



**CHIEF ELECTED OFFICIALS (CEO) MEETING  
MONDAY, MARCH 19, 2018  
8:30 AM – 9:30 AM**

**IowaWORKS OFFICE, ROOM 34  
4444 1<sup>ST</sup> AVE NE, SUITE 436, CEDAR RAPIDS, IOWA**

**AGENDA**

1. CALL TO ORDER
2. INTRODUCTION OF MEMBERS AND GUESTS
3. MOTION TO APPROVE AGENDA
4. FISCAL AGENT DISCUSSION
5. REGIONAL WORKFORCE DEVELOPMENT BOARD OPEN POSITION DISCUSSION
6. CUSTOMER SERVICE PLAN UPDATE – VETERANS (ATTACHMENT A)
7. OTHER UPDATES
8. MOTION TO ADJOURN

*Region 10 Website: [http://www.iowawdb.gov/r10\\_home](http://www.iowawdb.gov/r10_home)*

**CALL-IN INFORMATION:**

1. **Dial 1-866-685-1580.**
2. **When prompted enter the conference code 0009991752 followed by #.**

**LOCAL SERVICE PLAN MODIFICATION TRANSMITTAL FORM**

<b>To Be Completed by Region:</b>	<b>For State Use Only:</b>
Region Number:	Date Received:
Date Submitted	Date Approved:
Effective Date:	Effective Date:

**Provide a brief description of the CSP changes below:**

## Priority of Service for Veterans

Iowa Workforce Development (IWD) will provide all qualified Veterans with priority of service. In order to maximize and provide priority of services to Veterans, Veterans will be able to register at all IowaWORKS locations. Registration is also available on-line 24/7 through <https://www.iowaworkforcedevelopment.gov/>, or any of the regional websites. Iowa complies with final regulations which state recipients of USDOL funds for qualified job training programs are subject to the priority of service regulations, and are required by law to provide priority of service to Veterans and eligible spouses. If the SBE eligible Veteran's needs cannot be met at the point of intake (as determined by core service staff) or if the eligible Veteran requests, he/she will be referred to the DVOP or appropriate service provider for assistance. The Iowa Director for Veterans' Employment and Training (DVET) and/or his designee (ADVET), has a standing invitation to address district management at their monthly meeting to describe expectations of the Jobs for Veterans Act, and to review program performance. The state has followed-up by requiring that each SWA describe in their local customer service plan how they will ensure priority of service is provided in their programs. IWD Management staff will consult with local partners on how to implement priority of service, and will be monitoring compliance with the established procedure. Regional Workforce Development Boards (RWDBs) are to ensure one-stop operators and service providers recruit individuals in the priority of service categories and develop and provide appropriate services to meet those populations' needs. Local areas must establish written policies and procedures to ensure priority for the populations described in this guidance for participants served in the WIOA Adult program for eligibility determinations beginning on July 1, 2015. Additionally, based on local policy, the Boards may:

- Establish a process that also gives priority to other individuals; and
- Choose to provide individualized career and training services to adults whose income is above the WIOA income guidelines requirement but below the Board-established self-sufficiency wage level.

Each region submits their plan for providing priority of service to Veterans. Each plan is reviewed by the state liaisons to RWDB. The state liaisons work with the DVET to develop expectations that can be enforced locally. Priority of service is monitored in the following manner:

- Local management staff audits job orders and other services;
- Local management will take corrective action on Veteran customer complaints; and

- Local office management conducts a random review of initial Veteran applications for proper qualification, quality of service provided, and to ensure that the appropriate service was provided.

Corrective action, in the form of continuing education and positive feedback, is provided by the DVOP. If problems persist, local management, the Division Administrator and the DVET will be consulted. Veterans will be made aware of their priority of service entitlement and about the services provided by DVOP staff to SBE eligible Veterans, not only through outreach activities, but through an information and self-assessment pamphlet available both in paper form and on the web. The pamphlet will describe for the Veteran the various services they may receive, their priority of service, and will provide a simple mechanism for the Veteran (and staff) to determine if career services are needed. It is expected that this method will help avoid oversight of Veterans in need of special services. In addition, large colorful posters featuring local Veterans were developed with non-JVSG funds and distributed to all IWD and partner locations asking, “Are You the Spouse of a Veteran?” and explaining priority of service for those individuals. The Jobs for Veterans Act (PL 107-288) provides an emphasis on serving veterans by establishing a priority of service for veterans and eligible spouses in all employment and training programs funded by the Department of Labor, including Wagner-Peyser (WP), WIOA and other job training programs offered through competitive grants. Priority of Service is the right of an eligible “Covered Person” to be given priority of service over an eligible non-covered person for the receipt of employment, training and placement services, notwithstanding other provisions of the law. “Covered Persons” take precedence over non-covered persons in obtaining services and shall receive access to services and resources earlier in time than a non-covered person. If services or resources are limited, the “Covered Person” receives access instead of or before the non-covered person. Procedures or policies that restrict a veteran’s access to WIOA or WP services, even if such restrictions are intended to provide the veteran with specialized services, are contrary to the priority of service requirements. 20 CFR Part 1010 and 38 U.S.C. Section 4215(a)(1) defines “Covered Persons” to mean veterans and the spouses “of any of the following: a. any veteran who died of a service-connected disability; b. any member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories and has been so listed for a total of more than 90 days:

- i. Missing in action;
- ii. Captured in the line of duty by a hostile force; or
- iii. Forcibly detained or interned in the line of duty by a foreign government or power;  
or
- iv. Any veteran who has a total disability resulting from a service-connected disability, as evaluated by the Department of Veterans Affairs or any veteran who died while such a disability was in existence.”

“Covered Persons must have served at least one day in the active military, naval or air service, and were discharged or released under conditions other than dishonorable as specified in 38 U.S.C

101(2). Active service includes full-time Federal service in the National Guard or a Reserve component. It does not include full-time duty performed strictly for training purposes, nor does it include full-time active duty performed by National Guard personnel mobilized by the State rather than federal authorities.

“Spouses of military personnel killed in the line of duty do not currently qualify for priority of service.”

“As defined in USC 101, the term “surviving spouse” means a person of the opposite sex who was the wife or husband of a veteran at the time of the veteran’s death, and who lived with the veteran continuously from the date of marriage to the date of the veteran’s death (except where there was a separation which was due to the misconduct of, or procured by, the veteran without the fault of the spouse) and who has not remarried or (in cases not involving remarriage) has not since the death of the veteran, and after September 19, 1962, lived with another person and held himself or herself out openly to the public to be the spouse of such other person.

“The Jobs for Veterans Act provides priority service only to veterans or eligible spouses who meet the program’s eligibility requirements.”

#### Iowa Jobs State Veterans Program Plan

The Jobs for Veterans State Grants (JVSG) creates opportunities for all eligible veterans and eligible spouses to obtain meaningful and successful careers through provision of resources and expertise that maximize employment opportunities and protect veterans’ employment rights. Services provided by the Veteran Representative include comprehensive assessments, development of an Individual Employment Plan, career counseling, and referrals to other veteran and community organizations as needed. The Local Veteran Employment Representative (LVER) is a member of the business services team. The LVER promotes the hiring of veterans to employers, employer associations, and business groups; facilitates employer training, plans and participates in career fairs and conducts job development with employers. Iowa has an effective business services program across the state. There are Business Services Teams located in each of the 15 Regions who coordinate efforts with DVOP staff to contact current and prospective employers, Federal contractors and subcontractors, and others to promote Veterans -SBE, aged 18-24, and non-SBE - as excellent job candidates and employees. In addition, partners in the one-stops are utilized to train Veterans in identifying job skills as well as the “soft skills” related to job seeking and job retention. Assessment services are used to identify the skills, knowledge, abilities and preferences of Veterans so that the best possible job match can be made initially. Career exploration services are offered so that Veterans have a good knowledge of available jobs and specific information about occupations. Veterans are offered assistance in understanding the skills needed to function in the workplace, and help in understanding how job and career advancement can be accomplished with an employer. Targeting services to Veterans with Significant Barriers to Employment, IWD Management will

serve the role of educators to the one-stop operators, their partners and the RWDB members. They will train and educate on:

- The identification of Veteran under Title 38 of the U.S.C;
- Criteria for the identification of needs for referral for career services;
- Veterans' preference requirements and methodologies;
- The difference between Priority of Service and Veterans' Preference, and;
- Veterans' integration policy as determined by Agency leadership.

Partners such as WIOA partners, PROMISE JOBS/TANF, Trade Act, and IVRS will also identify Veteran customers at their points of contact or entry, which may or may not be collocated with IWD Veteran staff at the one-stop. Those Veteran customers identified as having a significant barrier to employment as defined by USDOL, VETS, or age 18-24, will be referred to the DVOP for additional services. Veterans will be co-enrolled with PROMISE JOBS if they are receiving Family Investment Program (TANF) assistance and subject to the terms of a Family Investment Agreement (FIA), WIOA, or Trade Act if they are a dislocated worker. Veteran program management monitors case records monthly and quarterly report data to ensure compliance, address issues, quantify progress, and celebrate success with DVOP staff.

The state will ensure adherence to the legislative requirements for Veteran's staff. This includes, but is not limited to, employing only Veterans to fill the DVOP positions with a preference towards hiring disabled Veterans. Each of these staff is trained in their new roles and responsibilities under the Jobs for Veterans Act of 2002. The DVOP, and local Wagner-Peyser management, work closely with all partners to ensure the mandatory WIOA partners provide Veteran's priority of service. Iowa has focused staff resources on the utilization of DVOP Specialists, rather than LVERs, for a number of years. We believe it is a better investment of funds to ensure case management is offered to SBE Veterans and those aged 18-24 in accordance with VPLs 01-14, 03-14 and 04-14. All non-Vet staff are assigned to serve Veterans without an SBE, and we expect our non-JVSG funded BSRs to promote Veterans to our business customers. With the deployment of Iowa Governor Terry Branstad's "Home Base Iowa" initiative to encourage military personnel to make our state their home, we hired one LVER to conduct outreach to employers to assist Veterans in gaining employment, including conducting seminars, job search workshops, and facilitating employment, training and placement services. Once identified either by self-assessment, core service staff, or partner staff, that the individual is a Veteran who is eligible for and could benefit from DVOP services, that staff would refer the Veteran job seeker to the DVOP. In offices without a full time DVOP, local management will be responsible for ensuring there is an efficient means of referral that ensures no Veteran eligible for and requiring career services goes without the appropriate service. The DVOP will facilitate career services by working with the eligible Veteran to develop a written action plan to resolve barriers to employment (i.e. DVOP will refer for appointment with local county Veteran affairs to resolve financial issues and Veteran will follow through by making appointment and going to receive services). Iowa has instituted an Integrated System of service that includes all of the partners in the Workforce Center, "All Means All." The system consists of a

Membership Team, Skills Development Team and Business Services Team. All DVOP Specialists will be assigned to the Skills Development Team, as this complies with their roles and responsibilities under Title 38. As a member of the Skills Development Team, they will be referred any Veteran their coworkers have identified as eligible for DVOP services because of age (18-24) or who has a significant barrier to employment and needs career services. While working in Skills, they will assist only Veterans who meet the criteria outlined in VPLs 01-14, 03-14 and 04-14; all other Veterans will be served by the non-JVSG staff. The DVOP will locate, build and maintain good working relationships with Federal agencies (VA), state agencies (Health & Welfare, Education), community based organizations, Veterans and others that may be able to provide services to eligible Veterans age 18-24 or with a significant barrier to employment. The DVOP staff in Iowa have maintained an excellent working relationship with their local VA VR&E staff. The procedure followed in serving Chapter 31 Vets is in accordance with VA/DOL Technical Assistance Guide (TAG) Revised September 2015. Iowa has established the position of Intensive Services Coordinator (ISC) who is stationed remotely at the Des Moines IowaWORKS office. The position is filled by a DVOP specialist. DVOPs receive referrals from the VR&E counselor through the ISC and are at that time informed of the Veteran's employment goal, barriers to employment and any other significant information.

Upon referral, the DVOP immediately conducts an interview to further assess the Veteran's situation. The DVOP will develop a mutually agreed upon, individualized case management plan to assist the Veteran while in receipt of employment services. The DVOP will provide resume assistance, interviewing techniques, job leads and establish job development referrals with employers. The DVOP will also make referrals to assist with any special needs the Veteran may have. The DVOP maintains a minimum of weekly contact with the Chapter 31 Veteran and each month submits the results of the month's activities to the VR&E counselor and the ISC. IWD has partnered with the state DOL/ETA Office of Apprenticeship and hosts the following website: <https://www.iowaworkforcedevelopment.gov/iowa-registered-apprenticeship-apprenticeshipusa>. This website has been recognized as the premier Apprenticeship web portal in the nation. DVOP staff routinely use this site to place Veterans in training. The Iowa Department of Education (IDOE) works closely with DVOP Specialists to disseminate information on Chapter 31 GI Bill programs, the Troops to Teachers program and various other educational programs to provide educational opportunities for our Veterans. DVOP staff work closely with TANF - Employment and Training program (referred to in Iowa as PROMISE JOBS) to provide job placement and referral assistance to Veterans who are TANF cash recipients (referred to in Iowa as the Family Investment Program). Though Iowa has no active duty military installations or medical facilities in the state, DVOP staff maintain a close working relationship with the Iowa National Guard. This provides a strong linkage and referral system between all returning National Guard Veterans and the one-stop center. IWD maintains a Veterans Benefits and Services book that lists Federal, State, and Local Veteran benefits and services. Several agencies have partnered in contributing to this book, to include USDOL Office of Apprenticeship, IDOE, both state and county Department of Veteran Affairs and others. This book is very well received and serves to both inform Veterans and to provide them with the

knowledge to access Veteran services provided by IWD. This book is distributed to partners, agencies and civic organizations across the state by the DVOPs, Division Administrator, Iowa National Guard, Iowa Department of Veteran's Affairs, ESGR personnel and volunteers, and USDOL VETS staff and is available electronically on <https://www.homebaseiowa.gov/veterans-resources>.

**Regional Customer Service Plan Certification**

I certify that the attached has been reviewed and approved by the Regional Workforce Investment Board and the Chief Elected Officials Board, and that I am authorized to sign on behalf of the group I represent.

\_\_\_\_\_  
RWIB Chair Signature / Date

\_\_\_\_\_  
CEO Chair Signature / Date

## Fiscal Agent

### The issue:

A November 8, 2017 letter from DOL sent to Iowa Workforce Development outlined a compliance finding from their September 2017 DOL monitoring. Finding number 2 outlined that IWD “improperly disburses WIOA Title 1 grant funds directly to the WIOA Title 1 adult, dislocated worker and youth service providers in each designated local area, by standing the chief local elected officials who are, per statute and regulations, the local grant recipients for WIOA funds.” WIOA Section 107(12) states that the chief elected official in a local area shall serve as the local grant recipient unless the CEO reaches an agreement with the Governor for the Governor to act as the local grant recipient.

### Timeline:

- Title 1 providers learned of this finding November 2017 when requested a copy of the letter from DOL.
- Title 1 Directors made multiple requests to Iowa Workforce Development for guidance and clarification on this state finding.
- No guidance or clarification provided.
- In order for Region 10 to receive WIOA Title 1 funding starting April 1, 2018 and after, a fiscal agent must be established. CEO Board has authority to establish a fiscal agent.

### Options:

Region 10 identify a local entity to serve as the fiscal agent.

- Typically would be a local entity
- Would set up a cost agreement.
- Would be responsible for participating in financial oversight of Title 1 provider and working with CEO, RWDB and IWD.

Region 10 asks Iowa Workforce Development to serve as fiscal agent as they have in the past.

- Would be able to continue as we have been.
- Title 1 Directors believe we would meet the letter of the law as the CEO board is designating an entity to serve as fiscal agent.
- The CFO of IWD approved serving in this role for Region 10 if the CEO board votes this way.
- IWD is currently providing financial monitoring as required of the fiscal agent.
- IWD would not charge.
- Would need to set up a contract with IWD that would have an opt out clause if providers change or if realignment would disrupt areas, funding, and provider networks.

### Action Needed:

Determine which option may be best for Region 10 and vote. Would recommend establishing this agreement through 6/30/19 when realignment MAY be taking effect and fiscal agents could change. Would recommend an “opt out” option at any time for either party.



## **Workforce Region Realignment Proposal: Reduce to Two Workforce Regions**

### **Why Now?**

The recent DOL monitoring of the State of Iowa's administration and implementation of WIOA was not positive. Many findings focused on:

- Appropriate regional WIOA administrative staffing is not in place to meet the requirements of the legislation.
- The state has too many regions to adequately fund these regional administrative positions. Requirements for a designated WIOA workforce region include:
  - Contiguous counties
  - Shared labor shed area
  - Funding available to support WIOA administrative staffing needs

### **WIOA Staffing Needed:**

Three administrative positions are needed per region or combined region to meet WIOA requirements. These include:

- Fiscal Agent to serve as a pass through for Title 1 funds to providers.
- Board Support Staff - Hired by the board to run the day-to-day functions of the boards.
- One-Stop Operator - Entity to ensure the four core WIOA titles are completing services as directed by the board, coordinating services, following strategic plan, and providing quality services through the workforce One-Stop.
- All estimates of cost for these positions were based on numbers that IWD provided, which may or may not be accurate.

State Workforce Board recommended establishment of a **realignment committee**. This committee was staffed with individuals selected by the IWD Director to assess regional composition and staff funding models:

The committee was charged with:

- Analyzing the costs of these new WIOA requirements,
- Determining the amount of funds needed to support this structure,
- Identify potential funding streams, (there has been no identification of additional funding streams and the logical ones (other core partners) have been ignored), and
- Determining regional workforce boundaries that would create structures and funding streams to align with the DOL requirements.

Challenges:

- A realistic assessment of administrative costs, job duties, expectations and typical salary/fringe costs for a region has not been completed. The cost analysis completed does not help determine actual costs based on new region size nor do estimates take into account where efficiencies may be made to share staff where appropriate between regions as sizing and geographic location allows.

### **Decision from the Subcommittee:**

During the February 2018 State Workforce Board committee meeting, the group recommended **two workforce regions**. The committee asked IWD to share the information with the Chief Elected Officials (CEO) boards, and educate the CEO's on regional and WIOA needs, requirements, options and recommendations with the goal of obtaining acceptance from CEO's.

### **Who Actually Decides Final Region Realignment?**

- Governor may determine regional boundaries. CEO's may also vote to change regional boundaries.
- If the governor determines new boundaries, the CEO boards can appeal. The governor shall accept the appeal and work through a process with the CEO boards. If the governor does not acknowledge the appeal, the CEO boards may elevate the issue to the Department of Labor with a plan. DOL would then oversee the appeal process.
- The Chief Elected Officials (CEO) will establish infrastructure cost agreements with the partner agencies. Each region has a Chief Elected Officials board that has fiduciary and policy control of the regional WIOA programs/funding.

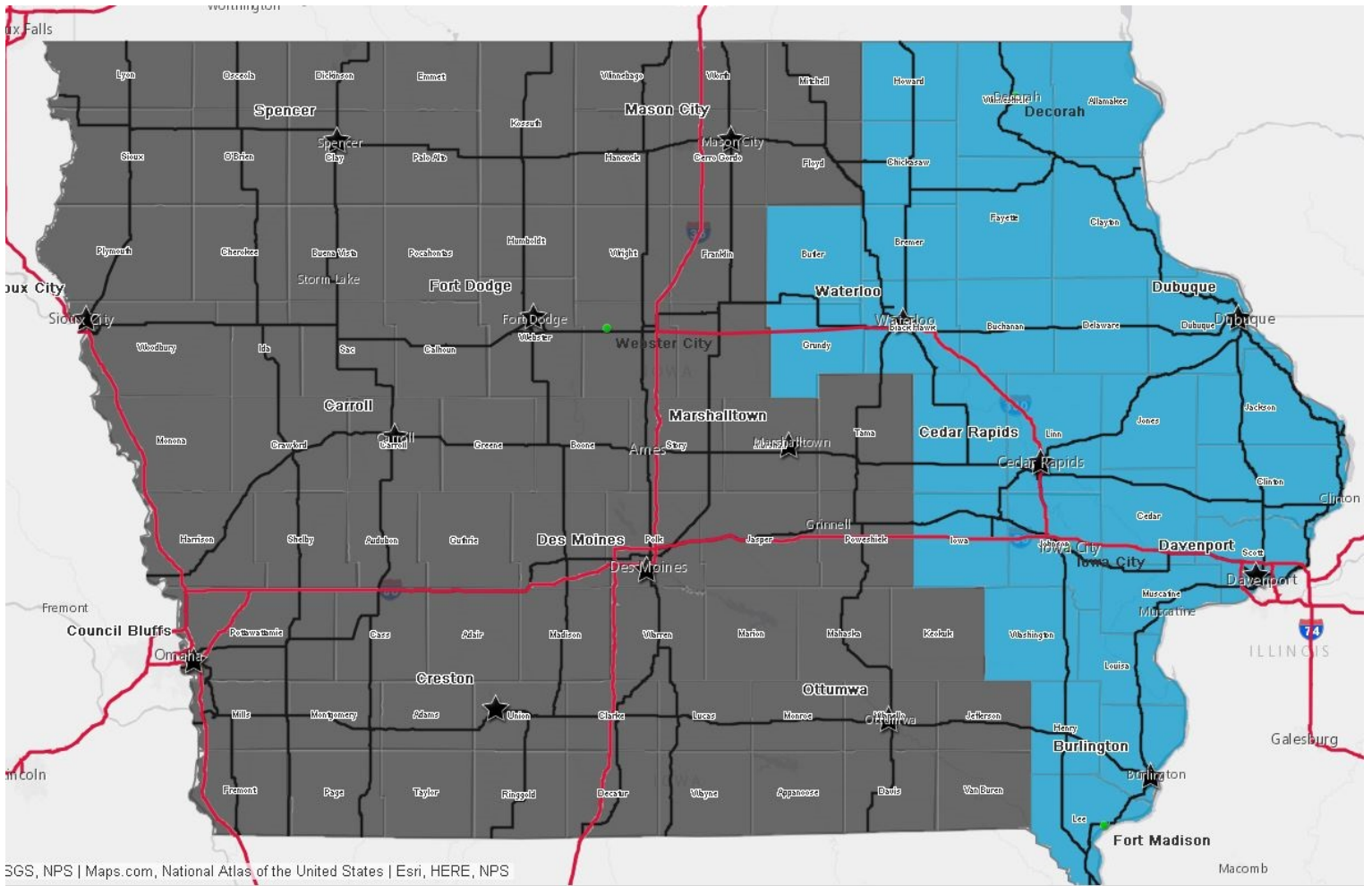
### **IWD Correspondence to CEO's and Timeline:**

The State has emailed the CEO and Regional Workforce Development Board (RWDB) members a sample of possible recommendations and a summary from the State Workforce Development Board, **Public Comment Period now open March 6 to May 4, 2018.** Iowa Workforce Development (IWD) drafted a timeline and action steps for realignment that was submitted by IWD to the DOL.

### **What Can Be Done to Educate CEO's:**

- Initiate conversations with RWDB/CEO boards at upcoming board meetings.
- Request a CEO meeting if none are scheduled prior to public comment period end date.
- Advocate that CEO's provide public comment, emphasizing:
  - The importance of local input/control
  - That more than two regions can be viable sustained
  - Labor shed areas must be recognized in the realignment, this too provides more opportunity to ensure labor shed workforce needs will be considered
  - Minimum of four local workforce regions should be considered to ensure services for all Iowans.
- **Attend, and encourage CEO members to attend, a conference call to review the public comment materials. This is being coordinated by the Association of Iowa Workforce Partners on March 26 from 3:00-4:30 pm. Join from PC, Mac, Linux, iOS or Android: <https://zoom.us/j/308913734>. Or Telephone: US: +1 646 558 8656 or +1 669 900 6833 Meeting ID: 308 913 734**
- Request outreach and education from IWD for local CEO and RWDB members.
- Reach out to associations such as Association of Iowa Workforce Professional (AIWP) or the National Association of Workforce Boards for information and guidance on processes.
- Contact Department of Labor for more information or with questions.
- Remind boards that if they do not agree with the new regional layout recommended by IWD and the Governor, they must have a secondary plan as a potential option in order to elevate an appeal.
- Talk with other core partners to learn more and obtain their opinion. You can reach out to them by contacting your local one-stop center: <https://www.iowaworkforcedevelopment.gov/locations>

# 2 AREAS – MAP A



SGS, NPS | Maps.com, National Atlas of the United States | Esri, HERE, NPS

## West

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Winnebago, Worth, Mitchell, Sioux, O’Brien, Clay, Palo Alto, Hancock, Cerro Gordo, Floyd, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Franklin, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Hardin, Monona, Crawford, Carroll, Greene, Boone, Story, Marshall, Tama, Harrison, Shelby, Audubon, Guthrie, Dallas, Polk, Jasper, Poweshiek, Pottawattamie, Cass, Adair, Madison, Warren, Marion, Mahaska, Keokuk, Mills, Montgomery, Adams, Union, Clarke, Lucas, Monroe, Wapello, Jefferson, Fremont, Page, Taylor, Ringgold, Decatur, Wayne, Appanoose, Davis, Van Buren

**Field Offices:** Spencer, Sioux City, Council Bluffs, Creston, Ottumwa, Des Moines, Fort Dodge, Webster City, Mason City, Marshalltown

**Current Areas:** 2, 3/4, 5, 6, 8, 11, 12, 13, 14

## East

**Counties:** Howard, Winneshiek, Allamakee, Chickasaw, Fayette, Clayton, Butler, Bremer, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Benton, Linn, Jones, Jackson, Iowa, Johnson, Cedar, Clinton, Scott, Muscatine, Washington, Louisa, Henry, Des Moines, Lee

**Field Offices:** Cedar Rapids, Iowa City, Dubuque, Decorah, Waterloo, Burlington, Fort Madison

**Current Areas:** 1, 7, 9, 10, 16

### Key

**Area:** The local workforce development area described on the front page of this document.

**\$ Amount:** Amount of federal WIOA Title I funding available to the area.

**% Share:** The percentage share of the total available federal WIOA Title I funding.

**Model Administrative Costs:** Mandatory minimum amount of funding necessary to meet all WIOA requirements that are administrative costs.

**+/- Model Admin:** The amount above or below the Model Administrative Cost total of \$350,000.

Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
West	499,712	48.81	+ 149,712
East	524,105	51.19	+ 174,105

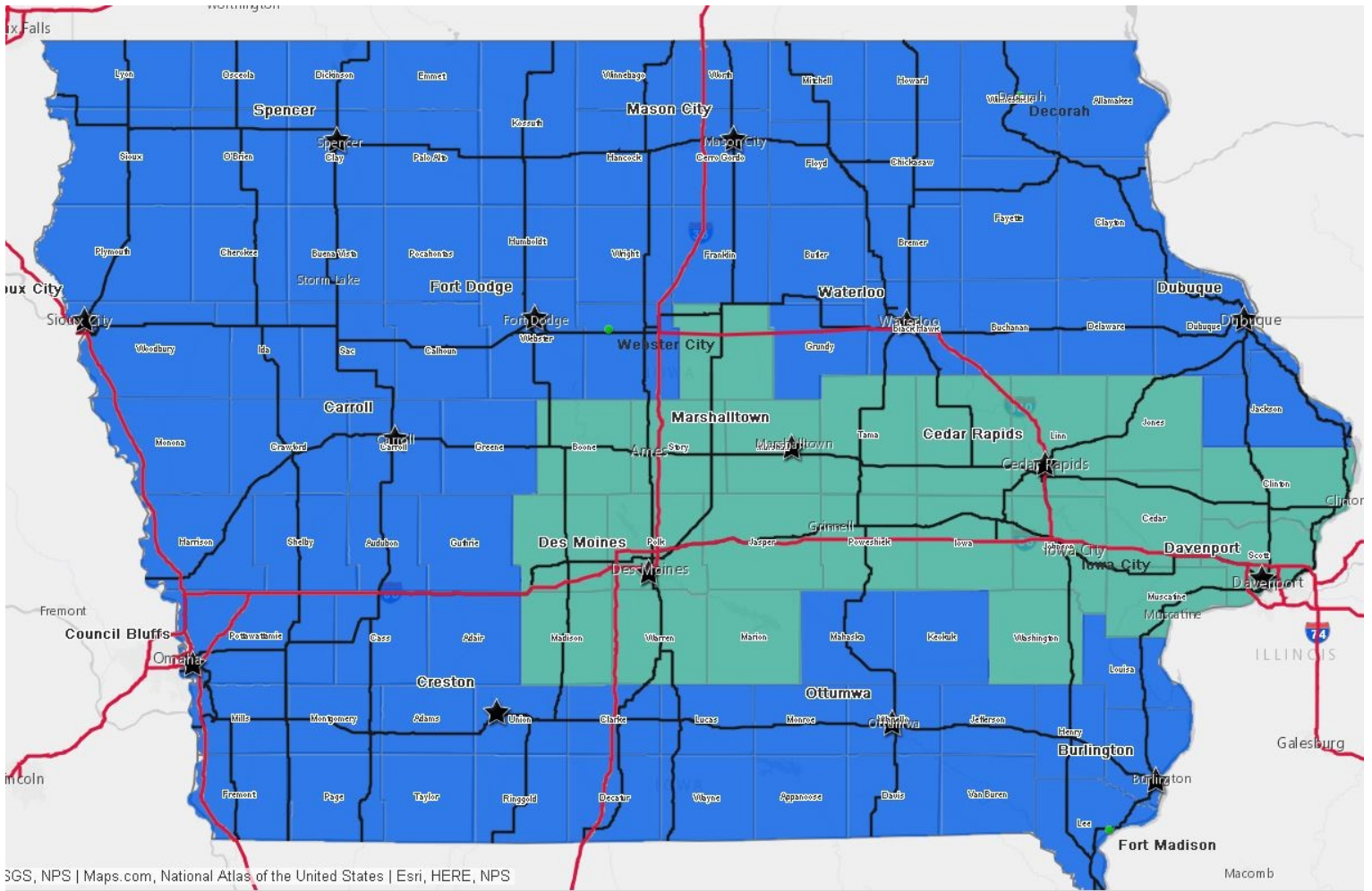
Adult		
Area	\$ Amount	% Share
West	1,546,854	50.26
East	1,530,886	49.74

Dislocated Worker		
Area	\$ Amount	% Share
West	1,248,693	43.44
East	1,625,896	56.56

Youth		
Area	\$ Amount	% Share
West	2,201,581	51.37
East	2,084,260	48.63

Combined Total		
Area	\$ Amount	% Share
West	4,997,128	48.81
East	5,241,042	51.19

# 2 AREAS – MAP B



SGS, NPS | Maps.com, National Atlas of the United States | Esri, HERE, NPS

Macomb

## Greater Iowa

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Sioux, O'Brien, Clay, Palo Alto, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Franklin, Butler, Bremer, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Jackson, Monona, Crawford, Carroll, Greene, Harrison, Shelby, Audubon, Guthrie, Pottawattamie, Cass, Adair, Mills, Montgomery, Adams, Union, Clarke, Lucas, Monroe, Wapello, Jefferson, Henry, Des Moines, Fremont, Page, Taylor, Ringgold, Decatur, Wayne, Appanoose, Davis, Van Buren, Lee

**Field Offices:** Dubuque, Decorah, Waterloo, Mason City, Spencer, Sioux City, Council Bluffs, Creston, Ottumwa, Burlington, Fort Madison

**Current Areas:** 1, 2, 3/4, 5, 8, 12, 13, 14, 15, 16

## East-Central

**Counties:** Boone, Story, Hardin, Marshall, Tama, Benton, Linn, Jones, Clinton, Dallas, Polk, Jasper, Poweshiek, Iowa, Johnson, Cedar, Scott, Madison, Warren, Marion, Washington, Muscatine

**Field Offices:** Des Moines, Marshalltown, Cedar Rapids, Iowa City, Davenport

**Current Areas:** 6, 9, 10, 11

## Key

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**+/- Model Admin:** The amount above or below the Model Administrative Cost total of \$350,000.

Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
Greater Iowa	576,796	56.34	+ 226,796
East-Central	447,021	43.66	+ 97,021

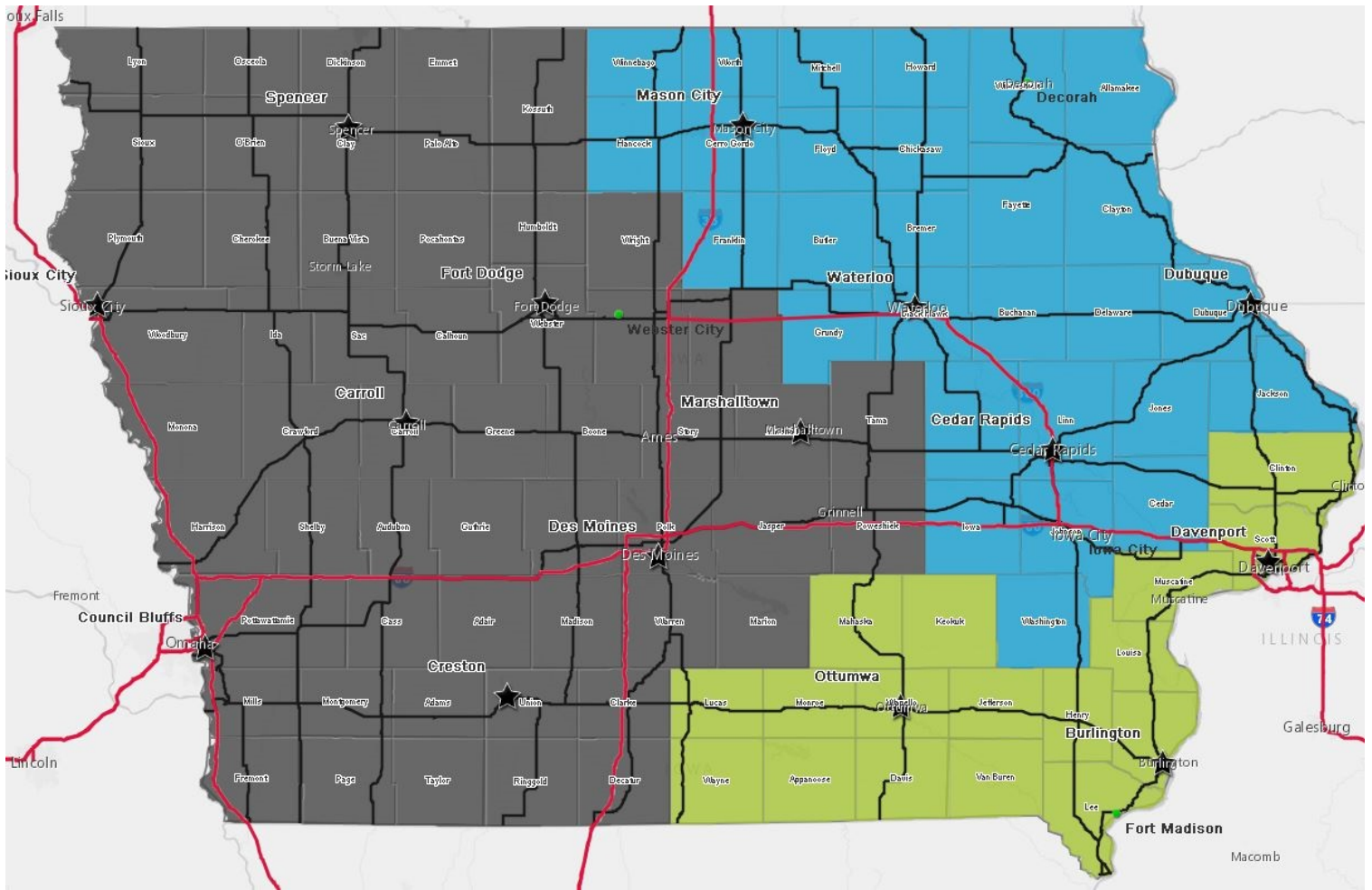
Adult		
Area	\$ Amount	% Share
Greater Iowa	1,791,069	58.19
East-Central	1,286,671	41.81

Dislocated Worker		
Area	\$ Amount	% Share
Greater Iowa	1,923,896	66.93
East-Central	950,693	33.07

Youth		
Area	\$ Amount	% Share
Greater Iowa	2,052,994	47.90
East-Central	2,232,847	52.10

Combined Total		
Area	\$ Amount	% Share
Greater Iowa	5,767,959	56.34
East-Central	4,470,211	43.66

# 3 AREAS – MAP A



## West

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Sioux, O'Brien, Clay, Palo Alto, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Hardin, Monona, Crawford, Carroll, Greene, Boone, Story, Marshall, Tama, Harrison, Shelby, Audubon, Guthrie, Dallas, Polk, Jasper, Poweshiek, Pottawattamie, Cass, Adair, Madison, Warren, Marion, Mills, Montgomery, Adams, Union, Clarke, Fremont, Page, Taylor, Ringgold, Decatur

**Field Offices:** Des Moines, Creston, Council Bluffs, Carroll, Sioux City, Spencer, Fort Dodge, Webster City

**Current Areas:** 3/4, 5, 6, 8, 11, 12, 13, 14

## Northeast

**Counties:** Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Franklin, Butler, Bremer, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Benton, Linn, Jones, Jackson, Iowa, Johnson, Cedar, Washington

**Field Offices:** Cedar Rapids, Iowa City, Dubuque, Decorah, Waterloo, Mason City

**Current Areas:** 1, 2, 7, 10

## Southeast

**Counties:** Clinton, Scott, Muscatine, Louisa, Mahaska, Keokuk, Lucas, Monroe, Wapello, Jefferson, Henry, Des Moines, Wayne, Appanoose, Davis, Van Buren, Lee

**Field Offices:** Davenport, Ottumwa, Burlington, Fort Madison

**Current Areas:** 9, 15, 16

### Key

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Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
West	345,231	33.72	- 4,769
Northeast	276,477	27.00	- 73,523
Southeast	402,109	39.28	+ 52,109

Adult		
Area	\$ Amount	% Share
West	961,674	31.25
Northeast	594,983	19.33
Southeast	1,521,083	49.42

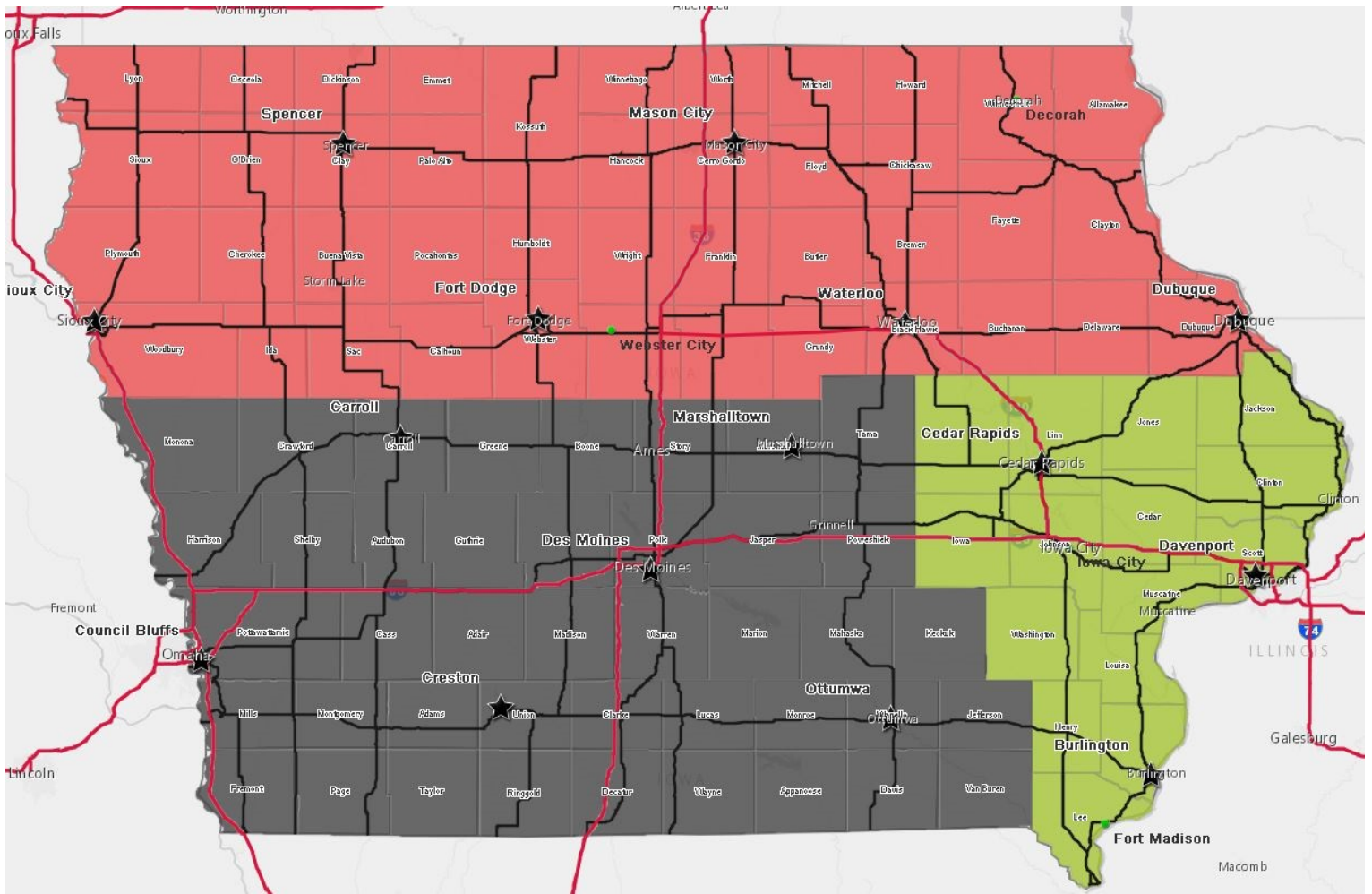
Dislocated Worker		
Area	\$ Amount	% Share
West	1,060,016	36.87
Northeast	834,105	29.02
Southeast	980,468	34.11

Youth		
Area	\$ Amount	% Share
West	1,430,618	33.38
Northeast	1,335,687	31.17
Southeast	1,519,536	35.45

Combined Total		
Area	\$ Amount	% Share
West	3,452,308	33.72
Northeast	2,764,775	27.00
Southeast	4,021,087	39.28



# 3 AREAS – MAP B



## North

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Sioux, O'Brien, Clay, Palo Alto, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Franklin, Butler, Bremer, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Hardin, Grundy, Black Hawk, Buchanan, Delaware, Dubuque

**Field Offices:** Sioux City, Spencer, Fort Dodge, Webster City, Mason City, Waterloo, Decorah, Dubuque

**Current Areas:** 1, 2, 3/4, 5, 7, Part of 6, Part of 8, Part of 12

## Southwest

**Counties:** Monona, Crawford, Carroll, Greene, Boone, Story, Marshall, Tama, Harrison, Shelby, Audubon, Guthrie, Dallas, Polk, Jasper, Poweshiek, Pottawattamie, Cass, Adair, Madison, Warren, Marion, Mahaska, Keokuk, Mills, Montgomery, Adams, Union, Clarke, Lucas, Monroe, Wapello, Jefferson, Fremont, Page, Taylor, Ringgold, Decatur, Wayne, Appanoose, Davis, Van Buren

**Field Offices:** Des Moines, Creston, Council Bluffs, Carroll, Marshalltown, Ottumwa

**Current Areas:** 11, 13, 14, 15, Part of 6, Part of 8, Part of 12

## Southeast

**Counties:** Benton, Linn, Jones, Jackson, Iowa, Johnson, Cedar, Clinton, Washington, Muscatine, Scott, Louisa, Henry, Des Moines, Lee

**Field Offices:** Cedar Rapids, Iowa City, Davenport, Burlington, Fort Madison

**Current Areas:** 9, 10, 16

### Key

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Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
North	326,806	31.92	-23,194
Southwest	360,433	35.21	+ 10,433
Southeast	336,578	32.87	- 13,422

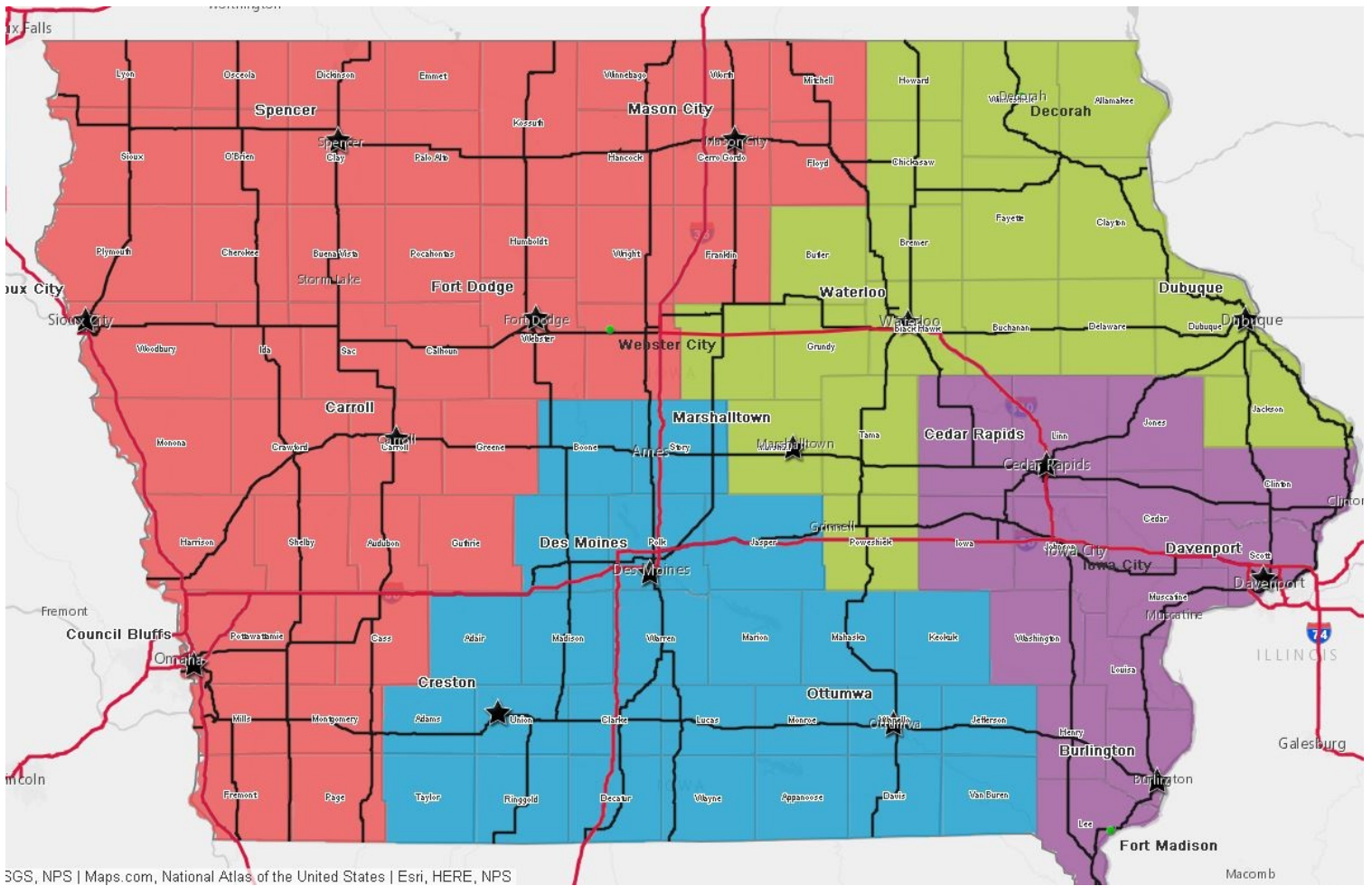
Adult		
Area	\$ Amount	% Share
North	999,555	32.48
Southwest	1,120,266	36.40
Southeast	957,919	31.12

Dislocated Worker		
Area	\$ Amount	% Share
North	829,992	28.87
Southwest	933,166	32.46
Southeast	1,111,431	38.67

Youth		
Area	\$ Amount	% Share
North	1,438,521	33.56
Southwest	1,550,887	36.19
Southeast	1,296,433	30.25

Combined Total		
Area	\$ Amount	% Share
North	3,268,068	31.92
Southwest	3,604,319	35.21
Southeast	3,365,783	32.87

# 4 AREAS – MAP A



## Central

**Counties:** Boone, Story, Dallas, Polk, Jasper, Adair, Madison, Warren, Marion, Mahaska, Keokuk, Adams, Union, Clarke, Lucas, Monroe, Wapello, Jefferson, Taylor, Ringgold, Decatur, Wayne, Appanoose, Davis, Van Buren

**Field Offices:** Des Moines, Creston, Ottumwa

**Current Areas:** 11, 15, Part of 14

## Northeast

**Counties:** Howard, Winneshiek, Allamakee, Chickasaw, Fayette, Clayton, Butler, Bremer, Hardin, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Jackson, Marshall, Tama, Poweshiek

**Field Offices:** Waterloo, Marshalltown, Dubuque, Decorah

**Current Areas:** 1, 6, 7

## West

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Winnebago, Worth, Mitchell, Sioux, O'Brien, Clay, Palo Alto, Hancock, Cerro Gordo, Floyd, Plymouth, Cherokee, Crawford, Buena Vista, Pocahontas, Humboldt, Wright, Franklin, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Monona, Carroll, Greene, Harrison, Shelby, Audubon, Guthrie, Pottawattamie, Cass, Mills, Montgomery, Fremont, Page

**Field Offices:** Council Bluffs, Sioux City, Carroll, Fort Dodge, Spencer, Mason City, Webster City

**Current Areas:** 2, 3/4, 5, 8, 12, 13, Part of 14

## Southeast

**Counties:** Allamakee, Winneshiek, Howard, Chickasaw, Clayton, Fayette, Bremer, Butler, Dubuque, Delaware, Buchanan, Black Hawk, Grundy, Jackson

**Field Offices:** Cedar Rapids, Davenport, Burlington, Iowa City, Fort Madison

**Current Areas:** 9, 10, 16

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**+/- Model Admin:** The amount above or below the Model Administrative Cost total of \$350,000.

<b>Administrative Costs</b>			
Area	\$ Amount	% Share	+/- Model Admin
West	213,995	20.90	- 136,005
Central	316,901	30.96	- 33,099
Northeast	237,659	23.21	- 112,341
Southeast	255,262	24.93	- 94,738

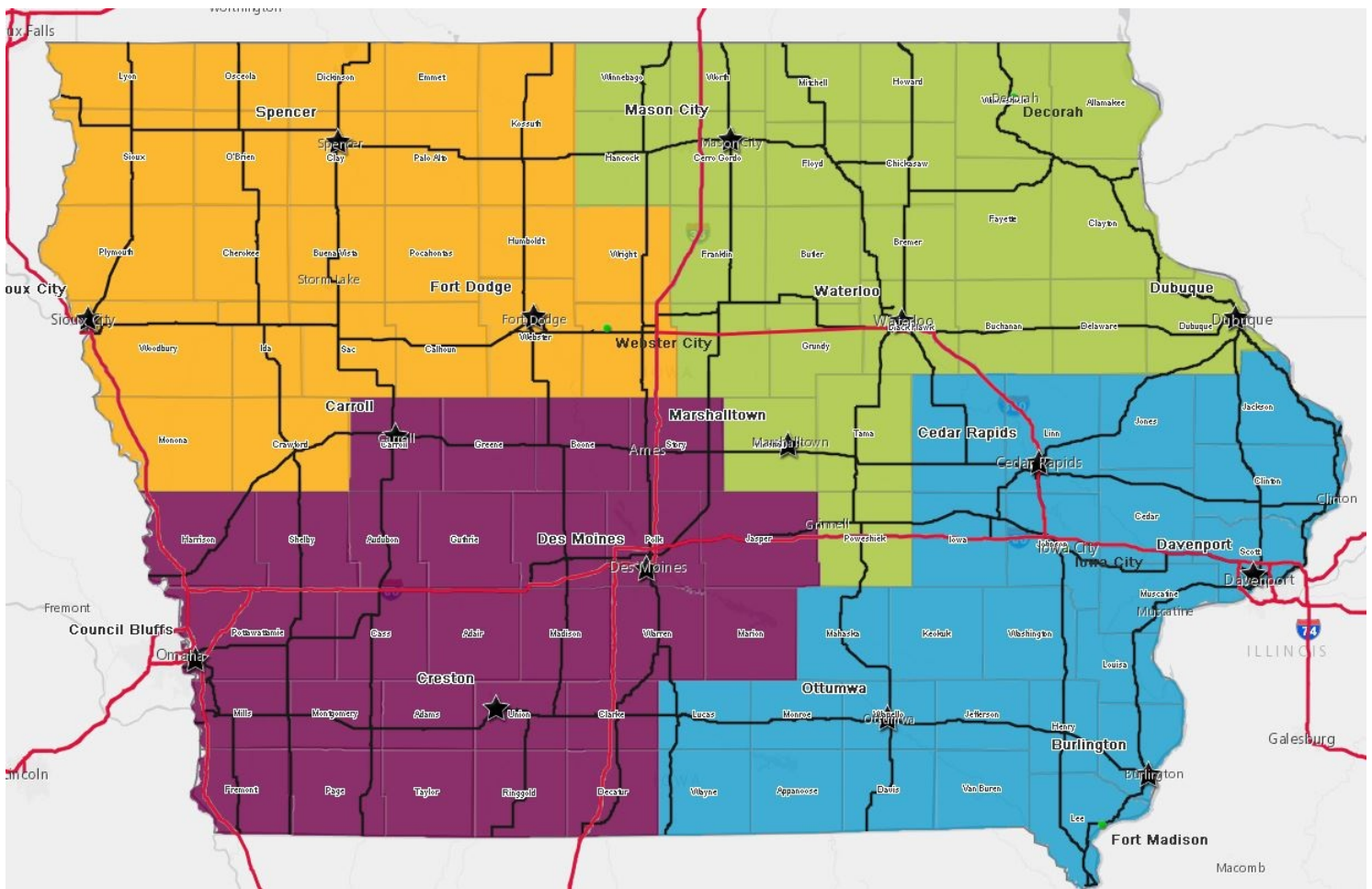
<b>Adult</b>		
Area	\$ Amount	% Share
West	648,289	21.06
Central	993,879	32.30
Northeast	617,804	20.07
Southeast	817,768	26.57

<b>Dislocated Worker</b>		
Area	\$ Amount	% Share
West	597,664	20.79
Central	889,205	30.93
Northeast	794,209	27.63
Southeast	593,511	20.65

<b>Youth</b>		
Area	\$ Amount	% Share
West	894,005	20.86
Central	1,285,907	30.00
Northeast	964,584	22.51
Southeast	1,141,345	26.63

<b>Combined Total</b>		
Area	\$ Amount	% Share
West	2,139,958	20.90
Central	3,168,991	30.96
Northeast	2,376,597	23.21
Southeast	2,552,624	24.93

# 4 AREAS – MAP B



## Northwest

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Sioux, O'Brien, Clay, Palo Alto, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Woodbury, Ida, Sac, Calhoun, Webster, Hamilton, Monona, Crawford

**Field Offices:** Sioux City, Fort Dodge, Webster City, Spencer

**Current Areas:** 3/4, 5, 12, Part of 8

## Southwest

**Counties:** Carroll, Greene, Boone, Story, Harrison, Shelby, Audubon, Guthrie, Dallas, Polk, Jasper, Pottwattamie, Cass, Adair, Madison, Warren, Marion, Mills, Montgomery, Adams, Union, Clarke, Fremont, Page, Taylor, Ringgold, Decatur

**Field Offices:** Carroll, Council Bluffs, Creston, Des Moines

**Current Areas:** 11, 13, 14, Part of 8

## Northeast

**Counties:** Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Franklin, Butler, Bremer, Hardin, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Marshall, Tama, Poweshiek

**Field Offices:** Marshalltown, Mason City, Waterloo, Dubuque, Decorah

**Current Areas:** 1, 2, 6, 7

## Southeast

**Counties:** Benton, Linn, Jones, Jackson, Iowa, Johnson, Cedar Clinton, Scott, Muscatine, Mahaska, Keokuk, Washington, Louisa, Lucas, Monroe, Wapello, Jefferson, Henry, Des Moines, Wayne, Appanoose, Davis, Van Buren, Lee

**Field Offices:** Cedar Rapids, Davenport, Burlington, Iowa City, Fort Madison

**Current Areas:** 9, 10, 16

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**+/- Model Admin:** The amount above or below the Model Administrative Cost total of \$350,000.

<b>Administrative Costs</b>			
Area	\$ Amount	% Share	+/- Model Admin
Northwest	120,036	11.72	- 229,964
Southwest	278,471	27.20	- 71,529
Northeast	248,055	24.23	- 101,945
Southeast	377,255	36.85	+ 27,255

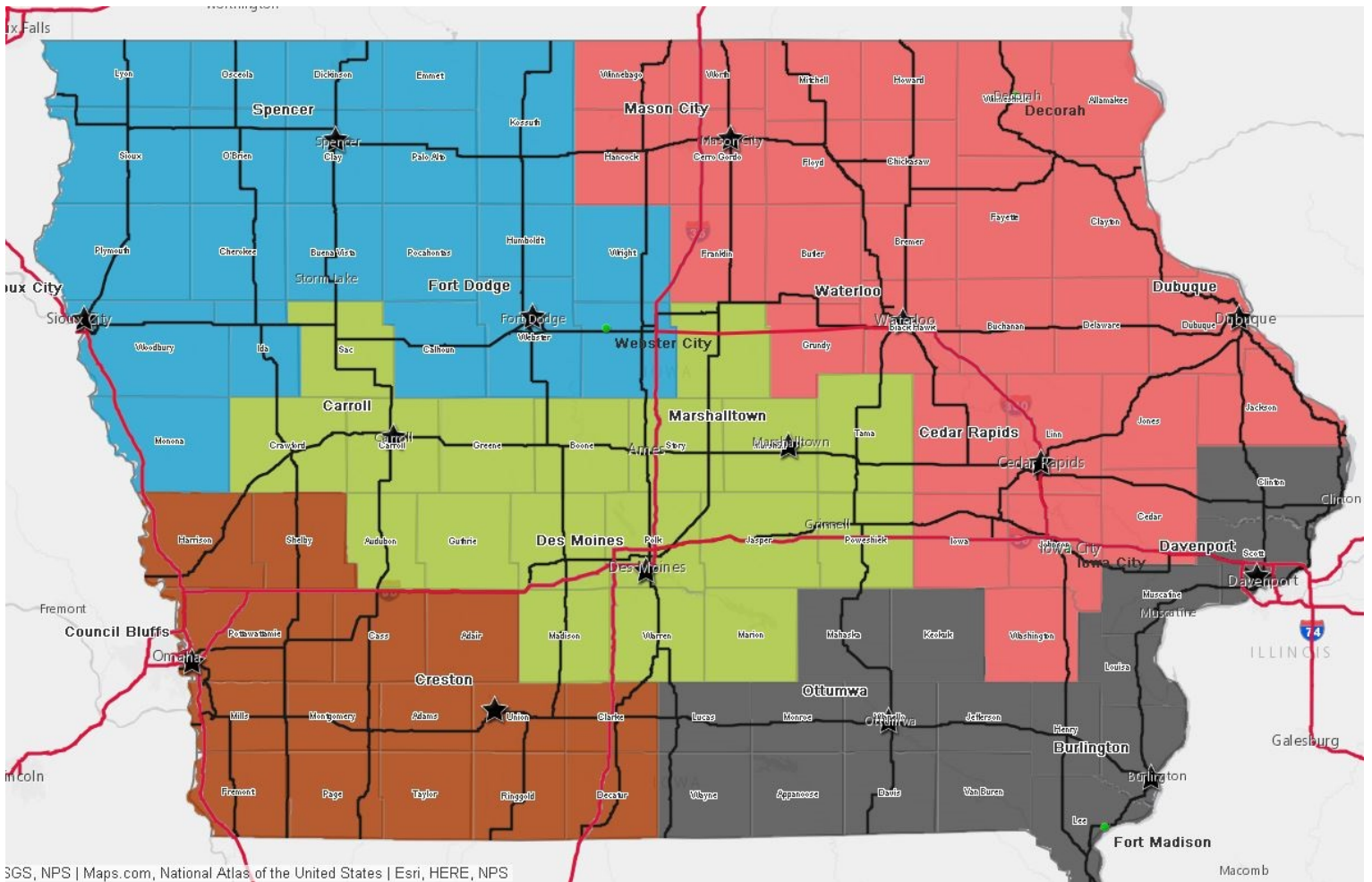
<b>Adult</b>		
Area	\$ Amount	% Share
Northwest	340,170	11.05
Southwest	877,291	28.50
Northeast	687,878	22.35
Southeast	1,172,401	38.10

<b>Dislocated Worker</b>		
Area	\$ Amount	% Share
Northwest	304,528	10.59
Southwest	697,970	24.28
Northeast	746,051	25.95
Southeast	1,126,040	39.18

<b>Youth</b>		
Area	\$ Amount	% Share
Northwest	555,659	12.97
Southwest	1,209,447	28.22
Northeast	1,046,620	24.42
Southeast	1,474,115	34.39

<b>Combined Total</b>		
Area	\$ Amount	% Share
Northwest	1,200,357	11.72
Southwest	2,784,708	27.20
Northeast	2,480,549	24.23
Southeast	3,772,556	36.85

# 5 AREAS



SGS, NPS | Maps.com, National Atlas of the United States | Esri, HERE, NPS

Macomb

## Northwest

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Sioux, O'Brien, Clay, Palo Alto, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Woodbury, Ida, Calhoun, Webster, Hamilton

## Southwest

**Counties:** Harrison, Shelby, Pottawattamie, Cass, Adair, Mills, Montgomery, Adams, Union, Clarke, Fremont, Page, Taylor, Ringgold, Decatur

## Central

**Counties:** Sac, Crawford, Carroll, Greene, Boone, Story, Marshall, Tama, Hardin, Audubon, Guthrie, Dallas, Polk, Jasper, Poweshiek, Madison, Warren, Marion

## Northeast

**Counties:** Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Franklin, Butler, Bremer, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Benton, Linn, Jones, Jackson, Iowa, Johnson, Cedar, Washington

## Southeast

**Counties:** Clinton, Scott, Muscatine, Louisa, Mahaska, Keokuk, Lucas, Monroe, Wapello, Jefferson, Henry, Des Moines, Wayne, Appanoose, Davis, Van Buren, Lee

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Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
Northwest	78,365	7.65	- 271,635
Southwest	62,888	6.14	- 287,122
Central	166,655	16.28	- 183,345
Northeast	247,865	24.21	- 102,135
Southeast	468,044	45.72	+ 118,044

Adult		
Area	\$ Amount	% Share
Northwest	188,416	6.12
Southwest	138,966	4.51
Central	436,297	14.18
Northeast	472,485	15.35
Southeast	1,841,576	59.84

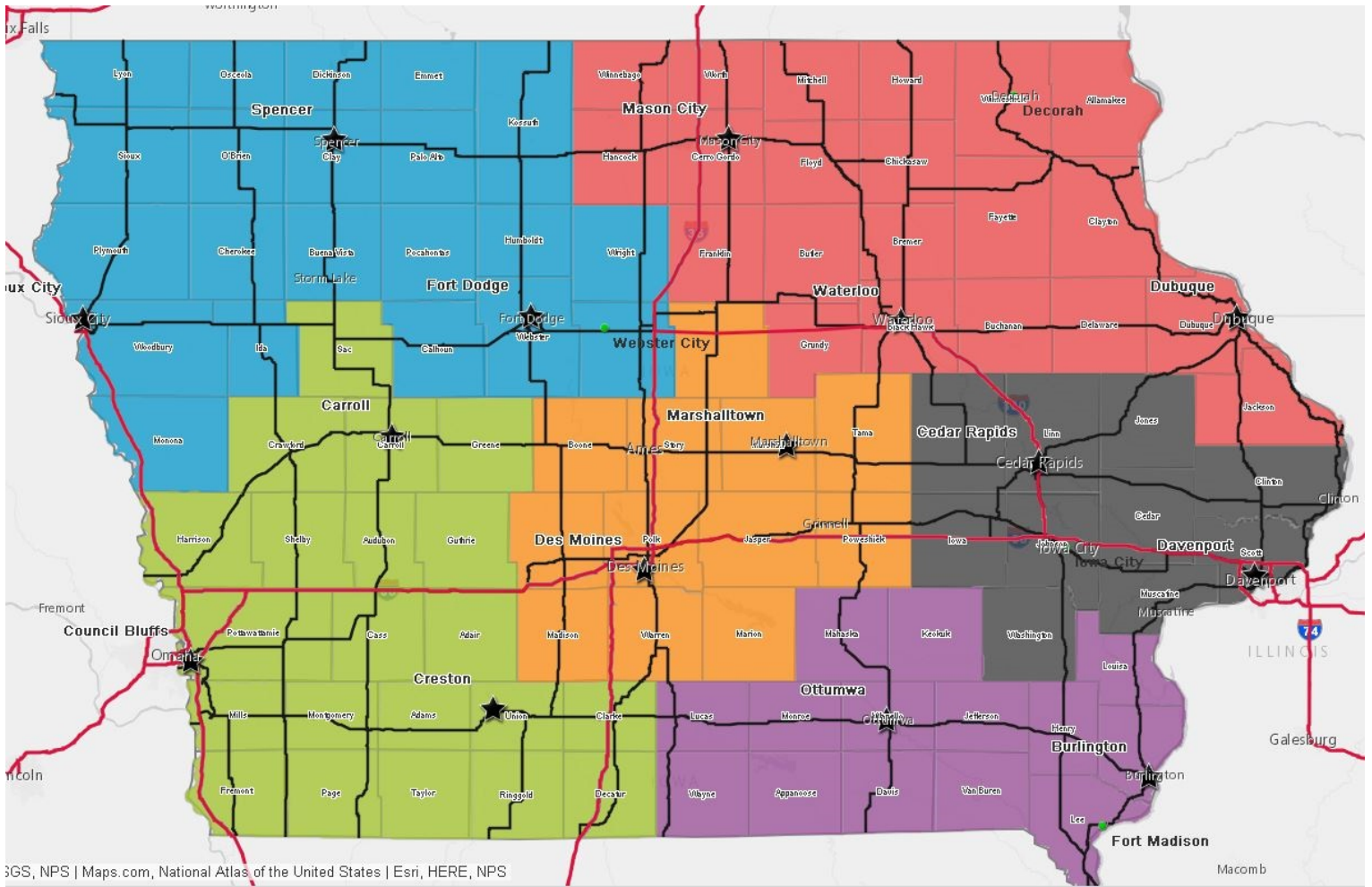
Dislocated Worker		
Area	\$ Amount	% Share
Northwest	252,559	8.79
Southwest	311,640	10.84
Central	495,821	17.25
Northeast	834,105	29.02
Southeast	980,464	34.10

Youth		
Area	\$ Amount	% Share
Northwest	342,666	8.00
Southwest	178,274	4.16
Central	734,430	17.14
Northeast	1,172,066	27.35
Southeast	1,858,405	43.35

Combined Total		
Area	\$ Amount	% Share
Northwest	783,641	7.65
Southwest	628,880	24.21
Central	1,666,548	16.28
Northeast	2,478,656	24.21
Southeast	4,680,445	45.72



# 6 AREAS



## Northwest

**Counties:** Lyon, Osceola, Dickinson, Emmet, Kossuth, Sioux, O'Brien, Clay, Palo Alto, Plymouth, Cherokee, Buena Vista, Pocahontas, Humboldt, Wright, Woodbury, Ida, Monona, Calhoun, Webster, Hamilton

## Southwest

**Counties:** Sac, Crawford, Carroll, Greene, Harrison, Shelby, Audubon, Guthrie, Pottawattamie, Cass, Adair, Mills, Montgomery, Adams, Union, Clarke, Fremont, Page, Taylor, Ringgold, Decatur

## Central

**Counties:** Madison, Warren, Marion, Dallas, Polk, Jasper, Poweshiek, Boone, Story, Marshall, Tama, Hardin

## Northeast

**Counties:** Winnebago, Worth, Mitchell, Howard, Winneshiek, Allamakee, Hancock, Cerro Gordo, Floyd, Chickasaw, Fayette, Clayton, Franklin, Butler, Bremer, Grundy, Black Hawk, Buchanan, Delaware, Dubuque, Jackson

## East

**Counties:** Benton, Linn, Jones, Iowa, Johnson, Cedar, Clinton, Scott, Muscatine, Washington

## Southeast

**Counties:** Mahaska, Koekuk, Louisa, Lucas, Monroe, Wapello, Jefferson, Henry, Des Moines, Wayne, Appanoose, Davis, Van Buren, Lee

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Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
Northwest	78,365	7.65	- 271,635
Southwest	79,219	7.74	- 270,781
Central	150,323	14.68	- 199,677
Northeast	168,456	16.45	- 181,544
East	192,980	18.85	- 157,020
Southeast	354,474	34.63	+ 4,474

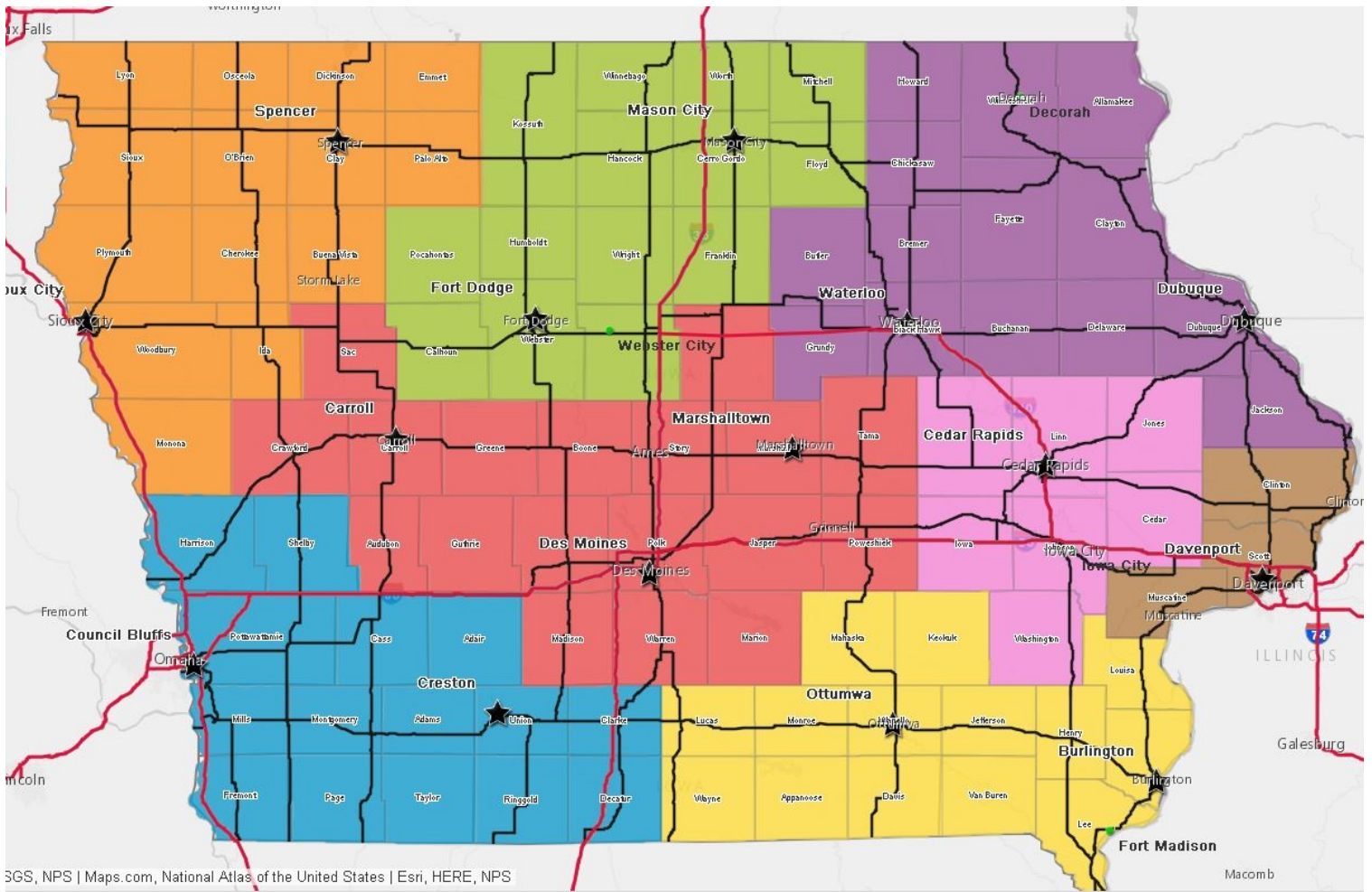
Adult		
Area	\$ Amount	% Share
Northwest	188,416	8.79
Southwest	170,313	5.53
Central	404,951	13.92
Northeast	430,077	13.97
East	562,959	18.29
Southeast	1,321,024	42.93

Dislocated Worker		
Area	\$ Amount	% Share
Northwest	252,559	8.79
Southwest	407,186	14.17
Central	400,272	13.92
Northeast	675,387	23.49
East	613,503	21.34
Southeast	525,682	18.29

Youth		
Area	\$ Amount	% Share
Northwest	342,666	8.00
Southwest	214,695	5.01
Central	698,009	16.29
Northeast	579,090	13.51
East	753,344	17.58
Southeast	1,698,037	39.61

Combined Total		
Area	\$ Amount	% Share
Northwest	783,641	7.65
Southwest	792,194	7.74
Central	1,503,232	14.68
Northeast	1,684,554	16.45
East	1,929,806	18.85
Southeast	3,544,743	34.63

# 8 AREAS



## Northwest

**Counties:** Lyon, Osceola, Dickinson, Emmet, Sioux, O'Brien, Clay, Palo Alto, Plymouth, Cherokee, Buena Vista, Woodbury, Ida, Monona

## Southwest

**Counties:** Harrison, Shelby, Pottawattamie, Cass, Adair, Mills, Montgomery, Adams, Union, Clarke, Fremont, Page, Taylor, Ringgold, Decatur

## North-Central

**Counties:** Cerro Gordo, Kossuth, Winnebago, Mitchell, Worth, Hancock, Floyd, Pocahontas, Humboldt, Wright, Franklin, Webster, Calhoun, Hamilton

## Central

**Counties:** Sac, Hardin, Tama, Crawford, Carroll, Greene, Boone, Story, Marshall, Audubon, Guthrie, Dallas, Polk, Poweshiek, Jasper, Warren, Madison, Marion

## East-Central

**Counties:** Linn, Jones, Benton, Cedar, Johnson, Iowa, Washington

## Northeast

**Counties:** Allamakee, Winneshiek, Howard, Chickasaw, Clayton, Fayette, Bremer, Butler, Dubuque, Delaware, Buchanan, Black Hawk, Grundy, Jackson

## East

**Counties:** Scott, Clinton, Muscatine

## Southeast

**Counties:** Keokuk, Mahaska, Louisa, Henry, Jefferson, Wapello, Lucas, Monroe, Des Moines, Van Buren, Davis, Wayne, Appanoose, Lee

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Administrative Costs			
Area	\$ Amount	% Share	+/- Model Admin
Northwest	58,199	5.68	- 291,801
Southwest	62,888	6.14	- 287,112
North-Central	35,189	3.44	- 314,811
Central	166,655	16.28	- 183,345
East-Central	114,637	11.20	- 235,363
Northeast	153,466	14.99	- 196,534
East	214,584	20.96	- 135,416
Southeast	218,199	21.31	- 131,801

Adult		
Area	\$ Amount	% Share
Northwest	130,659	4.25
Southwest	138,966	4.52
North-Central	112,645	3.66
Central	436,297	14.18
East-Central	211,890	6.88
Northeast	415,350	13.50
East	827,997	26.89
Southeast	803,936	26.12

Dislocated Worker		
Area	\$ Amount	% Share
Northwest	186,328	6.48
Southwest	311,640	10.84
North-Central	101,424	3.53
Central	495,821	17.25
East-Central	341,504	11.88
Northeast	600,377	20.88
East	381,102	13.26
Southeast	456,393	15.88

Youth		
Area	\$ Amount	% Share
Northwest	264,998	6.18
Southwest	178,274	4.16
North-Central	137,833	3.22
Central	734,430	17.14
East-Central	592,976	13.84
Northeast	518,930	12.11
East	936,738	21.85
Southeast	921,662	21.50

Combined Total		
Area	\$ Amount	% Share
Northwest	581,985	5.68
Southwest	628,880	6.14
North-Central	351,902	3.44
Central	1,666,548	16.28
East-Central	1,146,370	11.20
Northeast	1,534,657	14.99
East	2,145,837	20.96
Southeast	2,181,991	21.31