- Job referrals (informational, e.g. job scouts, referrals in nonexclusive hiring arrangements, short-term or seasonal placements);
- Internet browsing (job information and training searches);
- Internet accounts;
- Talent referrals (informational, e.g. talent scouts, staff referrals or resumes without further screening); and,
- Follow-up services, including counseling regarding the workplace, for participants who are placed in unsubsidized employment.

At the integrated one stop center in Council Bluffs, all eligible (through self-attestation and verification of age) members will have the opportunity to participate in one of two service strategies developed using staff assisted core services. Staff Assisted Core Services offered at the One Stop Center and on itinerant basis in other locations, as needed, include:

- Staff-assisted job search and placement assistance, including career counseling (JSP), (G&C),
- Screened job referrals (such as testing and background checks) (SJR);
- Staff-assisted job development (working with an employer and job seeker) (SJD); and,
- Staff-assisted workshops, reemployment training and job clubs (PET, JBC).

If members are not successful at finding employment or the assessments done through these staff-assisted core services indicate a need for more intensive or training services, members may be offered (if additional verifications of eligibility are provided and verified) intensive services as identified and needed. Intensive Services offered at the One Stop Center and on an itinerant basis, as needed, include:

- Comprehensive and specialized assessments of skill levels and service needs, including diagnostic testing and use of other assessment tools and in depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Out of area job search;

- Leadership development;
- Individual counseling and career planning;
- Case management for participants seeking training services;
- Short term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training;
- Short-term skill upgrading;
- Limited internships;
- Mentoring;
- Vocational Exploration; and,
- Work experience.

Training services offered at the one stop center and on an itinerant, as needed, basis include the following activities:

- Occupational skills training, including training for nontraditional employment;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Retraining;
- Entrepreneurial training;
- Customized training; and,
- Training services.

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

- Customized Training (CUS);
- Entrepreneurial Training (ENT);
- Institutional Skill Training (IST);
- On-the-job Training (OJT);
- Remedial and Basic Skill Training (RBS); and
- Secondary Education Certificate (SEC).

Additional services which may be offered within the region include:

- Enhanced resume development;
- Job description development;
- Extensive employee/potential employee testing;
- Corporate mentoring;
- Workshops for employers (such as employee retention);
- Worksite employee development programs (such as team building); and,
- Expanded employee workshops for individual employers.

All Workforce Development Center system partners agree to develop a common method to refer customers among the partners. The common intake/case management system will be used by those partners providing services using WIOA Title I funding and by some IWD staff. If the common intake/case management system is not used, referrals will be made between partners in a timely manner and a follow-up contact will be made with the customer to ensure service was provided. Customers, including employers, will be served by IowaWORKS staff and through internet services. Those services include:

- Job search and placement services for job seekers, including counseling, testing, occupational and labor market information, assessment, and referral to employers;
- Appropriate recruitment services and special technical services for employers;
- Providing services for workers who have received notice of permanent layoff or impending layoff; and,
- Labor market and occupational information.

Adults, dislocated workers and youth will be served by WIOA Title I service providers and by IWD service providers. The services will be provided at the primary One Stop Center in Council Bluffs. Further descriptions of the services available are included later in this plan. WIOA partner services are further described in the Memorandum of Understanding.

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; and,
- Introduce to skills development team and/or
- Provide appropriate partner referrals and/or determine WIOA 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 (streamlined program enrollment and initial triage), 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 or 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 knowhow. 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 WIOA funded intensive and/or training services

Adult and Dislocated Worker Employment and Training Services and Activities

The WIOA Administrative Entity will maintain responsibility for conducting eligibility determinations for adults and dislocated workers, who will be eligible for these services:

- Core Services;
- Staff Assisted Core Services;
- Intensive and Training Services;
- Youth Services and Activities including 14

- WIOA Youth Elements; and,
- The fourteen required youth services as identified in the WIOA rules.

The Region 13 Needs Assessment evaluated the extent which these services are available in the six counties and has identified gaps in existing services. The Region 13 Youth Committee will review the implementation of the 14 youth elements annually to ensure goals and strategic action steps reflect the most current needs and local employment dynamics in the region.

Follow-up services may include: leadership development, regular contact with the youth's 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 a participant's results will be collected and entered into the IWorks Management Information System so that outcomes may be analyzed and reported to the Youth Committee and the Regional Workforce Development Board. Performance data will be used to refine program design so that the desired results can be achieved.

Core partners and regional board connect services to special populations:

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.

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.

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.

Initiatives designed to meet the strategic needs of employers in the region:

- 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 jobseekers the opportunity to interact at a single location.
- Testing Services - IowaWORKS staff can administer at no charge to the employer or jobseeker 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 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 employer's time for other tasks.
- NCRC - A system developed by American College Testing (ACT) for documenting and improving work place skills. The National Career Readiness Certificate (NCRC) is the work-related skills credential. The certificate provides fair and objective measurement of workplace skills that can be accepted nationwide.
- Skilled Iowa - This is a public- private initiative supported by the Governor's 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 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 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 Council Bluffs 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 career, going back to school, budgeting, etc. There is no cost to attend any of these workshops.
- IowaWorks - Businesses can use IowaWorks 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.
- Connect with IDVR and IDB for consultation on accommodations, accessibility, technical assistance and accessible formats for training materials
- Incumbent worker programs, OJTs, customized training programs, sector strategies, career pathways, business services strategies (including integrated business services teams)

The regional board will coordinate and promote entrepreneurial skills training and micro-enterprise services:

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 and Iowa Department for the Blind promote 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 supports 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.

The regional board will enhance the use of Registered Apprenticeships to support the regional economy:

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

The regional board will coordinate workforce activities carried out in the Local Area with statewide rapid response activities:

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.

Renee Erbes
IowaWORKS-IWCC
300 W Broadway, STE 13
Council Bluffs, IA 51503
712-352-3480 ext. 45123
renee.erbes@iwd.iowa.gov

The following individual will serve as an alternate contact:

Randall Mcqueeney
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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 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 Workforces

Innovation and Opportunity Act and Wagner-Peyser staff conducts 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. On-going 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 customer's 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 individual's 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 customer's needs. Once a customer enters approved training, there is additional coordination with Wagner-Peyser and Unemployment Insurance for an individual's ongoing income supporter Employment Services Worker profiling and Reemployment Services are offered within the region and are designed to help persons identified as being at risk furlong-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.

Education and Training Focus

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.

Strategies to 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:

Region 13 will take appropriate steps to ensure that universal access is provided to 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 time frames. Iowa's 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.

Strategies to 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 postsecondary 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.

Economic Development Focus

Activities identified to coordinate 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

RWDB Board Structure and decision making

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 is one standing committee, the Youth Committee, on 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 posted at the IowaWORKS Center. The CEO Board primary responsibilities are: Solicit nominations from the required business, labor, education, and governmental entities upon notification of a RWDB vacancy. The CEO board must submit a list of nominees for a board vacancy to IWD. The CEO board will review the response from the Governor and make the final selection of person to fill a vacancy. If the revised list of candidates is not acceptable to the board, the 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.

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 Adult, Dislocated Worker and Young Adult Service Provider and overseeing the regional Workforce Development Center systems service delivery.

The RWDB structure follows state guidelines. Chairperson and vice-chairperson are elected each May at an annual meeting. There is a Youth standing committee on 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 at the IowaWORKS Center. The Region 13 Workforce Development 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 as Ex Officio members. 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 serve as Ex Officio Members 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 Development 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 work 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 Committee and a review of IWCCs performance as the youth service provider since the inception of the WIOA 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 the RWDB and CEO boards. IWCC will then prepare an operation and program budget using the provider's budget and fiscal system. This budget will be submitted to the RWDB for their review. The Region 13 Workforce Development Board and Chief Elected Official board will negotiate performance measures with Iowa Workforce Development. Iowa Workforce Development, the Region 13 Workforce Development 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 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 development activities with economic development strategies and developing employer linkages.

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 Ex Officio Members to the RWDB. These representatives present relevant information to the boards on an as-needed basis. Public input is encouraged.

Oversight and Monitoring of the One-Stop Center:

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. 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 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.

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 activate time of verification, receive a complete verification of eligibility as part of a quarterly monitoring process conducted by the WIOA Director.

Youth Standing Committee Roles and Responsibilities

The Region 13 RWDB will appoint a Youth Committee. The Committee will be made up of people who are Local Board members or individuals the RWDB consider having 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 Innovation and Opportunity Act. In addition the Youth Committee provides expertise in youth policy and assists the Regional Workforce Development Board in:

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

The Region 13 RWDB Youth Committee performs the following duties and other functions as necessary and proper to carry out its responsibilities.

- Identify youth employment and training needs;
- Coordinate youth activities in the region;
- Assist in developing the Youth section of the Regional Workforce Development Customer Service Plan
- Make recommendations for funding of Workforce Innovation and Opportunity Act youth programs; and
- Conduct oversight of selected service providers of youth activities.

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

- IWCC will provide reports to the Region 13 RWDB Youth Committee, updating the council on the regions youth performance and progress towards meeting performance standards.
- The Region 13 RWDB Youth Committee will review and evaluate the youth performance and, if necessary, determine actions to be taken to improve performance;
- The Region 13 RWDB Youth Committee will review and make a recommendation to the RWIB on the selection of the Region 13 Youth Service Provider.

The Region 13 RWDB facilitates access to services provided through the One-stop Center through the following venues:

Disability Access Committee Roles and Responsibilities

The Workforce Innovation and Opportunity Act (WIOA) places an emphasis on ensuring accessibility to our workforce programs, services, and activities for individuals with disabilities. WIOA further mandates that Iowa's one-stop delivery system meets the physical and programmatic accessibility requirements of the Americans with Disabilities Act of 1990, as amended (ADA). Meeting the physical and programmatic accessibility requirements of the ADA is a mandatory part of one-stop certification under WIOA. WIOA requires us to work together to increase access for individuals with barriers to employment, including individuals with disabilities.

Representatives should include, at a minimum, one from each of the following:

1. Iowa Department for the Blind
2. Iowa Vocational Rehabilitation Services (One of the above would be chair and should be on your Regional Board.)
3. Community-based organization(s) providing services to individuals with disabilities
4. Adult Education and Literacy service provider
5. Iowa Workforce Development
6. Business representative(s) from the local board

Each Regional Board may include additional representatives, as appropriate for the Region. These representatives may include (but are not limited to) entities that work toward competitive, integrated employment for individuals with disabilities, a Center for Independent Living, community college disability resource coordinator, or other entity that has experience and expertise in advocating for or providing services to individuals with disabilities.

One-Stop Center Access

- 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;
- 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; and,
- Partners develop common application processes to ensure co-enrollment opportunities are streamlined.
- Partners will collaborate with IVRS and IDB to insure that access to strategize and insure accessibility to those with disabilities
- Partners will collaborate with IVRS and IDB insure people with disabilities have access to materials, technologies and workshops.

Compliance with the Americans with Disabilities Act (ADA) of 1990

The Region will collaborate with IDB, IVRS, and Department of Civil Rights to work to perform an accessibility Study to include facilities, materials and Workshops to ensure that Individuals with disabilities and other barriers to employment have access to services. 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.

Regional Workforce Development Board Policies

The Region 13 RWDB will conduct ongoing analysis of the region's 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 board's 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 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 13 one-stop center procedures, policies and operational management;
- All partners will be part of a joint planning process that will continuously review the needs of the Region 13 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.

Regional board's definition of and process used to define 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 family's needs for self-sufficiency, the case manager will put this detail into a case note to explain.

Ticket to Work

Ticket holders who assign their tickets to the Iowa State Workforce Partners EN; earn incentive dollars for those regions by obtaining and maintaining certain levels of employment called milestones. These incentive payments can then be used by the individual regions for the purpose of assisting persons with a disability to enter, re-enter, and/or maintain employment. While the overall use of ticket dollars is meant to be both broad and flexible; any expenditure of ticket funds should be used with this overall intent.

Requests for ticket funds, or the equivalent, equal to or less than \$8,000 per client per year will follow Title I guidelines laid out in this plan and will not require a committee meeting for approval. Ticket funds are intended to be used creatively and may be applied to a non-traditional expense if necessary and appropriate beyond Title I constraints. If creative requests are submitted and they are determined beyond Title I constraints they must be approved by the fiscal agent director or his/her designee. A committee shall meet and discuss funding requests for Ticket to Work funds, or the equivalent, if the request is \$8,000 or more. This group will consist of appropriate system leadership and staff but will be limited to 7 maximum members. Members include all Core Partner representatives and related Ticket to Work staff. This policy aligns with our integrated service delivery model and our vision for an efficient and responsive workforce development system.

Regional Workforce Development Board Fiscal Policies

Region 13 will maintain written procurement procedures, which are consistent with applicable state and local laws and regulations, with the Workforce Innovation and Opportunity 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.

Authority to Take Procurement Action

- Initiation of Procurement Actions: The Region 13 WIOA Director, in consultation with the Regional Workforce Innovation and Opportunity Board, will have the authority to initiate all procurement actions.

Selection of Entities for Receipt of Awards

- The 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 Director shall obtain RWIB approval of all WIOA contracts and property purchases over \$10,000. The Director will approve all contracts and property purchases of less than \$10,000.

Signing of Purchase Agreements and Contracts and Modifications

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

Terminations of Contracts

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

Standards of Conduct

- **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 purchase agreement or contract supported by way 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 service provider, except for single participant training, a Determination of Demonstrated Performance will be completed.
- **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 offers through a notification of the intent to solicit or dissemination of a Report 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 offer or has designated as proprietary or trade secret, and with which Region 13 concurs, will not be disclosed to other offers, even after the award is made and publicized. The number or names of offers will not be disclosed to anyone not officially involved in the procurement process until the contract is awarded and the decision is made public.
- **Disclosure:** The announcements of solicitation requirements including proposal evaluation factors which will be used to assess bids or proposals will be released to all offers at the same time.
- **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 offer or for that same procurement.

- 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 offers, 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 entity's proposal.

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

- 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.
- 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 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 pre specified time and place.
- 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 sole 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:
 1. Any single purchase of supplies, equipment, or services totaling less than fifteen hundred dollars (\$1,500) in the aggregate;
 2. Single participant Work Experience, Vocational Exploration, and On-the-Job Training contracts;
 3. Enrollment of individual participants in Institutional Skills Training;
 4. 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;
 5. Activities and services which are provided by Region 13 when a determination of demonstrated performance clearly documents the staff's ability to provide the training or services;
 6. A modification to a contract that does not substantially change the statement of work of that contract;
 7. After solicitation of an adequate number of sources only one acceptable response was received;
 8. Any single service or workshop costing less than \$1,500 identified in the local Technical Assistance Plan;
 9. Supplies, property and services which have been determined to be available from a single source; and
 10. Emergency situations for which Iowa Workforce Development provides written approval.

- **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 women's 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.
- **Selection:** Except for the circumstances described in items (a) through (j) under Sole Source (noncompetitive) 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.
- **Lease and Lease-Purchase Procedures:** When deciding to obtain property with a unit value of three thousand dollars (\$3,000) or more with WIOA 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.
- **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.

The process for awarding service provider contracts for activities carried out under WIOA Title I can be found in Procurement Policy and Procedures document.

Out of School Youth Expenditure Requirement

It has always been a priority of the Region's 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 13 will utilize the following strategies to increase out-of-school youth enrollments:

- 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:
 - 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 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.

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

Region 13 Performance Summary and Anticipated Performance Goals: IWCC will provide the RWDB and the CEO boards with performance and fiscal data on 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 bimonthly board meeting. 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.

Regional Oversight and Monitoring Policy

Title I Services 1

- WIOA Title I Service Providers will ensure that participant and contract monitoring activities are conducted annually.
 - A random sample of ten percent (10%) of all non-OJT financial contracts under \$25,000 that start during the quarter.
 - A random sample of ten percent (10%) of all non-financial activity of service contracts which start during the quarter; and
 - A random sample of ten percent (10%), of all participant files of participants enrolled or transferred into adult, dislocated worker and youth programs during the quarter.
 - All On-the-Job (OJT) training contracts will be monitored during the second thirty day period of activity under the contract and at least every 90 days thereafter.
- WIOA Title I Service Providers will report to the Regional Workforce Development Board (RWDB), year to date and annual information on budget status, performance status, and regional activities within the programs.
- Process for system evaluation by the RWDB and CEO Board

On a quarterly basis, the RWDB will review attainment of performance standards for the Adult, Dislocated Worker, and Youth programs of the WIOA Title I Service Providers, if available from the state in a timely manner. In addition, the MOU Partners will report on the attainment of system goals. The RWDB will review bi-annually the local service plan and modify as necessary.

As priorities are met, new ones will be negotiated with the WIOA Core Partners to continue to improve the system. In the event that goals and/or standards are not being met, the RWDB will conduct a dialogue and work with the WIOA Core Partners to offer ideas on how to resolve the issues.

WIOA Title I Service Providers will prepare an initial budget each year for review and approval by the RWDB and CEO Board. At a minimum the budget will include a separate budget for administrative expenses and program expenses.

Administrative expenses will include a budget estimate for the Regional Workforce Development Board for travel, meals, lodging, and miscellaneous expenses (e.g. registration, out-of-state travel, speakers, etc.) associated with the continued education and support of the boards.

A quarterly report will be provided, if requested, to the RWDB and CEO Board by WIOA Title I Service Providers clearly demonstrating how funds were used for administrative and program functions.

State Oversight and Monitoring

- Financial Monitoring
 - Iowa Workforce Development (IWD) will conduct financial monitoring twice a fiscal year for the fiscal agent and the WIOA Title I Service Providers.
- Program Monitoring
 - Iowa Workforce Development (IWD) will conduct a quality assurance review of programs annually.
 - The United States Department of Labor (DOL) in collaboration with Iowa Workforce Development (IWD) staff will conduct program reviews of all National Emergency Grants (NEG), as required by DOL.

Internal Eligibility Monitoring

Each new WIOA enrollee file is reviewed by a WIOA staff member other than the enrollee's case manager, to validate the enrollee's eligibility. The reviewer completes a Participant File Checklist form, or subsequent document, and the form is maintained in the case file. Title I staff will also present new enrollee file and completed Participant File Checklist to WIOA Title I Director, or his/her designee for review.

Internal Quarterly Monitoring

Region 13 internal monitoring of the WIOA program will be conducted on a quarterly basis by the Director or designee by the following method:

- A random sample of 1% of all participant files;
- A random sample of 10% of all participants enrolled which start during the quarter
- All OJT training contracts will be monitored during the second thirty-day period of activity under the contract and at least every 90 days thereafter.

A computer-generated randomizer list will be used to select samples. Applicable monitoring form will be completed and signed by the internal monitor, the Employment Training Specialist of the participant, and the Manager/Director and maintained.

In the event that an eligibility determination was made erroneously, the case manager will pursue all feasible methods in order to recoup funds. The Title I Director will attend the quarterly RWDB/CEO meetings to provide updates regarding monitoring and other items as deemed necessary. The RWDB/CEO will annually review the LSP performance. The RWDB/CEO will review the quarterly performance reports, if issues are found the board will discuss with the One-Stop Operator (Region 13 Title I Director and related employer) and will seek technical assistance if needed.

Conflict of Interest

Describe the process that the Local Workforce Development Board will follow in screening reviewers for conflict of interest:

The Regional Workforce Development Board (RWDB) will require all service providers and vendors selected to receive RWDB approval if anyone employed by the service provider or vendor, in an administrative capacity, is 1) a member of the immediate family of anyone employed in an administrative capacity with the RWDB or 2) is a member of the immediate family of a board member overseeing a certain program.

"Administrative capacity" means those who have a role in, including the overall administrative responsibility for, submitting bids and/or the selection of service providers.

An individual in a decision-making capacity, including staff, RWDB members, and committee members, must not engage in any activity including the selection, award or administration of a purchase agreement or contract supported by program funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when any of the following has a financial or other interest in the firm or organization selected for award:

1. The individual;
2. Any member of the individual's immediate family;
3. The individual's partner; or
4. An organization which employs or is about to employ any of the above, or has a financial or other interest in the firm or organization selected for award.
5. A conflict of interest may be personal or organizational. A personal conflict exists when any of the following stands to benefit directly or indirectly from a procurement decision:
 - a. An officer of the RWDB;
 - b. An individual on the RWDB staff;
 - c. Any board member including advisory boards; or
 - d. A member of the immediate family of any of the above.

An organizational conflict occurs when an organization represented by one or more individuals involved in the procurement process stands to benefit financially, directly or indirectly, from the award of a contract.

Conflicts of interest should be reported to an appropriate body at the earliest possible moment. Methods of acceptable conveyance of a conflict could be a board meeting where the conflict may arise, the procurement officer conducting business for the RWDB, or the chairperson of the Region 13 Chief Elected Officials.

Failure to adhere to these policies concerning conflicts of interest may result in expulsion from the RWDB, or in the case of employees, disciplinary measures outlined in the personnel policies of the partner agencies, up to and including termination.

Confidentiality and Non-Disclosure

Information must not be disclosed to anyone who is not directly involved in the procurement process relating to the intent to implement a procurement action, 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 must not be disclosed to anyone not officially involved in the procurement process while the procurement is still in progress.

Certain technical or proposal information that an offeror has designated as proprietary or trade secret, and with which the RWDB concurs, must not be disclosed to other offerors, even after the award is made and publicized.

The number of names of offerors must not be disclosed to anyone not officially involved in the procurement process until the contract is awarded and the decision is made public.

Disclosure

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

Prohibited Actions of Staff or Board Members

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

Individuals involved in a procurement process must not solicit nor accept any payment, gratuity, favor, offer of employment, kickback, or anything of monetary value from grantees, sub recipients, service providers, or vendors, or potential sub recipients, service providers, or vendors.

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

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

Penalties, Sanctions and Disciplinary Actions

Any attempt by a potential sub-recipient, service provider, or vendor to make any payment, gratuity, or offer of employment or kickbacks to any individual involved in a procurement process will result in the disqualification of that entity's proposal.

Refer to the following Region 13 Regional Workforce Development Board Policies and documents on Regional Workforce Development Board website for further information:

- Region 13 Members – Board Member List
- RWDB By-laws
- Priority of Service Policy
- Supportive Services Policy
- Individual Training Account Policy
- EEO Grievance Procedure
- Memorandum of Understanding (MOU) and signatures

Certification Regarding Debarment, Suspension, and Other Responsibility Matters Primary Covered Transactions

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
 - b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State anti-trust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission n of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Certification Regarding Debarment, Suspension, and Other Responsibility Matters Instructions for Certification – Primary Covered Transactions

1. By signing and submitting the certification signature page with this proposal, the prospective primary participant is providing the certification set out below.
2. The inability of a person to provide the certification required below will not necessarily result in denial of participation in this covered transaction. The prospective participant shall submit an explanation of why it cannot provide the certification set out below. The certification or explanation will be considered in connection with the department or agency's determination whether to enter into this transaction. However, failure of the prospective participant to furnish a certification or an explanation shall disqualify such person from participation in this transaction.
3. The certification in this clause is a material representation of fact upon which reliance was placed when the department or agency determined to enter into this transaction. If it is later determined that the prospective primary participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.
4. The prospective primary participant shall provide immediate written notice to the department or agency to which this proposal is submitted if at any time the prospective primary participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
5. The terms covered transaction, debarred, suspended, ineligible, lower tier covered transaction, participants, person, primary covered transaction, principal, proposal, and voluntarily excluded, as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549. You may contact the department or agency to which this proposal is being submitted for assistance in obtaining a copy of those regulations.

6. The prospective primary participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9, Subpart 9.4, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
7. The prospective primary participant further agrees by submitting this proposal that it will include the clause title "A Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transaction", provided by the department or agency entering into this covered transaction, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
8. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that is not proposed for debarment under 48CFR Part 9, Subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it know that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Non-Procurement programs.
9. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
10. Except for transactions authorized under paragraph 6 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 CFR Part 9 Subpart 9.4, suspended, debarred, ineligible or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency may terminate this transaction for cause or default.

Mark Stanley, Vice President, Economic Development
Printed Name and Title of Authorized Administrative Entity Signatory Official


Signature

5-12-16
Date